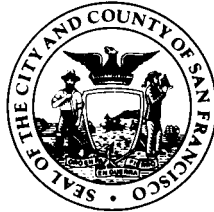


City and County of San Francisco



**DRAFT 2016-2017
Action Plan**

**For Public Review Between
March 17, 2016 and April 15, 2016**

**Mayor's Office of Housing and Community Development
Office of Economic & Workforce Development**

Welcome to San Francisco's DRAFT 2016-2017 Action Plan.

NOTES FOR PUBLIC REVIEW and COMMENT:

- 1) This draft document is available for public review and comment between March 17, 2016 and April 15, 2016.
- 2) 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.
- 3) Staff welcomes your comments in writing. They may be directed to: MOHCD, Action Plan Staff, 1 South Van Ness Avenue, 5th Floor, San Francisco, CA 94103. Your comments will be directed to the appropriate agency. In your comment, please be specific about your issue and refer to a specific section of the Draft Plan, if appropriate.
- 4) The close of the public comment period is April 15, 2016.
- 5) The public is invited to provide testimony on the Draft Action Plan at a public hearing on Tuesday, March 22, 2016 at 5:00pm. The hearing will take place at 1 South Van Ness Avenue, 2nd Floor Atrium Conference Room.
- 6) Thank you in advance for your participation in this process.
- 7) For more information, please call (415) 701-5500.

Executive Summary

AP-05 Executive Summary - 24 CFR 91.200(c), 91.220(b)

1. Introduction

The Office of Community Planning and Development (CPD) of the U.S. Department of Housing and Urban Development (HUD) requires that jurisdictions consolidate goals for all of its CPD programs into one strategic plan, called the Consolidated Plan. The four federal grant programs included in the Consolidated Plan are 1) the Community Development Block Grant (CDBG) program, 2) the Emergency Solutions Grant (ESG) program; 3) the HOME Investment Partnerships (HOME) program and 4) the Housing Opportunities for Persons With AIDS (HOPWA) program. San Francisco's current Consolidated Plan is a five-year strategic plan that covers the time period of July 1, 2015 through June 30, 2020.

The 2016-2017 Action Plan addresses the goals established in the 2015-2019 Consolidated Plan and represents the annual implementation plan for the second year of the 2015-2019 Consolidated Plan. The Action Plan identifies specific programs and projects that have been recommended for funding for the 2016-2017 program year with CDBG, ESG, HOME and HOPWA funds, as well as projects that are supported by resources other than the four federal funding sources. These additional projects are included because they are directly related to the needs that were identified in the 2015-2019 Consolidated Plan.

The Action Plan is submitted to HUD annually and constitutes an application for funds under the four federal funding sources. Please refer to the 2015-2019 Consolidated Plan for background information, including a demographic profile of San Francisco, an analysis of community development and housing needs, and San Francisco's strategic plan for community development and housing.

2. Summary of the objectives and outcomes identified in the Plan Needs Assessment Overview

This five-year Consolidated Plan focuses on the following three overarching objectives:

1. Families and individuals are stably housed;
2. Communities have healthy physical, social and business infrastructure; and,
3. Families and individuals are resilient and economically self-sufficient.

3. Evaluation of past performance

In general, the community development and affordable housing activities that were implemented during the previous Consolidated Plans served the identified needs. The five-year performance measures matrix and the one-year annual performance measures matrix in each of the City's Consolidated Annual Performance and Evaluation Reports (CAPERs) show how the City performed against the goals that were set in the five-year strategic plan and the one-year action plan. The comparison of accomplishment data to goals indicate that the Consolidated Plan activities made a positive impact on the identified needs. However, due to the complexity and extent of the needs in the City, the identified needs are still significant.

4. Summary of citizen participation process and consultation process

Two formal objectives of the planning process for the Consolidated Plan/Action Plan are to 1) promote citizen participation in the development of local priority needs and objectives; and 2) encourage

consultation with public and private agencies to identify shared needs and solutions to persistent community problems.

As part of the strategic planning process for the 2015-2019 Consolidated Plan, MOHCD and OEWD conducted a thorough needs assessment, collecting data from a variety of city stakeholders. In addition to providing forums for residents to comment on housing and community needs for the next five years, MOHCD and OEWD staff consulted with public and private agencies.

During the development of the 2016-2017 Action Plan, MOHCD and OEWD convened public hearings to receive public input. MOHCD and OEWD continue to meet and consult with City departments and community-based organizations in an effort to better coordinate and deliver services.

5. Summary of public comments

In addition to oral comments received during the November 2015 needs hearing, MOHCD and OEWD received one written comment. The written comment is related to the lack of affordable housing being built citywide. The comment also discussed the need for MOHCD to connect with corporations, the San Francisco Housing Authority and the San Francisco Community Land Trust to produce more affordable housing in the City. Notes from the November 16, 2015 community needs hearing can be found in the Citizen Participation Comments Attachment.

The Draft 2016-2017 Action Plan is available to the public for review and comment between March 17, 2016 and April 15, 2016. The City published a notice in the San Francisco Chronicle on March 7, March 16 and March 30, 2016 informing the public of the availability of the draft document for review and comment. The public has access to review the document at the Main Branch of the Public Library and at the offices of MOHCD and OEWD. The document is also posted on the MOHCD and OEWD websites. The CCCD, MOHCD and OEWD will hold a public hearing on March 22, 2016 to receive comments on the Draft 2016-2017 Action Plan. Persons who cannot attend the public hearing or who do not want to speak at the public hearing are encouraged to provide written comments to MOHCD/OEWD.

6. Summary of comments or views not accepted and the reasons for not accepting them

Not applicable

7. Summary

The needs assessment data is one category of information that was reviewed as part of the strategic planning process. Other components included developing a Theory of Change for MOHCD; leveraging the expertise of MOHCD staff and their understanding of city concerns, service delivery, and programmatic operations; and analyzing the funding available from MOHCD as well as other city agencies. All of this information was synthesized to inform the objectives, priority needs, goals and activities for the Consolidated Plan.

PR-05 Lead & Responsible Agencies 24 CFR 91.200(b)

1. Describe agency/entity responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source

The following are the agencies/entities responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

Table 1 – Responsible Agencies

Agency Role	Name	Department/Agency
CDBG Administrator	SAN FRANCISCO	Mayor's Office of Housing and Community Development
HOPWA Administrator	SAN FRANCISCO	Mayor's Office of Housing and Community Development
HOME Administrator	SAN FRANCISCO	Mayor's Office of Housing and Community Development
ESG Administrator	SAN FRANCISCO	Mayor's Office of Housing and Community Development
HOPWA-C Administrator	SAN FRANCISCO	Mayor's Office of Housing and Community Development

Narrative

In San Francisco, the Mayor's Office of Housing and Community Development (MOHCD) is the lead agency responsible for the consolidated planning process and for submitting the Consolidated Plan, annual Action Plans and Consolidated Annual Performance Evaluation Reports to HUD. MOHCD administers the CDBG housing, public facility, non-workforce development public service and organizational planning/capacity building activities; and all HOME, HOPWA and ESG activities. The Office of Economic and Workforce Development (OEWD) is responsible for economic development and workforce development activities of the CDBG program.

MOHCD serves as the lead agency for the HOPWA program for the San Francisco EMSA, which consists of San Francisco and San Mateo Counties.

Consolidated Plan Public Contact Information

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AP-10 Consultation - 91.100, 91.200(b), 91.215(I)

1. Introduction

Two formal objectives of the planning process are to 1) promote citizen participation in the development of local priority needs and objectives; and 2) encourage consultation with public and private agencies to identify shared needs and solutions to persistent community problems.

As part of the strategic planning process for the 2015-2019 Consolidated Plan, MOHCD and OEWD conducted a thorough needs assessment, collecting data from a variety of city stakeholders. San Francisco'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, MOHCD and OEWD staff consulted with public and private agencies. MOHCD and OEWD continue to meet and consult with City departments and community-based organizations in an effort to better coordinate and deliver services.

Provide a concise summary of the jurisdiction's activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies (91.215(I)).

The City's senior advisor on health services convenes a monthly Health and Human Services Cluster meeting. Participating in this Cluster are the Directors of Public Health, Community Development, Human Services, Aging and Adult Services, Workforce Development, and Children, Youth and their Families. This monthly convening provides a regular forum to discuss issues of services coordination, policy, new initiatives, funding opportunities, and emerging needs. In addition, the Director of MOHCD meets on a weekly basis with the Director of Planning and the Director of Development for the Office of Economic and Workforce Development to discuss affordable and market-rate housing development issues citywide.

The City's HOPE SF initiative, focusing on the revitalization of four selected public housing sites at Hunters View, Alice Griffith, Sunnyside, and Potrero Terrace/Annex, brings together a bi-monthly Leadership Team consisting of deputy-level City staff representing health, human services, children and youth, workforce development, public housing, community development, affordable housing, and private philanthropy.

Affordable housing developers in San Francisco have formed a council that meets on a monthly basis to assist in the coordinated development of affordable housing throughout the City. Staff from MOHCD participates in these monthly meetings to provide a two-way channel of communication between these community based organizations and the City representatives who are responsible for overseeing City-financed affordable housing.

The City agencies also coordinate in the decision-making at the project level on affordable housing developments in the City, including at the level of individual project funding decisions. The Citywide Affordable Housing Loan makes funding recommendations to the Mayor for affordable housing development throughout the City or to the OCII Commission for affordable housing under their jurisdiction. Committee Members consist of the directors or the director's representative from the

Mayor's Office of Housing and Community Development, Department of Public Health and Human Services Agency and the Office of Community Investment and Infrastructure as successor to the San Francisco Redevelopment Agency (OCII). MOHCD also works closely with OCII, the Human Services Agency and the Department of Public Health to issue requests for proposals (RFPs) or notices of funding availability (NOFAs) on a regular basis to seek applications for particular types of developments. NOFAs are generally issued for projects to serve specific populations (family renters, single adults, seniors, people requiring supportive services, etc.), while RFPs are generally issued for specific development sites. Staff develops funding and general policy recommendations to the Loan Committee.

Staff from MOHCD, OCII, the Human Services Agency and Department of Public Health also meets on a bi-monthly basis to coordinate the development and operation of the City's permanent supportive housing pipeline and portfolio. Like the Health and Human Services Cluster meeting, this bi-monthly convening provides a regular forum to discuss issues of services coordination, policy, new initiatives, funding opportunities, and emerging needs specific for permanent supportive housing funded by these departments.

The Mayor's Office of Housing and Community Development also is a member of the Long Term Care Coordinating Council (LTCCC). This body is charged to: (1) advise, implement, and monitor community-based long term care planning in San Francisco; and (2) facilitate the improved coordination of home, community-based, and institutional services for older adults and adults with disabilities. It is the single body in San Francisco that evaluates all issues related to improving community-based long-term care and supportive services. The LTCCC has 41 membership slots. Membership categories were created to ensure representation from a variety of consumers, advocates, and service providers (non-profit and public). The Mayor appoints people to fill 32 slots, which represent non-profit service provider organizations, consumers, and advocates. The additional 9 slots represent City and County departments including: Human Services, Aging and Adult Services, Public Health (two slots), Mayor's Office on Disability, Mayor's Office of Housing, San Francisco Housing Authority, and the Municipal Railway, plus one non-voting slot to enable representation of the Mayor's Office. The LTCCC evaluates how service delivery systems interact to serve people, and recommends ways to improve service coordination and system interaction. Workgroups responsible for carrying out the activities in the plan provide periodic progress reports through presentations to the LTCCC.

Describe coordination with the Continuum of Care and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness

The San Francisco Local Homeless Coordinating Board (Local Board) is the lead entity for the San Francisco Continuum of Care. The Local Board is staffed by the City's Human Services Agency (HSA). HSA staff has informed and updated the Local Board about the recent changes to the ESG program as a result of the HEARTH Act. The Mayor's Office of Housing and Community Development (MOHCD), the lead agency for the City's ESG program, has been working closely with HSA staff and the Local Board to align the city's ESG program with the intent of the Act. MOHCD staff consulted with the Local Board during the creation of the Consolidated Plan to get its specific feedback on housing and homeless issues, the Local Board's priorities, and how the City's ESG programs and homeless housing programs can best align with the City's continuum of care.

The Mayor has also recently created the San Francisco Inter-Agency Council on Homelessness (SFICH). Modeled after the U.S. Interagency Council on Homelessness, the mission of the SFICH will be to coordinate the City and County’s response to homelessness, create consistent and transparent data metrics to share progress, and to maximize the effectiveness of federal, state and private contributions to end homelessness. The Council will be chaired by the Director of the Office of Housing Opportunities, Partnerships and Engagement, and will include the heads of the following agencies: Human Services Agency, Department of Public Health, MOHCD, Children, Youth and Families, police, Fire, Public Works, Recreation and Parks, Adult Probation, Juvenile Probation, District Attorney, Public Defender, City Treasurer, Sheriff, as well as other representatives from other entities such as the San Francisco Housing Authority, the San Francisco Unified School District, and the Medical Center Director of the San Francisco Veterans Affairs Office.

Describe consultation with the Continuum(s) of Care that serves the jurisdiction's area in determining how to allocate ESG funds, develop performance standards and evaluate outcomes, and develop funding, policies and procedures for the administration of HMIS

MOHCD staff meets regularly with HSA staff as HSA has developed its HMIS system to capture standards and outcomes of ESG grantees. MOHCD has been assigned the responsibility to train all ESG sub-recipients in the requirements of HMIS required data fields, and has developed coordinated data collection systems that align HMIS, MOHCD’s own internal contract monitoring system, and sub-recipient data management systems to ensure the capture of all relevant and required outcomes and outputs. MOHCD additionally met with the senior management of HSA during the creation of the Consolidated Plan to solicit input into MOHCD’s homeless and homeless prevention objectives and strategies, and convenes regular meetings of all HSA and MOHCD homeless prevention and rapid-rehousing providers in conjunction with HSA to coordinate strategies, review policy initiatives, review systems of service, and discuss funding allocations to coordinate ESG, McKinney, and City General Funds as they support these program areas. MOHCD will be sharing expenses for HMIS with HSA, based on the numbers of users established through the software agreement created between HSA and the HMIS software developer.

2. Describe Agencies, groups, organizations and others who participated in the process and describe the jurisdictions consultations with housing, social service agencies and other entities

Table 2 – Agencies, groups, organizations who participated

1	Agency/Group/Organization	San Francisco Immigrant Legal and Education Network
	Agency/Group/Organization Type	Services-Immigrant Legal
	What section of the Plan was addressed by Consultation?	Market Analysis Non-housing Community Development Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Key needs for these immigrant clients include language access, housing, jobs and working conditions; most clients really need a case manager as well as a full representation attorney.

2	Agency/Group/Organization	Transitional Age Youth Advisory Board and Youth Commission
	Agency/Group/Organization Type	Services-TAY
	What section of the Plan was addressed by Consultation?	Market Analysis Non-housing Community Development Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	This is a specialized population which need specific services and support - re-entry, recent immigrants, LGBTQ, Trans-gender. Need more efforts in outreach to inform TAY groups of resources. Housing is major issue for this population. Need certificate/credential programs that help secure jobs & new opportunities. More leadership programs a w/focus on peer-led.
3	Agency/Group/Organization	HIV Prevention Planning Council
	Agency/Group/Organization Type	Services-Persons with HIV/AIDS
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs Market Analysis Non-housing Community Development Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Affordable housing with support services is needed, especially for substance users, incl. "wet" housing. LGBT specific shelters and LGBT sensitivity training for other providers. Rental subsidies and LGBT TAY housing and services.
4	Agency/Group/Organization	Housing Counseling Network
	Agency/Group/Organization Type	Services - Tenant Counseling/Eviction Prevention
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis Non-housing Community Development
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Tenants need counseling and representation earlier in the process in order to have better outcomes; more outreach and education is needed.
5	Agency/Group/Organization	Homeownership/Family Economic Success Coordinating Council
	Agency/Group/Organization Type	Housing Services-Financial Literacy and Homeownership

		Counseling
	What section of the Plan was addressed by Consultation?	Market Analysis Anti-poverty Strategy Non-housing Community Development Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Needs affordable rental housing/homeownership opportunities and counseling that include financial education to prepare clients to be homeowner/renter-ready.
6	Agency/Group/Organization	HOPE SF Network
	Agency/Group/Organization Type	Services - Housing
	What section of the Plan was addressed by Consultation?	Public Housing Needs Market Analysis Non-housing Community Development Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Key needs for residents are education (academic support, afterschool, adult education, and onsite child care), mental health and substance abuse, workforce, housing counseling, health and wellness
7	Agency/Group/Organization	SF Family Support Network
	Agency/Group/Organization Type	Services-Family Support
	What section of the Plan was addressed by Consultation?	Market Analysis Non-housing Community Development Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Immediate need for affordable housing in safe areas that are located in SF near schools and child care services; accessible units go out of circulation quickly - should be saved for those that need the accessibility features; we need to have housing ladder to help families achieve sustainability and not have "golden ticket" mentality; need housing for immigrant families without documentation who have multiple barriers to employment, housing; need consolidated source of accurate information on housing opportunities.
8	Agency/Group/Organization	HIV Care Council
	Agency/Group/Organization Type	Services-Persons with HIV/AIDS
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs HOPWA Strategy

		Market Analysis Non-housing Community Development Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Need affordable housing, especially for HIV+ population
9	Agency/Group/Organization	Neighborhood Economic Development Partners
	Agency/Group/Organization Type	Services - Small Business Technical Assistance
	What section of the Plan was addressed by Consultation?	Economic Development
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Cultural awareness/isolation. Updating/modern tools to manage the business. Education regarding resources for small businesses. Proactive programs. Financing- (existing resources, understanding management of money, credit history). Education about what landlords want in a space and how to negotiate with them to get a fair lease. Business basics. Language capacity issues. Technical assistance for existing businesses. Develop a 1 year plan for clients. City permitting process is challenging in starting a business-food safety handling training in Spanish is needed. Legal issues etc. are difficult to understand
10	Agency/Group/Organization	Long Term Care Coordinating Council Housing and Services Workgroup
	Agency/Group/Organization Type	Housing Services - Housing Services-Elderly Persons Services-Persons with Disabilities Services-Long Term Care
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Non-Homeless Special Needs Non-housing Community Development Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Need more deeply affordable units, like for SSI households; need affordable housing database or housing portal; there is a disconnect between accessible units available and disabled households that need it; should have set aside for BMR units for households with

		disabilities; consider local neighborhood preference; look at demographic data on senior tsunami; consider rent subsidies since can't build enough housing; reinstate a funding program to install accessibility features in rented and ownership housing occupied by low income households; figure out how to house those who have difficulty staying housed in supportive housing.
11	Agency/Group/Organization	Transitional Age Youth Executive Director Group
	Agency/Group/Organization Type	Services-TAY
	What section of the Plan was addressed by Consultation?	Market Analysis Non-housing Community Development Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Specialized populations need services/support- re-entry, recent immigrants, LGBTQ, Trans-gender. Violence prevention and intervention/criminal justice system is very relevant to this population but isn't addressed in TAY Policy Report.
12	Agency/Group/Organization	Local Homeless Coordinating Board
	Agency/Group/Organization Type	Housing Services-homeless
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Group wants follow up on housing - tentatively scheduled for June; would like the Con Plan to incorporate the LHCB's own plan on supportive housing which is in development; want 300 units per year for homeless from here on out to match 10 year plan goal of 3,000 units over 10 years; consider emergency needs of homeless people; want to see homeless pipeline
13	Agency/Group/Organization	Interfaith Council
	Agency/Group/Organization Type	Services-Faith Community
	What section of the Plan was addressed by Consultation?	Market Analysis Non-housing Community Development Needs

	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Specialized populations need services/support- re-entry, recent immigrants, LGBTQ, Trans-gender. Violence prevention and intervention/criminal justice system is very relevant to this population but isn't addressed in TAY Policy Report.
14	Agency/Group/Organization	San Francisco Neighborhood Centers Together
	Agency/Group/Organization Type	Services-Community Centers
	What section of the Plan was addressed by Consultation?	Market Analysis Non-housing Community Development Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Housing, particularly for young parents and transitional age youth, is very difficult to access; language access and cultural competency for immigrant populations; employment for immigrants and TAY; innovative solutions such as multigenerational housing/home care and co-housing
15	Agency/Group/Organization	Mayor's Disability Council
	Agency/Group/Organization Type	Services-Persons with Disabilities
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Non-Homeless Special Needs Market Analysis Non-housing Community Development Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Access and safety issues in affordable housing are particularly important; incorporate the specific recommendations for MOHCD from the Mayor's Disability Council which represent the top priorities
16	Agency/Group/Organization	Juvenile Justice & TAY Providers Association
	Agency/Group/Organization Type	Services-Juvenile Justice, TAY and Re-entry
	What section of the Plan was addressed by Consultation?	Market Analysis Non-housing Community Development Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	High need population are re-entry and previously incarcerated. Housing services should follow a continuum, long term thinking. City departments and providers need better communication and platform for advocacy for TAY. Need better marketing/messaging, spaces to come together.

17	Agency/Group/Organization	Workforce Investment Citizens Advisory Committee
	Agency/Group/Organization Type	Services-Employment
	What section of the Plan was addressed by Consultation?	Market Analysis Non-housing Community Development Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Need a continuum of services. WIA funding is restricted. CDBG should supplement what WIA cannot fund. Crucial gaps are education for employers so they can consider pipelines, more coordination so CBOs aren't working against what is coming down the pipeline. Coordination of funding opportunities. Address education, language, skill gaps and re-entry populations. More ESL, case management, knowledge of rights in the workplace.
18	Agency/Group/Organization	San Francisco Domestic Violence Consortium
	Agency/Group/Organization Type	Services-Victims of Domestic Violence
	What section of the Plan was addressed by Consultation?	Market Analysis Non-housing Community Development Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Need subsidized or transitional housing for lengthier stays after the shelter and continued supportive services.
19	Agency/Group/Organization	First 5 San Francisco
	Agency/Group/Organization Type	Other government - Local
	What section of the Plan was addressed by Consultation?	Market Analysis Non-housing Community Development Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	MOHCD staff consults with staff from other City departments to better coordinate services.
20	Agency/Group/Organization	Department of Children, Youth and Their Families
	Agency/Group/Organization Type	Other government - Local
	What section of the Plan was addressed by Consultation?	Market Analysis Non-housing Community Development Needs
	How was the	MOHCD staff consults with staff from other City

	Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	departments to better coordinate services.
21	Agency/Group/Organization	Human Services Agency
	Agency/Group/Organization Type	Other government - Local
	What section of the Plan was addressed by Consultation?	Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth HOPWA Strategy Market Analysis Anti-poverty Strategy Non-housing Community Development Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	MOHCD staff consults with staff from other City departments to better coordinate services.
22	Agency/Group/Organization	Department of Public Health
	Agency/Group/Organization Type	Other government - Local
	What section of the Plan was addressed by Consultation?	HOPWA Strategy Market Analysis Non-housing Community Development Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	MOHCD staff consults with staff from other City departments to better coordinate services.
23	Agency/Group/Organization	Department on the Status of Women
	Agency/Group/Organization Type	Other government - Local
	What section of the Plan was addressed by Consultation?	Market Analysis Non-housing Community Development Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	MOHCD staff consults with staff from other City departments to better coordinate services.

	of the consultation or areas for improved coordination?	
24	Agency/Group/Organization	Department of Aging and Adult Services
	Agency/Group/Organization Type	Other government - Local
	What section of the Plan was addressed by Consultation?	Market Analysis Non-housing Community Development Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	MOHCD staff consults with staff from other City departments to better coordinate services.
25	Agency/Group/Organization	Office of Civic Engagement and Immigrant Affairs
	Agency/Group/Organization Type	Other government - Local
	What section of the Plan was addressed by Consultation?	Market Analysis Non-housing Community Development Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	MOHCD staff consults with staff from other City departments to better coordinate services.
26	Agency/Group/Organization	Service Provider Survey
	Agency/Group/Organization Type	Services - Housing Services-Children Services-Elderly Persons Services-Persons with Disabilities Services-Persons with HIV/AIDS Services-Victims of Domestic Violence Services-homeless Services-Health Services-Education Services-Employment Service-Fair Housing Services - Victims
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs Homelessness Strategy Homeless Needs - Chronically homeless

	Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Non-Homeless Special Needs HOPWA Strategy Economic Development Market Analysis Non-housing Community Development Needs
How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Through Survey Monkey, 279 service providers completed a survey which asked questions about client and neighborhood needs. Additionally, it allowed participants to prioritize funding based on unmet needs in their primary neighborhood service locations.

Identify any Agency Types not consulted and provide rationale for not consulting

MOHCD and OEWD staff consulted with all agency types that are involved in the housing and community development activities that are included in this Consolidated Plan.

Other local/regional/state/federal planning efforts considered when preparing the Plan

Table 3 – Other local / regional / federal planning efforts

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Continuum of Care	Human Services Agency (HSA)	The Local Homeless Board and this Consolidated plan identify similar strategies and needs for the targeted population.
HIV/AIDS Housing Plan	Mayor's Office of Housing and Community Development	This plan and the Consolidated plan are coordinating similar goals and objectives.
Child Services Allocation Plan 2013-2016	Department of Children Youth and their Families	To ensure that there wasn't a duplication of services and investment, this plan was considered and the Director of the Department was consulted.
Community Health Improvement Plan	Department of Public Health	Open spaces, health and general community development goals overlap with our Consolidated Plan efforts.
Department of Aging Area Plan 2012-2016	Department of Aging and Adult Services	Seniors as a target population and the effort to improve technology in the SF Housing Authority ties to our Consolidated plan.

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
HSA 2014 Federal Budget and Legislative Priorities	Human Services Agency (HSA)	Target populations, workforce development goals and homeless strategies were deemed as informative and related to our Consolidated Plan formation.
Five-Year Strategic Plan of the SF LHCB, 2008-2013	HSA/Local Homeless Coordinating Board (LHCB)	Focus on homeless prevention, emergency shelters and transitional housing, supportive housing, service connection and financial education overlap with Consolidated plan goals and objectives.
LHCB Strategic Plan Framework, 2014-2019	HSA/Local Homeless Coordinating Board (LHCB)	Focus on affordable housing, employment-readiness, emergency shelters and transitional housing, and homeless prevention overlap with Consolidated plan goals and objectives.
San Francisco's Ten-Year Plan to End Chronic Homelessness: Anniversary Report Covering 2004-2014	Human Services Agency (HSA)	Focus on expanding permanent supportive housing, homeless prevention and rapid re-housing efforts overlap with Consolidated plan goals and objectives.
2012-2014 Comprehensive HIV Health Services Plan	Department of Public Health: HIV Health Services	Focus on enhanced services for homeless and marginally housed persons with HIV overlap with Consolidated plan goals and objectives.
2014 Violence Against Women Community Needs Assessment	Department on the Status of Women	Similar emphasis on transitional housing resources that are gender-responsive to the needs of women survivors, and continued support of case management services for domestic violence survivors.
San Francisco Public Safety Realignment and Post Release Community Supervision 2012 Implementation Plan	Adult Probation Department	Supports goals for partnerships for services focusing on homeless or temporarily housed individuals and providing job readiness services.
Reentry in San Francisco: Annual Report	Adult Probation Department	Supports overall focus on the needs of re-entry individuals.
Realignment in SF: Two Years in Review	Adult Probation Department	Supports recommendation to ensure fair housing access to permanent supportive rental housing.
San Francisco General Plan 2014 Housing Element	Planning Department	The Housing Element includes implementation strategies that preserve, develop and fund affordable housing for extremely low income, very low income and moderate income groups.

Describe cooperation and coordination with other public entities, including the State and any adjacent units of general local government, in the implementation of the Consolidated Plan (91.215(I))

MOHCD works closely with the Office of Community Investment and Infrastructure (OCII), which is the Successor Agency to the San Francisco Redevelopment Agency, and the San Francisco Housing Authority on affordable housing activities.

In addition, the City and County of San Francisco works with the County of San Mateo on the use of HOPWA funds.

Narrative (optional):

Key takeaways from the consultation and citizen participation processes are:

- Increasing affordable housing is consistently identified as the top priority across all stakeholder groups and data collection formats.
- Apart from housing concerns, residents and service providers largely agree on what they consider to be other pressing concerns confronting the city. Issues frequently identified by both groups include the following: providing mental health and substance use services, addressing homelessness, and supporting transitional age youth (TAY).
- Staff members of other city agencies were the only stakeholder group to emphasize the importance of capital support and facilities improvement.

It is important to note that the activities proposed in the Consolidated Plan may not exactly mirror the issues identified through the needs assessment process. The needs assessment data is one category of information that was reviewed as part of the strategic planning. Other components include developing a Theory of Change for MOHCD; leveraging the expertise of MOHCD staff and their understanding of city concerns, service delivery, and programmatic operations; and analyzing the funding available from MOHCD as well as other city agencies. Synthesizing all this information informed the goals, strategies, and objectives for the Consolidated Plan.

AP-12 Citizen Participation

1. Summary of citizen participation process/Efforts made to broaden citizen participation Summarize citizen participation process and how it impacted goal-setting

The Citizen's Committee on Community Development (CCCD) is a nine-member advisory body charged with promoting citizen participation for CDBG and ESG programs. Members are appointed by the Mayor and the Board of Supervisors, and represent a broad cross-section of communities served by the two programs. The CCCD holds public hearings, assists with the identification of community needs and the formulation of program priorities, and makes funding recommendations for the CDBG and ESG programs to the Mayor. The CCCD has regular monthly public meetings.

Public Input on Needs

In preparation for the development of the 2015-2019 Consolidated Plan, during the Spring of 2014, the Citizen's Committee on Community Development, MOHCD and OEWD convened four public hearings in key neighborhoods to collect more detailed resident input on specific community needs. All locations were accessible to persons with disabilities, and translation services were made available to the public. In addition to the public hearings, MOHCD conducted an on-line survey of residents to assess their perspectives on the needs of their neighborhoods.

In preparation for the 2016-2017 program year, the CCCD, MOHCD and OEWD conducted a public hearing on November 16, 2015 to solicit feedback and ideas from residents and the community at large concerning the five-year Consolidated Plan. The public meetings was accessible to persons with disabilities and translation services were made available to the public.

Notice of the hearing was published in the San Francisco Examiner, in neighborhood-based newspapers, and on MOHCD's website. MOHCD also sent out a mass mailing of the public notice. The mailing list consisted of more than 900 non-profit organizations and neighborhood-based groups. The notice was translated into Chinese and Spanish and was distributed to public libraries and to other neighborhood organizations that serve low-income and hard-to-reach residents. Persons who did not want to speak at a public hearing were encouraged to provide written comments to MOHCD/OEWD.

In addition to oral comments received during the November 2015 needs hearing, MOHCD and OEWD received one written comment. The written comment is related to the lack of affordable housing being built citywide. The comment also discussed the need for MOHCD to connect with corporations, the San Francisco Housing Authority and the San Francisco Community Land Trust to produce more affordable housing in the City. Notes from the November 16, 2015 community needs hearing can be found in the Citizen Participation Comments Attachment.

Public Input on the Draft 2016-2017 Action Plan

The Draft 2016-2017 Action Plan is available to the public for review and comment between March 17, 2016 and April 15, 2016. The City published a notice in the San Francisco Chronicle on March 7, March 16 and March 30, 2016 informing the public of the availability of the draft document for review and comment. The public has access to review the document at the Main Branch of the Public Library and at the offices of MOHCD and OEWD. The document is also posted on the MOHCD and OEWD websites. The CCCD, MOHCD and OEWD will hold a public hearing on March 22, 2016 to receive comments on the

Draft 2016-2017 Action Plan. Persons who cannot attend the public hearing or who do not want to speak at the public hearing are encouraged to provide written comments to MOHCD/OEWD.

Citizen Participation Outreach

Table 4 – Citizen Participation Outreach

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/ attendance	Summary of Comments received	Summary of comments not accepted and reasons	URL (If applicable)
1	Community Needs Public Meeting 11/16/2015	Non-targeted/broad community	See Citizen Participation Comments Attachment	See Citizen Participation Comments Attachment	n/a	n/a
2	Draft Action Plan Public Meeting 3/22/2016	Non-targeted/broad community				

AP-15 Expected Resources – 91.220(c)(1,2)

Introduction

For the 2016-2017 program year, San Francisco anticipates the use of federal CDBG, HOME, ESG and HOPWA funds as well as local funds for the housing and community development activities described in this Plan. Local funding sources include General Fund, Housing Trust Fund, housing impact fees, and revenue from former San Francisco Redevelopment Agency housing assets.

Anticipated Resources

Table 5 – Expected Resources – Priority Table

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	16,485,875	2,488,000	189,471	19,163,346	46,174,661	Assumes approximately 5% reduction in entitlement funds each year and program income of \$500k each year.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
HOME	public - federal	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership TBRA	4,136,238	100,000	0	4,236,238	11,283,688	Assumes approximately 5% reduction in entitlement funds each year and program income of \$25k each year.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
HOPWA	public - federal	Permanent housing in facilities Permanent housing placement Short term or transitional housing facilities STRMU Supportive services TBRA	7,089,501	100,000	2,023,681	9,213,182	19,511,662	Assumes approximately 5% reduction in entitlement funds each year and program income of \$100k each year.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
ESG	public - federal	Conversion and rehab for transitional housing Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Rental Assistance Services Transitional housing	1,484,425	0	0	1,484,425	4,022,606	Assumes approximately 5% reduction in entitlement funds each year and no program income.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
General Fund	public - local	Acquisition Financial Assistance Homebuyer assistance Housing Multifamily rental new construction Multifamily rental rehab Public Services Rapid re-housing (rental assistance) Services Supportive services	15,000,000	0	0	15,000,000	45,000,000	Investments in Public Services and Housing from the City General Fund budget. Estimated at \$10,000,000 for services and \$5,000,000 for HOPE SF Housing each year.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
Housing Trust Fund	public - local	Acquisition Admin and Planning Homebuyer assistance Housing Multifamily rental new construction Multifamily rental rehab Public Improvements Rental Assistance	53,400,000	0	0	53,400,000	93,600,000	Local Housing Trust Fund (HTF). Total amount available in 2016-17 is \$53.4MM, of which \$25MM is borrowed and will be repaid from future HTF allocations. Outside of the borrowing, annual allocation increases \$2.8MM each year.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
Other	public - local	Acquisition Admin and Planning Homebuyer assistance Housing Multifamily rental new construction Multifamily rental rehab	16,000,000	0	0	16,000,000	12,000,000	Annual program income from former Redevelopment Agency assets.
Other	public - local	Acquisition Admin and Planning Housing Multifamily rental new construction	125,300,000	0	0	125,300,000	122,679,000	Housing Impact Fees include Inclusionary In-Lieu fees, Jobs-Housing Linkage Fees, and Development Agreement Fees. Amount available in Year 1 includes anticipated unspent balances from prior years.

Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied

San Francisco leverages local and state dollars to support its community development activities in various ways.

The City's Housing Trust Fund provides funding for affordable housing development, homeownership counseling, eviction prevention, access to rental housing, downpayment assistance, neighborhood infrastructure, and homeowner home rehabilitation.

The South of Market Community Stabilization Fund provides resources to assist vulnerable South of Market residents and support affordable housing, economic development and community cohesion through a residential impact fee imposed on residential developers in that specific neighborhood.

The City's General Fund supports additional projects at MOHCD, primarily focusing on legal services for immigrants and for residents facing eviction; revitalization efforts in public housing, including HOPE SF and the City's RAD public housing conversion projects; increased support for neighborhood-based services; increased support for immigrant communities seeking additional training in foundational life skills and transitions to self-sufficiency, and community planning efforts with residents in low-income communities.

In addition to CDBG workforce dollars, OEWD leverages WIA and local funds to execute local workforce development strategies. WIA funds a comprehensive range of workforce development activities to benefit job seekers, laid off workers, youth, incumbent workers, new entrants to the workforce, veterans, persons with disabilities, and employers. The purpose of these activities is to promote an increase in the employment, job retention, earnings, and occupational skills improvement by participants.

The ESG program requires a match in an amount that equals the amount of ESG funds provided by HUD. Matching contributions may be obtained from any source, including any federal resource other than the ESG program, as well as state, local and private sources. According to the ESG regulations, the City may comply with this requirement by providing the matching funds itself, or through matching funds provided by any ESG sub-recipient. San Francisco will comply with this requirement with non-ESG funds that will be provided by ESG sub-recipients to support the emergency shelter, rapid re-housing and/or homeless prevention activities that are supported by ESG funding.

HOME regulations require that participating jurisdictions match federal HOME funds that are used for housing development, rental assistance or down payment assistance with local sources at a rate of 25%. The City intends to satisfy this requirement by allocating sufficient funds from the Affordable Housing Fund for this purpose.

If appropriate, describe publically owned land or property located within the jurisdiction that may be used to address the needs identified in the plan

San Francisco currently leverages publicly owned land to strategically deliver essential services when possible. For example, a number of social service hubs are operated out of City-owned buildings that are master-leased to community based organizations. In addition, many youth services are located within

elementary, middle, or high schools within the public school system as part of San Francisco's "Beacon" program. Visitacion Valley, a HUD-approved NRSA, is an excellent example of this leveraging, as it has two different multi-tenant buildings owned by the City and leased to nonprofits to provide a range of childcare, youth, family resource, and senior services, in addition to a public-school base youth services Beacon Center.

In 2002, the City of San Francisco passed an ordinance requiring the transfer of underutilized or surplus property to the Mayor's Office of Housing for the development of affordable housing, particularly housing for the homeless.

Properties that are suitable for housing development are to be sold or leased to a non-profit for the development of affordable housing for the homeless and households earning less than 20 percent of Area Median Income or the property is sold and those proceeds are used to develop affordable housing for the homeless, or affordable housing for households earning less than 60 percent of AMI. Additionally MOHCD works with other agencies not subject to the Surplus Property Ordinance to acquire properties they deem surplus and develop the sites into affordable housing such as land from the San Francisco Unified School District, the San Francisco Municipal Transportation Agency, and the Port of San Francisco.

Under this year's Action Plan, MOHCD will issue between two to four Request for Proposals for developing four sites owned by MOHCD into affordable housing for low-income families or special need populations such as very low-income seniors or Transition-Age Youth. Specific sites to be made available for development through RFPs include a site at 1950 Mission Street that was purchased from the San Francisco Unified School District. Another site to be offered under a RFP is a site MOHCD purchased from the San Francisco Public Utilities Commission at 2070 Folsom Street.

Discussion

San Francisco will continue to leverage local, state, federal and private philanthropic dollars to maximize the effectiveness of HUD funds. The City strategically seek out other governmental funding opportunities such as Choice Neighborhood, Byrne, Promise Neighborhood, and other sources that support its integrated inter-departmental strategies of community revitalization. The City also utilizes its own property as appropriate to support the needs of the Consolidated Plan. In particular, the City has prioritized all appropriate surplus property to be dedicated first to affordable housing development, demonstrating the strong commitment the City has towards providing housing for its neediest residents.

Annual Goals and Objectives

AP-20 Annual Goals and Objectives

Goals Summary Information

Table 6 – Five-Year Performance Measures Matrix

Objective 1: Families and Individuals are Stably Housed											
Priority Need 1A: Develop and Maintain Affordable Housing											
Goal 1Ai. Increased supply of affordable housing											
Funding Amount	5-year \$ Amount	Year 1 \$ Amount		Year 2 \$ Amount		Year 3 \$ Amount		Year 4 \$ Amount		Year 5 \$ Amount	
CDBG	\$0	\$0		\$0		\$0		\$0		\$0	
HOME	\$13,198,341	\$5,787,150		\$1,311,191		\$0		\$2,500,000		\$3,600,000	
HOPWA											
ESG											
General Fund	\$0	\$0		\$0							
Housing Trust Fund	\$42,015,084	\$4,782,290		\$11,416,007		\$2,639,612		\$16,466,182		\$6,710,993	
Housing Impact Fees	\$199,441,248	\$63,587,850		\$107,538,980		\$19,860,388		\$7,033,818		\$1,420,212	
Low-Mod Income Housing Asset Fund	\$3,584,049	\$892,710		\$691,339		\$0		\$0		\$2,000,000	
Other	\$38,142,483	\$1,200,000		\$36,942,483		\$0		\$0		\$0	
OCII	\$206,801,000	\$107,350,000		\$22,701,000		\$26,485,000		\$44,235,000		\$6,030,000	
Total	\$503,182,205	\$183,600,000		\$180,601,000		\$48,985,000		\$70,235,000		\$19,761,205	
Performance Measures: Outcome Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt
Outcome Indicator 1Ai. Number of affordable housing units created	3,266	1,190	\$183,600,000	731	#####	421	\$48,985,000	649	\$70,235,000	275	\$19,761,205
Performance Measures: Output Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt

Output Indicator: Number of Permanent Supportive Housing units built for TAY (Parcel U, 17th & Folsom)	67	12	\$2,600,000	20	\$6,150,000	35	\$5,500,000	-	\$0	-	\$0
Output Indicator: Number of Permanent Supportive Housing units built for seniors (24th St)	225		\$1,500,000	85	\$7,250,000	40	\$6,000,000	100	\$26,000,000	-	\$0
Output Indicator: Number of Permanent Supportive Housing units built for veterans (MBS3E)	100	50	\$24,000,000	50	\$11,750,500	-	\$0	-	\$0	-	\$0
Output Indicator: Number of Permanent Supportive Housing units built for homeless families (20% set-aside for MBS6E, Parcel O, 1950 Mission, SWL 322-1, MBS6W)	229	110	\$21,200,000	55	\$28,820,000	29	\$7,497,000	20	\$4,447,000	15	\$3,353,000
Output Indicator: Number of affordable housing units built for low-income households at or below 60% AMI (non-homeless units for homeless family projects listed above, plus Alice Griffith Ph 1-3, HP Block 49, MBS7W, TB6, TB7)	1,644	818	\$134,300,000	320	#####	117	\$29,988,000	329	\$39,788,000	60	\$16,408,205
Output Indicator: Number of BMR housing units developed (884 MOHCD inclusionary + 214 OCII inclusionary)	1,000	200		200		200		200		200	
Output Indicator: Number of workforce housing units developed beyond BMR	TBD										
Goal 1Aii. Preserve and Maintain Affordable Housing Supply											
Funding Amount	5-year \$ Amount	Year 1 \$ Amount		Year 2 \$ Amount		Year 3 \$ Amount		Year 4 \$ Amount		Year 5 \$ Amount	
CDBG	\$8,543,139	\$5,725,259		\$704,470		\$704,470		\$704,470		\$704,470	
HOME	\$7,200,000	\$2,500,000				\$1,100,000		\$3,600,000			
HOPWA	\$0										

ESG	\$0										
General Fund	\$92,716		\$92,716								
Housing Trust Fund	\$85,244,549		\$34,322,728		\$24,332,291		\$3,642,430		\$16,302,100		\$6,645,000
Housing Impact Fees	\$60,288,857		\$29,392,694		\$13,261,823		\$7,324,040		\$1,992,900		\$8,317,400
Low-Mod Income Housing Asset Fund	\$14,742,670		\$2,097,058		\$2,645,612		\$4,000,000		\$4,000,000		\$2,000,000
Other	\$87,949,588		\$35,135,458		\$25,779,000		\$6,578,530		\$7,600,000		\$12,856,600
OClI	\$7,000,000		\$2,500,000		\$4,500,000		\$0		\$0		\$0
Total	\$271,061,519		\$111,765,913		\$71,223,196		\$23,349,470		\$34,199,470		\$30,523,470
Performance Measures: Outcome Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt
Outcome Indicator: Number of affordable housing units preserved or maintained	5,036	2,317	\$109,891,443	2,258	\$70,188,726	126	\$26,780,000	110	\$37,630,000	225	\$34,097,795
Performance Measures: Output Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt
Output Indicator: Number of units where lead hazards are addressed	100	60									
Output Indicator: Number of public housing units converted to private ownership under the Rental Assistance Demonstration program	4,124	2,066	\$42,685,563	2,058	\$21,472,291	-	\$0	-	\$0	-	\$0
Output Indicator: Number of single family homes rehabilitated	125	23			\$30,000		\$30,000		\$30,000		\$30,000
Output Indicator: Number of multifamily units rehabilitated	281	105	\$21,705,880	81	\$19,186,435	16	\$4,000,000	14	\$3,500,000	65	\$11,067,795
Output Indicator: Number of public housing units rebuilt under HOPE SF	548	63	\$45,500,000	119	\$29,500,000	110	\$22,750,000	96	\$34,100,000	160	\$23,000,000
Priority Need 1B: Make Housing Affordable											
Goal 1Bi. Increased affordability of rental housing											
Funding Amount	5-year \$ Amount	Year 1 \$ Amount		Year 2 \$ Amount		Year 3 \$ Amount		Year 4 \$ Amount		Year 5 \$ Amount	
CDBG											
HOME											

HOPWA											
ESG											
General Fund	\$10,118,228	\$1,385,119	\$337,361	\$2,027,343	\$5,640,083	\$728,322					
Housing Trust Fund											
Housing Impact Fees											
Low-Mod Income Housing Asset Fund											
Other											
Total	\$10,118,228	\$1,385,119	\$337,361	\$2,027,343	\$5,640,083	\$728,322					
Performance Measures: Outcome Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt
Outcome Indicator: Number of lower income households served with the assistance of rental subsidies (LOSP)	395	20	\$1,385,119	0	\$337,361	158	\$2,027,343	199	\$5,640,083	18	\$728,322
Performance Measures: Output Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt
Output Indicator: Number of units supported with rental subsidies (Shelter plus Care or VASH)	75	0		0		0		75		0	
Goal 1Bii. Increased opportunities for sustainable homeownership											
Funding Amount	5-year \$ Amount	Year 1 \$ Amount		Year 2 \$ Amount		Year 3 \$ Amount		Year 4 \$ Amount		Year 5 \$ Amount	
CDBG	\$1,481,958	\$337,958		\$286,000		\$286,000		\$286,000		\$286,000	
HOME											
HOPWA											
ESG											
General Fund	\$408,042	\$128,042		\$70,000		\$70,000		\$70,000		\$70,000	
Housing Trust Fund	\$17,000,000	\$3,400,000		\$3,400,000		\$3,400,000		\$3,400,000		\$3,400,000	
Housing Impact Fees											
Low-Mod Income Housing Asset Fund											
Other	\$1,775,187	\$783,187		\$248,000		\$248,000		\$248,000		\$248,000	
Total	\$20,665,187	\$4,649,187		\$4,004,000		\$4,004,000		\$4,004,000		\$4,004,000	

Performance Measures: Outcome Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt
Outcome Indicator 1Bii. Number of new homeowners created	900	180		180		180		180		180	
Performance Measures: Output Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt
Output Indicator: Number of new COP holders	270	60		60		50		50		50	
Output Indicator: Number of new EAHP holders	250	50		50		50		50		50	
Output Indicator: Number of individuals receiving pre-purchase education and counseling	16,800	800		4000		4000		4000		4000	
Output Indicator: Number of individuals receiving post-purchase education and counseling	1,670	70		400		400		400		400	
Output Indicator: Number of households receiving downpayment assistance loans	500	100		100		100		100		100	
Output Indicator: Number of households receiving loans to purchase shares in co-ops	50	2		10		12		12		14	
Output Indicator: Number of new BMR owners	635	150		125		120		120		120	
Output Indicator: Number of MCCs issued	250	50		50		50		50		50	
Output Indicator: Number of individuals submitting an online application for BMR homeownership housing	4,000	100		975		975		975		975	
Goal 1Biii. Increase access to rental and homeownership housing											

Funding Amount	5-year \$ Amount	Year 1 \$ Amount		Year 2 \$ Amount		Year 3 \$ Amount		Year 4 \$ Amount		Year 5 \$ Amount	
CDBG	\$1,606,384	\$186,384		\$355,000		\$355,000		\$355,000		\$355,000	
HOME											
HOPWA	\$232,101	\$40,101		\$48,000		\$48,000		\$48,000		\$48,000	
ESG	\$366,665	\$33,333		\$83,333		\$83,333		\$83,333		\$83,333	
General Fund	\$1,903,185	\$17,849		\$471,334		\$471,334		\$471,334		\$471,334	
Housing Trust Fund	\$18,225,000	\$3,445,000		\$3,770,000		\$3,670,000		\$3,670,000		\$3,670,000	
Housing Impact Fees											
Low-Mod Income Housing Asset Fund											
Other	\$5,000,000	\$3,107,606		\$473,000		\$473,000		\$473,000		\$473,394	
Total	\$27,333,335	\$6,830,273		\$5,200,667		\$5,100,667		\$5,100,667		\$5,101,061	
Performance Measures: Outcome Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt
Outcome Indicator 1Biii. Number of households placed in BMR and affordable rental housing	1,000	233		190		190		190		197	
Performance Measures: Output Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt
Output Indicator: Number of households submitting an online application for BMR rental housing	40,000	4,000		9000		9000		9000		9000	
Output Indicator: Number of households submitting an online application for affordable housing	10,000	2,000		2,000		2,000		2,000		2,000	
Output Indicator: Number of individuals receiving assistance in accessing housing, including preparing for successful rental application	10,500	2,500		2,000		2,000		2,000		2,000	
Output Indicator: Number of new and re-rental opportunities	500	100		100		100		100		100	

Output Indicator: Number of existing BMR rental units	1,228	828		100		100		100		100	
Output Indicator: Number of new COP holders	270	60		60		50		50		50	
Output Indicator: Number of new EAHP holders	250	50		50		50		50		50	
Priority Need 1C: Prevent and End Homelessness											
Goal 1Ci. Reduced rate of evictions											
Funding Amount	5-year \$ Amount	Year 1 \$ Amount		Year 2 \$ Amount		Year 3 \$ Amount		Year 4 \$ Amount		Year 5 \$ Amount	
CDBG	\$1,032,423	\$282,423		\$187,500		\$187,500		\$187,500		\$187,500	
HOME											
HOPWA											
ESG	\$2,356,370	\$487,274		\$467,274		\$467,274		\$467,274		\$467,274	
General Fund	\$11,555,092	\$1,462,832		\$2,523,065		\$2,523,065		\$2,523,065		\$2,523,065	
Housing Trust Fund	\$5,363,780	\$955,000		\$1,102,195		\$1,102,195		\$1,102,195		\$1,102,195	
Housing Impact Fees											
Low-Mod Income Housing Asset Fund											
Other											
Total	\$20,307,665	\$3,187,529		\$4,280,034		\$4,280,034		\$4,280,034		\$4,280,034	
Performance Measures: Outcome Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt
Outcome Indicator 1Ci. Number of individuals whose evictions have been prevented	6,250	1,250		1,250		1,250		1,250		1,250	
Performance Measures: Output Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt
Output Indicator: Number of individuals receiving legal representation	11,000	1,000		2,500		2,500		2,500		2,500	

Output Indicator: Number of individuals receiving tenant education and counseling	12,000	2,000		2,500		2,500		2,500		2,500	
Output Indicator: Number of individuals receiving short-term rental assistance	1,460	260		300		300		300		300	
Output Indicator: Number of individuals receiving financial assistance, including moving costs, security deposits, utilities, last month's rent	222	22		50		50		50		50	
Goal 1Cii. Transitional housing is available for those who need it											
Funding Amount	5-year \$ Amount	Year 1 \$ Amount		Year 2 \$ Amount		Year 3 \$ Amount		Year 4 \$ Amount		Year 5 \$ Amount	
CDBG				\$55,000		\$55,000		\$55,000		\$55,000	
HOME											
HOPWA											
ESG	\$55,000	\$55,000									
General Fund											
Housing Trust Fund											
Housing Impact Fees											
Low-Mod Income Housing Asset Fund											
Other											
Total	\$55,000	\$55,000		\$55,000		\$55,000		\$55,000		\$55,000	
Performance Measures: Outcome Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt
Outcome Indicator 1Cii. Number of individuals and/or families moving to permanent housing	28	8		5		5		5		5	
Performance Measures: Output Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt

Output Indicator: Number of individuals and/or families placed in transitional housing	75	15		15		15		15		15	
Goal 1Ciii. Homeless people receive basic shelter and support services											
Funding Amount	5-year \$ Amount	Year 1 \$ Amount		Year 2 \$ Amount		Year 3 \$ Amount		Year 4 \$ Amount		Year 5 \$ Amount	
CDBG	\$935,847	\$201,135		\$183,678		\$183,678		\$183,678		\$183,678	
HOME											
HOPWA											
ESG	\$4,034,240	\$784,292		\$812,487		\$812,487		\$812,487		\$812,487	
General Fund	\$10,738	\$10,738									
Housing Trust Fund											
Housing Impact Fees											
Low-Mod Income Housing Asset Fund											
Other											
Total	\$4,980,825	\$996,165		\$996,165		\$996,165		\$996,165		\$996,165	
Performance Measures: Outcome Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt
Outcome Indicator 1Ciii. Number of individuals moved into more stable housing	1,100	220		300		300		300		300	
Performance Measures: Output Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt
Output Indicator: Number of individuals receiving rapid- rehousing services, including case management, and housing placement	3,200	640		640		640		640		640	
Output Indicator: Number of individuals receiving short-term rental assistance	280	80		50		50		50		50	

Output Indicator: Number of individuals receiving financial assistance, including moving costs, security deposits, utilities, last month's rent	330	10	80	80	80	80	80				
Output Indicator: Number of individuals and families receiving shelter services	5,700	900	1200	1200	1200	1200	1200				
Output Indicator: Number of units subsidized through LOSP	418	20	23	158	199	18					
Priority Need 1D: Provide Supportive Housing Services											
Goal 1Di. Increased access to services for public housing residents											
Funding Amount	5-year \$ Amount	Year 1 \$ Amount		Year 2 \$ Amount		Year 3 \$ Amount		Year 4 \$ Amount		Year 5 \$ Amount	
CDBG	\$2,331,966	\$671,966		\$415,000		\$415,000		\$415,000		\$415,000	
HOME											
HOPWA											
ESG											
General Fund	\$4,420,709	\$678,569		\$935,535		\$935,535		\$935,535		\$935,535	
Housing Trust Fund											
Housing Impact Fees											
Low-Mod Income Housing Asset Fund											
Other											
Total	\$6,752,675	\$1,350,535		\$1,350,535		\$1,350,535		\$1,350,535		\$1,350,535	
Performance Measures: Outcome Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt
Outcome Indicator 1Di. Number of public housing residents that achieve 75% of their goals from their service plans	787	147	160	160	160	160	160	160	160		
Performance Measures: Output Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt

Output Indicator: Number of residents engaged in case management across four HOPE SF sites	1,050	210		210		210		210		210	
Output Indicator: Number of resident service referrals across four HOPE SF sites	3,225	645		645		645		645		645	
Goal 1Dii. Increased access to permanent supportive housing and transitional housing for PLWHA											
Funding Amount	5-year \$ Amount	Year 1 \$ Amount		Year 2 \$ Amount		Year 3 \$ Amount		Year 4 \$ Amount		Year 5 \$ Amount	
CDBG											
HOME											
HOPWA	\$40,039,577	\$6,670,425		\$8,342,288		\$8,342,288		\$8,342,288		\$8,342,288	
ESG											
General Fund	\$6,743,817	\$1,313,877		\$1,357,485		\$1,357,485		\$1,357,485		\$1,357,485	
Housing Trust Fund											
Housing Impact Fees											
Low-Mod Income Housing Asset Fund											
Other											
Total	\$46,783,394	\$7,984,302		\$9,699,773		\$9,699,773		\$9,699,773		\$9,699,773	
Performance Measures: Outcome Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt
Outcome Indicator 1Dii: Number of individuals more stably housed	2,500	500		500		500		500		500	
Performance Measures: Output Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt
Output indicator: Number of individuals housed in long-term residential care facilities	913	113		200		200		200		200	
Output indicator: Number of individuals housed in transitional facilities	167	79		22		22		22		22	

Output indicator : Number of individuals receiving short-term rental subsidies	135	90		90		90		90		90	
Output indicator : Number of individuals receiving long-term rental subsidies	1,160	240		230		230		230		230	
Objective 2: Communities Have Healthy Physical, Social, and Business Infrastructure											
Priority Need 2A: Enhance Community Facilities and Spaces											
Goal 2Ai. Key nonprofit service providers have high quality facilities											
Funding Amount	5-year \$ Amount	Year 1 \$ Amount		Year 2 \$ Amount		Year 3 \$ Amount		Year 4 \$ Amount		Year 5 \$ Amount	
CDBG	\$9,966,425	\$2,568,721		\$1,849,426		\$1,849,426		\$1,849,426		\$1,849,426	
HOME											
HOPWA											
ESG											
General Fund	\$1,677,130	\$1,637,130		\$10,000		\$10,000		\$10,000		\$10,000	
Housing Trust Fund											
Housing Impact Fees											
Low-Mod Income Housing Asset Fund											
Other	\$1,000,000	\$1,000,000									
Total	\$12,643,555	\$5,205,851		\$1,859,426		\$1,859,426		\$1,859,426		\$1,859,426	
Performance Measures: Outcome Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt
Outcome Indicator 2Ai. Number of individuals with increased access to community facilities and public spaces	60,000	12,000		12,000		12,000		12,000		12,000	
Outcome Indicator 2Ai(2). Improved capacity of nonprofit service providers to plan and secure resources for capital improvements	60	12		12		12		12		12	
Performance Measures: Output Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt

Output Indicator: Number of nonprofit service providers receiving capital improvements to their facilities	60	12		12		12		12		12	
Output Indicator: Number of nonprofit service providers receiving Capital Needs Assessments	60	12		12		12		12		12	
Goal 2Aii. Enhanced public spaces											
Funding Amount	5-year \$ Amount	Year 1 \$ Amount		Year 2 \$ Amount		Year 3 \$ Amount		Year 4 \$ Amount		Year 5 \$ Amount	
CDBG											
HOME											
HOPWA											
ESG											
General Fund											
Housing Trust Fund	\$7,700,000	\$1,700,000		\$750,000		\$750,000		\$750,000		\$750,000	
Housing Impact Fees											
Low-Mod Income Housing Asset Fund											
Other											
Total	7,700,000	\$1,700,000		\$750,000		\$750,000		\$750,000		\$750,000	
Performance Measures: Outcome Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt
Outcome Indicator 2Aiii. Number of individuals with increased access to community and public spaces	375,000	75,000		75,000		75,000		75,000		75,000	
Performance Measures: Output Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt
Output Indicator: Number of community and public spaces improved through capital investments	25	5		5		5		5		5	
Priority Need 2B: Strengthen Small Businesses and Commercial Corridors											

Goal 2Bi. Thriving, locally-owned small businesses											
Funding Amount	5-year \$ Amount	Year 1 \$ Amount		Year 2 \$ Amount		Year 3 \$ Amount		Year 4 \$ Amount		Year 5 \$ Amount	
CDBG	\$7,717,037	\$1,121,561		\$1,648,869		\$1,648,869		\$1,648,869		\$1,648,869	
HOME											
HOPWA											
ESG											
General Fund	\$1,825,000	\$365,000		\$365,000		\$365,000		\$365,000		\$365,000	
Housing Trust Fund											
Housing Impact Fees											
Low-Mod Income Housing Asset Fund											
Other											
Total	\$9,542,037	\$1,486,561		\$2,013,869		\$2,013,869		\$2,013,869		\$2,013,869	
Performance Measures: Outcome Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt
Outcome Indicator 2Bi. Number of jobs created via business technical assistance	750	150		150		150		150		150	
Outcome Indicator 2Bi(2). Number of jobs created via loans funded	450	75		75		100		100		100	
Outcome Indicator 2Bi(3). Number of jobs retained via business technical assistance	1,125	225		225		225		225		225	
Outcome Indicator 2Bi(4). Number of jobs retained via loans funded	325	50		50		75		75		75	
Outcome Indicator 2Bi(5). Number of new businesses established via technical assistance provided	250	50		50		50		50		50	
Outcome Indicator 2Bi(6). Number of borrowers that graduate to conventional lending	50	10		10		10		10		10	
Performance Measures: Output Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt

Output Indicator: # of startup businesses assisted	1,500	300		300		300		300		300	
Output Indicator: # of existing businesses assisted	2,000	400		400		400		400		400	
Output Indicator: # of partners that engage non-English speakers as clients	64	10		12		12		15		15	
Output Indicator: # of long-term businesses in neighborhood commercial corridors assisted	500	75		75		100		125		125	
Output Indicator: # of loans funded	625	125		125		125		125		125	
Output Indicator: total dollar amount value of loans issued	\$20,500,000	\$3,500,000		\$4,000,000		\$4,000,000		\$4,000,000		\$5,000,000	
Output Indicator: % of loan repaid	90%	90%		90%		90%		90%		90%	
Output Indicator: # of Section 108 funded projects	3	1		0		1		0		1	
Goal 2Bii. Robust commercial corridors in low-income neighborhoods											
Funding Amount	5-year \$ Amount	Year 1 \$ Amount		Year 2 \$ Amount		Year 3 \$ Amount		Year 4 \$ Amount		Year 5 \$ Amount	
CDBG	\$1,650,131	\$390,131		\$315,000		\$315,000		\$315,000		\$315,000	
HOME											
HOPWA											
ESG											
General Fund	\$9,500,000	\$2,576,000		\$1,731,000		\$1,731,000		\$1,731,000		\$1,731,000	
Housing Trust Fund											
Housing Impact Fees											
Low-Mod Income Housing Asset Fund											
Other											
Total	\$11,150,131	\$2,966,131		\$2,046,000		\$2,046,000		\$2,046,000		\$2,046,000	
Performance Measures: Outcome Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt

Outcome Indicator 2Bii. Number of jobs created	145	25		25		30		30		35	
Outcome Indicator 2Bii(2). Number of jobs retained	200	40		40		40		40		40	
Outcome Indicator 2Bii(3). Number of existing leases strengthened and businesses stabilized	170	20		30		30		40		50	
Performance Measures: Output Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt
Output Indicator: # of existing businesses assisted	575	100		100		125		125		125	
Output Indicator: # of openings and expansions assisted	57	10		10		10		12		15	
Output Indicator: # of organizations that achieved some development benchmark including formalization, 501(c)(3) status, new paid staff, sustainable funding source	27	5		5		5		5		7	
Output Indicator: # of façade improvement projects approved for grant funding	100	10		15		20		25		30	
Output Indicator: # of completed façade improvement projects	36	6		6		8		8		8	
Output Indicator: Total funds deployed for active and completed projects	\$2,500,000	\$500,000		\$500,000		\$500,000		\$500,000		\$500,000	
Output Indicator: # of ADA workshops provided	50	10		10		10		10		10	
Output Indicator: # of grants made to fund accessibility improvements	115	20		20		25		25		25	

Output Indicator: # of businesses assisted with ADA compliance	675	125		125		125		150		150	
Output Indicator: # of catalytic projects that achieve entitlement, groundbreaking, or grand opening	8	1		1		2		2		2	
Output Indicator: # of customized service plans developed or updated	115	20		20		25		25		25	
Priority Need 2C: Increase Community Cohesion and Infrastructure											
Goal 2Ci. Increased supports for residents to convene and build social capital											
Funding Amount	5-year \$ Amount	Year 1 \$ Amount		Year 2 \$ Amount		Year 3 \$ Amount		Year 4 \$ Amount		Year 5 \$ Amount	
CDBG				\$65,000		\$65,000		\$65,000		\$65,000	
HOME											
HOPWA											
ESG											
General Fund	\$5,215,268	\$1,400,000		\$953,817		\$953,817		\$953,817		\$953,817	
Housing Trust Fund											
Housing Impact Fees											
Low-Mod Income Housing Asset Fund											
Other											
Total	\$5,475,268	\$1,400,000		\$1,018,817		\$1,018,817		\$1,018,817		\$1,018,817	
Performance Measures: Outcome Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt
Outcome Indicator 2Ci. Number of residents engaged in opportunities for neighborhood involvement	1,700	340		340		340		340		340	
Performance Measures: Output Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt
Output Indicator: Number of planning processes completed	5	1		1		1		1		1	

Output Indicator: Number of residents participating in community building activities across four HOPE SF sites	1,630	326		326		326		326		326	
Output Indicator: Number of community based organizations receiving grants through community grantmaking process	70	14		14		14		14		14	
Output Indicator: Number of residents engaged in the community grantmaking process	75	15		15		15		15		15	
Priority Need 2C: Increase Community Cohesion and Infrastructure											
Goal 2Cii. Increased capacity for community-based organizations											
Funding Amount	5-year \$ Amount	Year 1 \$ Amount		Year 2 \$ Amount		Year 3 \$ Amount		Year 4 \$ Amount		Year 5 \$ Amount	
CDBG	\$1,180,640	\$167,000		\$253,410		\$253,410		\$253,410		\$253,410	
HOME											
HOPWA											
ESG											
General Fund	\$2,066,552	\$350,000		\$429,138		\$429,138		\$429,138		\$429,138	
Housing Trust Fund	\$460,000	\$360,000		\$100,000							
Housing Impact Fees											
Low-Mod Income Housing Asset Fund											
Other											
Total	\$3,707,192	\$877,000		\$782,548		\$682,548		\$682,548		\$682,548	
Performance Measures: Outcome Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt
Outcome indicator 2Cii: Number of community based organizations benefiting from technical assistance and capacity building	350	70		70		70		70		70	
Performance Measures:	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	

Output Indicators		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt
Output Indicator: Number of community based organizations receiving technical assistance and capacity building	350	70		70		70		70		70	
Goal 3Ai. Increased job readiness											
Funding Amount	5-year \$ Amount	Year 1 \$ Amount		Year 2 \$ Amount		Year 3 \$ Amount		Year 4 \$ Amount		Year 5 \$ Amount	
CDBG	\$1,867,500	\$397,500		\$367,500		\$367,500		\$367,500		\$367,500	
HOME											
HOPWA											
ESG											
General Fund											
Housing Trust Fund											
Housing Impact Fees											
Low-Mod Income Housing Asset Fund											
Other											
Total	\$1,867,500	\$397,500		\$367,500		\$367,500		\$367,500		\$367,500	
Performance Measures: Outcome Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt
Outcome Indicator 3Ai. Number of job readiness program participants who demonstrate proficiency in work readiness skills	3,000	600		600		600		600		600	
Performance Measures: Output Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt
Number of participants who complete work readiness activities	1,700	340		340		340		340		340	
Goal 3Aii. Increased occupational skills that match labor market needs											
Funding Amount	5-year \$ Amount	Year 1 \$ Amount		Year 2 \$ Amount		Year 3 \$ Amount		Year 4 \$ Amount		Year 5 \$ Amount	
CDBG	\$3,435,000	\$575,000		\$715,000		\$715,000		\$715,000		\$715,000	
HOME											

HOPWA											
ESG											
General Fund											
Housing Trust Fund											
Housing Impact Fees											
Low-Mod Income Housing Asset Fund											
Other											
Total	\$3,435,000	\$575,000		\$715,000		\$715,000		\$715,000		\$715,000	
Performance Measures: Outcome Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt
Outcome Indicator 3Aii. Number of participants who complete occupational training are employed for 90 days or more after placement	665	133		133		133		133		133	
Performance Measures: Output Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt
Number of participants placed in training	975	195		195		195		195		195	
Number of participants that complete occupational training	875	175		175		175		175		175	
Number of participants attaining a state/industry recognized degree/certificate prior to program completion	875	175		175		175		175		175	
Number of participants with skills gains	875	175		175		175		175		175	
Goal 3Aiii. Access to job opportunities for disadvantaged San Francisco residents											
Funding Amount	5-year \$ Amount	Year 1 \$ Amount		Year 2 \$ Amount		Year 3 \$ Amount		Year 4 \$ Amount		Year 5 \$ Amount	
CDBG	\$2,645,000	\$517,000		\$532,000		\$532,000		\$532,000		\$532,000	
HOME											
HOPWA											
ESG											

General Fund				\$65,000		\$65,000		\$65,000		\$65,000	
Housing Trust Fund											
Housing Impact Fees											
Low-Mod Income Housing Asset Fund											
Other											
Total	\$2,645,000		\$517,000		\$597,000		\$597,000		\$597,000	\$597,000	
Performance Measures: Outcome Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt
Outcome Indicator 3Aiii. Number of disadvantaged San Francisco residents secure local jobs	3,125	625		625		625		625		625	
Performance Measures: Output Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt
Output Indicator: Local, state, and federal mandates for hiring are met	Yes	Yes		Yes		Yes		Yes		Yes	
Priority Need 3B: Promote Economic Advancement Through Barrier Removal											
Goal 3Bi. Improved service connections											
Funding Amount	5-year \$ Amount	Year 1 \$ Amount		Year 2 \$ Amount		Year 3 \$ Amount		Year 4 \$ Amount		Year 5 \$ Amount	
CDBG	\$1,575,995	\$355,995		\$305,000		\$305,000		\$305,000		\$305,000	
HOME											
HOPWA											
ESG											
General Fund	\$8,658,435	\$859,571		\$1,949,716		\$1,949,716		\$1,949,716		\$1,949,716	
Housing Trust Fund											
Housing Impact Fees											
Low-Mod Income Housing Asset Fund											
Other	\$300,000	\$300,000									
Total	\$10,534,430	\$1,515,566		\$2,254,716		\$2,254,716		\$2,254,716		\$2,254,716	
Performance Measures: Outcome Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt

Outcome Indicator 3Bi. Number of individuals who achieve at least 75% of their service plan	2,280	280		500		500		500		500	
Performance Measures: Output Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt
Output Indicator: Number of individuals connected to one or more service(s)	5,400	600		1,200		1,200		1,200		1,200	
Output Indicator: Number of individuals receiving case management as an element of service connection	4,500	500		1,000		1,000		1,000		1,000	
Goal 3Bii. Improved foundational competencies and access to job training and employment opportunities for disconnected populations											
Funding Amount	5-year \$ Amount	Year 1 \$ Amount		Year 2 \$ Amount		Year 3 \$ Amount		Year 4 \$ Amount		Year 5 \$ Amount	
CDBG	\$3,678,443	\$778,443		\$725,000		\$725,000		\$725,000		\$725,000	
HOME											
HOPWA											
ESG											
General Fund	\$2,797,032	\$118,652		\$669,595		\$669,595		\$669,595		\$669,595	
Housing Trust Fund											
Housing Impact Fees											
Low-Mod Income Housing Asset Fund											
Other	\$300,000	\$300,000									
Total	\$6,775,475	\$1,197,095		\$1,394,595		\$1,394,595		\$1,394,595		\$1,394,595	
Performance Measures: Outcome Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt
Outcome Indicator 3Bii. Number of individuals with increased foundational competencies	1,650	250		350		350		350		350	

Outcome Indicator 3Bii(2). Number of individuals receiving high school diploma, GED, and/or enrolling in post-secondary education	500	20		120		120		120		120	
Performance Measures: Output Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt
Output Indicator: Number of individuals trained in foundational competencies	5,300	500		1200		1200		1200		1200	
Goal 3Biii. Increased job retention and advancement supports through legal and other related services											
Funding Amount	5-year \$ Amount	Year 1 \$ Amount		Year 2 \$ Amount		Year 3 \$ Amount		Year 4 \$ Amount		Year 5 \$ Amount	
CDBG	\$3,462,033	\$721,589		\$685,111		\$685,111		\$685,111		\$685,111	
HOME											
HOPWA											
ESG											
General Fund	\$13,652,657	\$2,986,009		\$3,065,587		\$2,533,687		\$2,533,687		\$2,533,687	
Housing Trust Fund											
Housing Impact Fees											
Low-Mod Income Housing Asset Fund											
Other											
Total	\$17,114,690	\$3,707,598		\$3,750,698		\$3,218,798		\$3,218,798		\$3,218,798	
Performance Measures: Outcome Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt
Outcome Indicator 3Biii. Number of individuals with increased knowledge of their rights as determined by pre- and post-assessments	12,800	800		3000		3000		3000		3000	
Outcome Indicator 3Biii(2). Number of individuals that with positive outcome indicators for their legal	3,475	275		800		800		800		800	

cases											
Performance Measures: Output Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt
Output Indicator: Number of individuals receiving legal representation	8,600	1,400		1,800		1,800		1,800		1,800	
Output Indicator: Number of individuals receiving education about workers' rights	710	350		90		90		90		90	
Goal 3Biv. Improved financial literacy and management											
Funding Amount	5-year \$ Amount	Year 1 \$ Amount		Year 2 \$ Amount		Year 3 \$ Amount		Year 4 \$ Amount		Year 5 \$ Amount	
CDBG	\$1,926,502	\$346,502		\$395,000		\$395,000		\$395,000		\$395,000	
HOME											
HOPWA											
ESG											
General Fund	\$783,498	\$183,498		\$150,000		\$150,000		\$150,000		\$150,000	
Housing Trust Fund											
Housing Impact Fees											
Low-Mod Income Housing Asset Fund											
Other	\$457,336	\$324,818		\$132,518							
Total	\$3,167,336	\$854,818		\$677,518		\$545,000		\$545,000		\$545,000	
Performance Measures: Outcome Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt
Outcome Indicator 3Biv. Number of individuals that increase their savings by 2% of net income	2,000	800		160		160		160		160	
Outcome Indicator 3Biv(2). Number of individuals that improve their credit score by at least 35 points	2,000	800		200		200		200		200	

Performance Measures: Output Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt
Output Indicator: Number of individuals opening up savings accounts and/or IDAs	970	250		250		250		250		250	
Output Indicator: Number of individuals receiving credit counseling and repair services	1,500	300		500		500		500		500	
Output Indicator: Number of individuals receiving financial counseling and education	4,400	2,000		1200		1200		1200		1200	

Table 7 – Goals Summary

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Increased Supply of Affordable Housing	2015	2019	Affordable Housing Homeless Non-Homeless Special Needs	Tenderloin Chinatown South of Market Mission Bayview Hunters Point Visitacion Valley	Develop and Maintain Affordable Housing	See Table 6 – Five-Year Performance Measures Matrix	See Table 6 – Five-Year Performance Measures Matrix
2	Preserve and Maintain Affordable Housing Supply	2015	2019	Affordable Housing Public Housing Homeless Non-Homeless Special Needs	Tenderloin Chinatown South of Market Mission Bayview Hunters Point Visitacion Valley	Develop and Maintain Affordable Housing	See Table 6 – Five-Year Performance Measures Matrix	See Table 6 – Five-Year Performance Measures Matrix

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
3	Increased Affordability of Rental Housing	2015	2019	Affordable Housing Homeless Non-Homeless Special Needs	Tenderloin Chinatown South of Market Mission Bayview Hunters Point Visitacion Valley	Make Housing Affordable	See Table 6 – Five-Year Performance Measures Matrix	See Table 6 – Five-Year Performance Measures Matrix
4	Increased Opportunities for Sustainable Homeownership	2015	2019	Affordable Housing	Tenderloin Chinatown South of Market Mission Bayview Hunters Point Visitacion Valley	Make Housing Affordable	See Table 6 – Five-Year Performance Measures Matrix	See Table 6 – Five-Year Performance Measures Matrix

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
5	Increase Access to Rental and Homeownership Housing	2015	2019	Affordable Housing Public Housing Homeless Non-Homeless Special Needs	Tenderloin Chinatown South of Market Mission Bayview Hunters Point Visitacion Valley	Make Housing Affordable	See Table 6 – Five-Year Performance Measures Matrix	See Table 6 – Five-Year Performance Measures Matrix
6	Reduced Rate of Evictions	2015	2019	Affordable Housing Homeless Non-Homeless Special Needs Non-Housing Community Development	Tenderloin Chinatown South of Market Mission Bayview Hunters Point Visitacion Valley	Prevent and End Homelessness	See Table 6 – Five-Year Performance Measures Matrix	See Table 6 – Five-Year Performance Measures Matrix

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
7	Transitional Housing is Available for Those Who Need It	2015	2019	Affordable Housing Homeless Non-Homeless Special Needs	Tenderloin Chinatown South of Market Mission Bayview Hunters Point Visitacion Valley	Prevent and End Homelessness	See Table 6 – Five-Year Performance Measures Matrix	See Table 6 – Five-Year Performance Measures Matrix
8	Homeless People Receive Basic Shelter and Support Services	2015	2019	Homeless Non-Housing Community Development	Tenderloin Chinatown South of Market Mission Bayview Hunters Point Visitacion Valley	Prevent and End Homelessness	See Table 6 – Five-Year Performance Measures Matrix	See Table 6 – Five-Year Performance Measures Matrix

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
9	Increased Access to Services for Public Housing Residents	2015	2019	Public Housing Non-Housing Community Development	Tenderloin Chinatown South of Market Mission Bayview Hunters Point Visitacion Valley	Provide Supportive Housing Services	See Table 6 – Five- Year Performance Measures Matrix	See Table 6 – Five- Year Performance Measures Matrix
10	Increased Access to Permanent Supportive Housing and Transitional Housing for PLWHA	2015	2019	Affordable Housing Non-Homeless Special Needs	Tenderloin Chinatown South of Market Mission Bayview Hunters Point Visitacion Valley	Provide Supportive Housing Services	See Table 6 – Five- Year Performance Measures Matrix	See Table 6 – Five- Year Performance Measures Matrix

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
11	Key Nonprofit Service Providers Have High Quality Facilities	2015	2019	Non-Housing Community Development	Tenderloin Chinatown South of Market Mission Bayview Hunters Point Visitacion Valley	Enhance Community Facilities and Spaces	See Table 6 – Five-Year Performance Measures Matrix	See Table 6 – Five-Year Performance Measures Matrix
12	Enhanced Public Spaces	2015	2019	Non-Housing Community Development	Tenderloin Chinatown South of Market Mission Bayview Hunters Point Visitacion Valley	Enhance Community Facilities and Spaces	See Table 6 – Five-Year Performance Measures Matrix	See Table 6 – Five-Year Performance Measures Matrix

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
13	Thriving, Locally-Owned Small Businesses	2015	2019	Non-Housing Community Development	Tenderloin Chinatown South of Market Mission Bayview Hunters Point Visitacion Valley	Strengthen Small Businesses and Commercial Corridors	See Table 6 – Five-Year Performance Measures Matrix	See Table 6 – Five-Year Performance Measures Matrix
14	Robust Commercial Corridors in Low-Income Neighborhoods	2015	2019	Non-Housing Community Development	Tenderloin Chinatown South of Market Mission Bayview Hunters Point Visitacion Valley	Strengthen Small Businesses and Commercial Corridors	See Table 6 – Five-Year Performance Measures Matrix	See Table 6 – Five-Year Performance Measures Matrix

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
15	Increased Supports for Residents to Convene and Build Social Capital	2015	2019	Non-Housing Community Development	Tenderloin Chinatown South of Market Mission Bayview Hunters Point Visitacion Valley	Increase Community Cohesion	See Table 6 – Five-Year Performance Measures Matrix	See Table 6 – Five-Year Performance Measures Matrix
16	Increased Capacity for Community-Based Organizations	2015	2019	Non-Housing Community Development	Tenderloin Chinatown South of Market Mission Bayview Hunters Point Visitacion Valley	Increase Community Cohesion	See Table 6 – Five-Year Performance Measures Matrix	See Table 6 – Five-Year Performance Measures Matrix

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
17	Increased Job Readiness	2015	2019	Non-Housing Community Development	Tenderloin Chinatown South of Market Mission Bayview Hunters Point Visitacion Valley	Promote Workforce Development	See Table 6 – Five-Year Performance Measures Matrix	See Table 6 – Five-Year Performance Measures Matrix
18	Increased Occupational Skills that Match Labor Market Needs	2015	2019	Non-Housing Community Development	Tenderloin Chinatown South of Market Mission Bayview Hunters Point Visitacion Valley	Promote Workforce Development	See Table 6 – Five-Year Performance Measures Matrix	See Table 6 – Five-Year Performance Measures Matrix

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
19	Access to Job Opportunities for Disadvantaged San Francisco Residents	2015	2019	Non-Housing Community Development	Tenderloin Chinatown South of Market Mission Bayview Hunters Point Visitacion Valley	Promote Workforce Development	See Table 6 – Five-Year Performance Measures Matrix	See Table 6 – Five-Year Performance Measures Matrix
20	Improved Service Connections	2015	2019	Non-Housing Community Development	Tenderloin Chinatown South of Market Mission Bayview Hunters Point Visitacion Valley	Promote Economic Advancement through Barrier Removal	See Table 6 – Five-Year Performance Measures Matrix	See Table 6 – Five-Year Performance Measures Matrix

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
21	Improved Foundational Competencies and Access to Job Training and Employment Opportunities for Disconnected Populations	2015	2019	Non-Housing Community Development	Tenderloin Chinatown South of Market Mission Bayview Hunters Point Visitacion Valley	Promote Economic Advancement through Barrier Removal	See Table 6 – Five-Year Performance Measures Matrix	See Table 6 – Five-Year Performance Measures Matrix
22	Increased Job Retention and Advancement Supports Through Legal and Other Related Services	2015	2019	Non-Housing Community Development	Tenderloin Chinatown South of Market Mission Bayview Hunters Point Visitacion Valley	Promote Economic Advancement through Barrier Removal	See Table 6 – Five-Year Performance Measures Matrix	See Table 6 – Five-Year Performance Measures Matrix

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
23	Improved Financial Literacy and Management	2015	2019	Non-Housing Community Development	Tenderloin Chinatown South of Market Mission Bayview Hunters Point Visitacion Valley	Promote Economic Advancement through Barrier Removal	See Table 6 – Five-Year Performance Measures Matrix	See Table 6 – Five-Year Performance Measures Matrix

Goal Descriptions

Table 8 – Goal Descriptions

1	Goal Name	Increased Supply of Affordable Housing
	Goal Description	New affordable and permanent supportive housing units will be developed.
2	Goal Name	Preserve and Maintain Affordable Housing Supply
	Goal Description	Existing affordable housing units will be preserved or maintained through remediating lead-based paint hazards, rehabilitating multiunit and single family homes; rehabilitation and conversion of public housing to nonprofit ownership and management under the RAD Program; and rebuilding dilapidated public housing under HOPE SF.
3	Goal Name	Increased Affordability of Rental Housing
	Goal Description	Pursue long-term rental support to provide deep affordability for permanent supportive housing.
4	Goal Name	Increased Opportunities for Sustainable Homeownership
	Goal Description	Programs to assist potential and existing homeowners will be expanded with education programs, down payment assistance and the continuation of successful homeownership programs.
5	Goal Name	Increase Access to Rental and Homeownership Housing
	Goal Description	Improve housing application system and the capacity of community-based organizations that assist clients find rental and homeownership opportunities.
6	Goal Name	Reduced Rate of Evictions
	Goal Description	Legal services and counseling will be provided to counsel individuals before a notice of unlawful detainer is filed, and full-scope representation will be offered to individuals who need legal services after having received notice.
7	Goal Name	Transitional Housing is Available for Those Who Need It
	Goal Description	Operating support will be provided to transitional housing facilities as appropriate, with priority given to vulnerable populations such as survivors of domestic violence.

8	Goal Name	Homeless People Receive Basic Shelter and Support
	Goal Description	Homeless individuals, particularly those in emergency shelters, will be provided supportive services focusing on providing foundational skills and transitioning them to more stable housing.
9	Goal Name	Increased Access to Services for Public Housing Residents
	Goal Description	Provide support services for public housing residents to assist them with transition of their public housing from housing authority control to nonprofit ownership and management under the RAD or HOPE SF programs.
10	Goal Name	Increased Access to Permanent Supportive Housing and Transitional Housing for PLWHA
	Goal Description	Operating support and program support will be provided to residential care facilities for the chronically ill serving PLWHA, and to transitional housing specifically targeting PLWHA.
11	Goal Name	Key Nonprofit Service Providers Have High Quality Facilities
	Goal Description	Capital funds will be made available for rehabilitation, tenant improvements, and new construction for community facilities, as well as providing service providers with capital needs assessments and asset reserve analyses to ensure long-term sustainability of these facilities.
12	Goal Name	Enhanced Public Spaces
	Goal Description	Funding will be made available to enhance public spaces, focusing on greening efforts in low-income communities and enhancements to neighborhoods impacted by increased housing density.
13	Goal Name	Thriving, Locally-Owned Small Businesses
	Goal Description	Community Development Block Grants will be utilized to provide a variety of support for small businesses and entrepreneurs in San Francisco. Central to this support is technical assistance for entrepreneurs who want to establish a new microenterprise or small business, and for owners who seek to strengthen or expand their existing small business.
14	Goal Name	Robust Commercial Corridors in Low-Income Neighborhoods
	Goal Description	Community Development Block Grants will be utilized to strengthen commercial corridors in low- and moderate-income areas. Activities fall in a variety of categories including business attraction, physical improvements to businesses and in neighborhoods, and capacity-building to help neighborhood stakeholders manage and improve commercial districts.

15	Goal Name	Increased Supports for Residents to Convene and Build Social Capital
	Goal Description	Community planning efforts will be supported that bring together residents to build social capital in low-income communities, including programming that allows residents to invest directly in community building grant opportunities.
16	Goal Name	Increased Capacity for Community-Based Organizations
	Goal Description	Community based organizations will be supported by strategic capacity building and technical assistance.
17	Goal Name	Increased Job Readiness
	Goal Description	Individuals will be provided with services that help build job search competencies.
18	Goal Name	Increased Occupational Skills that Match Labor Market Needs
	Goal Description	Individuals will be provided with job-driven, sector-specific occupational skills training.
19	Goal Name	Access to Job Opportunities for Disadvantaged San Francisco Residents
	Goal Description	Individuals will be provided with priority access to potential job opportunities.
20	Goal Name	Improved Service Connections
	Goal Description	Community centers that serve as neighborhood and constituency hubs will be enhanced through service connection resources that allow residents to better access the existing social service infrastructure citywide and in their neighborhoods
21	Goal Name	Improved Foundational Competencies and Access to Job Training and Employment Opportunities for Disconnected Populations
	Goal Description	Individuals will be provided with foundational competencies that will move them into the City's workforce development system and provide them skills towards achieving economic self-sufficiency

22	Goal Name	Increased Job Retention and Advancement Supports Through Legal and Other Related Services
	Goal Description	Individuals will be provided with legal services and other tools that will allow them to maintain their residency and employment and feel safe where they are living to ensure their ability to move towards self-sufficiency
23	Goal Name	Improved Financial Literacy and Management
	Goal Description	Individuals and families will be provided with financial literacy skills linked to key financial events in their lives that will promote asset building and increase housing stability

Projects

AP-35 Projects – 91.220(d)

Introduction

San Francisco's 2016-2017 proposed projects are listed in AP-38 Project Summary.

Describe the reasons for allocation priorities and any obstacles to addressing underserved needs

Allocation priorities are driven by the needs as determined by needs assessments, focus groups, resident surveys, input from community-based organizations, and analyses of existing investments by the City. MOHCD consults with the executive leadership of other City departments to coordinate funding and programmatic strategies to ensure maximum leverage. Given MOHCD's limited resources, priorities are given to those areas which maximize MOHCD's expertise in affordable housing and advancing economic opportunities.

Many of our residents are disenfranchised based on their limited income, disability status, cultural or language barriers, or other characteristics that make it difficult for them to adequately access services. San Francisco has identified eight overarching challenges that have a widespread effect on the well-being of its residents. Some are common to urban cities and counties. Some are especially significant for San Francisco. The eight challenges are:

- Lack of affordable housing (discussed in Housing Market Analysis);
- Concentration of low-income communities;
- Income disparity;
- Linguistic and cultural isolation;
- Education disparity;
- Immigrant workforce;
- Digital divide; and
- Lack of asset building opportunities.

AP-38 Project Summary

Project Summary Information

The proposed projects are listed by funding source (i.e., CDBG, ESG, HOPWA, HOME, General Fund, Other Funding Sources) and then by Consolidated Plan goals. Proposed projects that are funded by more than one funding source will be listed separately under each of the funding sources.

2016-2017 CDBG Projects

This list of proposed CDBG-funded projects is organized by five-year objectives, priority needs and goals that are described in the 2015-2019 Consolidated Plan. While a recommended project may meet more than one goal, it is only listed under its primary goal.

Objective 1: Families and Individuals are Stably Housed

- **Priority Need 1A: Develop and Maintain Affordable Housing**
 - **Goal 1Aii. Preserve and Maintain Affordable Housing Supply**

Agency Name	Project Description	CDBG Funding Amount
Mayor's Office of Housing and Community Development	Housing development pool - CDBG (includes \$1,500,000 of CDBG program income in a revolving loan pool)	\$4,410,207
Mayor's Office of Housing and Community Development	Housing program delivery	\$675,000
Mayor's Office of Housing and Community Development	Housing development grant funding pool	\$674,470
Rebuilding Together San Francisco	Critical home repairs for homeowners	\$30,000
	Subtotal	\$5,789,677

Objective 1: Families and Individuals are Stably Housed

- **Priority Need 1B: Make Housing Affordable**
 - **Goal 1Bii. Increased opportunities for sustainable homeownership**

Agency Name	Project Description	CDBG Funding Amount
ASIAN, Inc.	Pre-purchase and foreclosure intervention counseling services	\$50,000
Consumer Credit Counseling Service of San Francisco	Pre-purchase homeownership counseling and information and referral services	\$50,000
Housing and Economic Rights Advocates	Foreclosure intervention services through legal counseling and representation	\$50,000
San Francisco Community Land Trust	Education and technical assistance for residents and boards of existing and proposed co-ops	\$36,000
San Francisco Housing Development Corporation	Pre- and post-purchase homebuyer education counseling and information and referral services	\$50,000
SF LGBT Community Center	Pre-purchase homebuyer education and counseling services	\$50,000
	Subtotal	\$286,000

Objective 1: Families and Individuals are Stably Housed

➤ **Priority Need 1B: Make Housing Affordable**

- **Goal 1Biii. Increase access to rental and homeownership housing**

Agency Name	Project Description	CDBG Funding Amount
Homeless Prenatal Program, Inc.	Short-term financial assistance and workshops to help families obtain and retain safe housing	\$65,000
Independent Living Resource Center of SF	Rental housing counseling, financial management education and application assistance services for primarily disabled persons	\$35,000
Mayor's Office of Housing and Community Development	Housing stabilization programs	\$230,000
Self-Help for the Elderly	Tenant counseling, advocacy and eviction prevention assistance primarily for elderly renters	\$25,000
	Subtotal	\$355,000

Objective 1: Families and Individuals are Stably Housed

➤ **Priority Need 1C: Prevent and Treat Homelessness**

- **Goal 1Ci. Reduced rate of evictions**

Agency Name	Project Description	CDBG Funding Amount
Chinatown Community Development Center	Tenant counseling primarily for monolingual Chinese households	\$50,000
Justice & Diversity Center of the Bar Association of San Francisco	Eviction prevention legal services, including services focused on individuals with mental health disabilities	\$10,000
San Francisco Study Center - Housing Rights Committee of San Francisco	Tenant counseling, advocacy and education for renters to ensure housing stability and avoid eviction	\$60,000
Self-Help for the Elderly	Housing counseling and placement assistance	\$25,000
Tenderloin Housing Clinic, Inc.	Legal counseling and representation for tenants threatened with eviction	\$42,500
	Subtotal	\$187,500

Objective 1: Families and Individuals are Stably Housed

- **Priority Need 1C: Prevent and Treat Homelessness**
 - **Goal 1Cii. Transitional housing is available for those who need it**

Agency Name	Project Description	CDBG Funding Amount
Gum Moon Residence Hall	Shelter beds in a comprehensive transitional housing program primarily for Asian immigrant women who are survivors of domestic violence and sexual assault	\$55,000
	Subtotal	\$55,000

Objective 1: Families and Individuals are Stably Housed

- **Priority Need 1C: Prevent and Treat Homelessness**
 - **Goal 1Ciii. Homeless people receive basic shelter and support services**

Agency Name	Project Description	CDBG Funding Amount
Asian Women’s Shelter	Shelter services primarily for Asian and Pacific Islander women who are victims of domestic violence	\$102,000
Friendship House Association of American Indians	Recovery services primarily for homeless Native Americans	\$55,000
La Casa de las Madres	Shelter services primarily for Spanish speaking women who are victims of domestic violence	\$26,678
	Subtotal	\$183,678

Objective 1: Families and Individuals are Stably Housed

- **Priority Need 1D: Provide Supportive Housing Services**
 - **Goal 1Di. Increased access to services for public housing residents**

Agency Name	Project Description	CDBG Funding Amount
APA Family Support Services/YMCA of San Francisco (Bayview)	Service connection for primarily public housing residents in Sunnydale-Velasco and greater Visitacion Valley	\$45,000
Mayor’s Office of Housing and Community Development	HOPE SF program delivery	\$75,000
Together United Recommitted Forever (T.U.R.F.)	Community outreach, engagement and service connection for primarily public housing residents in Sunnydale-Velasco and greater Visitacion Valley	\$50,000
YMCA of San Francisco (Bayview)	Community building and service connection for primarily public housing residents in Hunters View and greater Bayview/Hunters Point	\$245,000

Agency Name	Project Description	CDBG Funding Amount
	Subtotal	\$415,000

Objective 2: Communities Have Healthy Physical, Social, and Business Infrastructure

- **Priority Need 2A: Enhance Community Facilities and Spaces**
 - **Goal 2Ai. Key nonprofit service providers have high quality facilities**

Agency Name	Project Description	CDBG Funding Recommendation
Asian Neighborhood Design	Architectural/planning services for MOHCD funded capital projects	\$35,000
Mayor's Office of Housing and Community Development	Capital program delivery	\$327,512
Mayor's Office of Housing and Community Development	Capital grant funding pool	\$1,516,914
Mayor's Office of Housing and Community Development	Repayment of Section 108 loan for the Boys and Girls Clubs of San Francisco facility in Hunter's Point	\$220,000
	Subtotal	\$2,099,426

Objective 2: Communities Have Healthy Physical, Social, and Business Infrastructure

- **Priority Need 2A: Enhance Community Facilities and Spaces**
 - **Goal 2Aii. Enhanced public spaces**

Agency Name	Project Description	CDBG Funding Recommendation
Office of Community Investment and Infrastructure	Capital improvements to Shoreview Park (funded from CDBG program income)	\$488,000
	Sub Total	\$488,000

Objective 2: Communities Have Healthy Physical, Social, and Business Infrastructure

- **Priority Need 2B: Strengthen Small Businesses and Commercial Corridors**
 - **Goal 2Bi. Thriving, locally-owned small businesses**

Agency Name	Project Description	CDBG Funding Amount
La Cocina	Kitchen incubator and technical assistance for food based microentrepreneurs	\$50,000
Lawyers' Committee for Civil Rights of the San Francisco Bay Area	Legal services for entrepreneurs	\$100,000
Mission Asset Fund	Building credit and access to capital for microentrepreneurs	\$50,000
Mission Economic Development Agency	Technical assistance for Mission Street (16th-25th) and Mission Bernal	\$50,000

Agency Name	Project Description	CDBG Funding Amount
	commercial corridor businesses	
Mission Economic Development Agency	Technical assistance in English and Spanish for microentrepreneurs	\$75,000
Northeast Community Federal Credit Union	Business technical assistance on ADA compliance	\$75,000
OEWD/Small Business Development Center	Technical assistance for small businesses	\$166,561
Office of Economic and Workforce Development	Section 108 repayment contingency	\$262,308
Office of Economic and Workforce Development	Small business loans (funded with CDBG program income in a revolving loan pool)	\$250,000
Pacific Community Ventures	Access to capital and technical assistance for small businesses	\$45,000
Renaissance Entrepreneurship Center	Technical assistance for microentrepreneurs	\$75,000
Renaissance Entrepreneurship Center	Technical assistance in English and Spanish to women entrepreneurs	\$40,000
SF LGBT Community Center	Technical assistance, credit building microloans, workshops and mentorship	\$20,000
SFMade	Technical assistance for local manufacturers	\$65,000
Southeast Asian Community Center	Technical assistance for Larkin Street/Little Saigon and Sunset commercial corridor businesses	\$50,000
Southeast Asian Community Center	Technical assistance in English and Chinese for small businesses citywide	\$75,000
Urban Solutions	Small business technical assistance	\$155,000
Wu Yee Children's Services	Technical assistance for child care businesses	\$45,000
	Subtotal	\$1,648,869

Objective 2: Communities Have Healthy Physical, Social, and Business Infrastructure

- **Priority Need 2B: Strengthen Small Businesses and Commercial Corridors**
 - **Goal 2Bii. Robust commercial corridors in low-income neighborhoods**

Agency Name	Project Description	CDBG Funding Amount
Bay Area Community Resource/Excelsior Action Group	Excelsior commercial corridor revitalization	\$70,000
Bay Area Community Resource/Portola Neighborhood Association	Portola San Bruno Avenue commercial corridor revitalization	\$70,000
North of Market Neighborhood Improvement Corp.	Tenderloin commercial corridor revitalization	\$45,000
Ocean Avenue Association	Ocean Avenue commercial corridor	\$30,000

Agency Name	Project Description	CDBG Funding Amount
	revitalization and technical assistance	
Renaissance Entrepreneurship Center	Technical assistance BizFitSF for Third Street and Leland Avenue commercial corridor small businesses	\$100,000
	Subtotal	\$315,000

Objective 2: Communities Have Healthy Physical, Social, and Business Infrastructure

- **Priority Need 2C: Increase Community Cohesion**
 - **Goal 2Ci. Increased supports for residents to convene and build social capital**

Agency Name	Project Description	CDBG Funding Amount
Mercy Housing California	Community engagement and services for primarily public housing residents in Sunnydale-Velasco and greater Visitacion Valley	\$65,000
	Subtotal	\$65,000

Objective 2: Communities Have Healthy Physical, Social, and Business Infrastructure

- **Priority Need 2C: Increase Community Cohesion**
 - **Goal 2Cii. Increased capacity for community-based organizations**

Agency Name	Project Description	CDBG Funding Amount
HomeownershipSF	Capacity building for a collaborative of five agencies that provide homeownership assistance	\$45,000
Mayor's Office of Housing and Community Development	Program evaluation and organizational capacity building	\$100,000
Northern California Community Loan Fund	Asset management planning for CDBG/HOPWA-eligible facilities	\$70,410
Richmond District Neighborhood Center	Organizational capacity building through participation in SF Neighborhood Centers Together, which offers training and peer support to Executive Directors	\$38,000
	Subtotal	\$253,410

Objective 3: Families and Individuals are Resilient and Economically Self-Sufficient

- **Priority Need 3A: Promote Workforce Development**
 - **Goal 3Ai. Increased job readiness**

Agency Name	Project Description	CDBG Funding Amount
Central City Hospitality House	Neighborhood Access Point	\$100,000

Agency Name	Project Description	CDBG Funding Amount
Goodwill Industries of San Francisco, San Mateo & Marin Counties	Criminal justice and re-entry services in support of the One Stop system	\$125,000
Hearing and Speech Center of Northern California	Neighborhood Access Point and Young Adult WorkLink Services	\$42,500
Positive Resource Center	Neighborhood Access Point	\$100,000
	Subtotal	\$367,500

Objective 3: Families and Individuals are Resilient and Economically Self-Sufficient

➤ **Priority Need 3A: Promote Workforce Development**

- **Goal 3Aii. Increased occupational skills that match labor market needs**

Agency Name	Project Description	CDBG Funding Amount
Bayview Hunter's Point Center for Arts & Technology	Young Adult Bridge services	\$75,000
Community Housing Partnership	Vocational skills training in the hospitality sector	\$75,000
Episcopal Community Services of SF	Vocational skills training in the hospitality sector	\$100,000
Homebridge, Inc.	Vocational skills training in the health care sector	\$75,000
Mission Hiring Hall	Vocational skills training in the hospitality sector	\$200,000
Mission Language and Vocational School, Inc.	Vocational skills training in the health care sector	\$100,000
Office of Economic and Workforce Development	Workforce development services	\$90,000
	Subtotal	\$715,000

Objective 3: Families and Individuals are Resilient and Economically Self-Sufficient

➤ **Priority Need 3A: Promote Workforce Development**

- **Goal 3Aiii. Access to job opportunities for disadvantaged San Francisco residents**

Agency Name	Project Description	CDBG Funding Amount
Compass Family Services	Neighborhood Access Point	\$50,000
Mission Economic Development Agency	Neighborhood Access Point	\$152,000
SF LGBT Community Center	Neighborhood Access Point	\$120,000
Toolworks	Neighborhood Access Point	\$55,000
Upwardly Global	Neighborhood Access Point	\$75,000
Young Community Developers	Neighborhood Access Point and Young Adult WorkLink Services	\$80,000
	Subtotal	\$532,000

Objective 3: Families and Individuals are Resilient and Economically Self-Sufficient

➤ **Priority Need 3B: Promote Economic Advancement Through Barrier Removal**

- **Goal 3Bi. Improved service connections**

Agency Name	Project Description	CDBG Funding Amount
APA Family Support Services/SCDC	Service connection in housing assistance, immigration and naturalization, employment, senior services, advocacy, information and referrals and outreach primarily for Samoan and Pacific Islander communities	\$50,000
Community Youth Center-San Francisco (CYC-SF)	Culturally competent and linguistically acceptable social services primarily for Asian residents in the Bayview, including access to employment, family support, childcare services, education, financial literacy, housing counseling and other supportive services	\$50,000
Hearing and Speech Center of Northern California	Increase the early identification of hearing loss, support participants in accepting this loss, and connect them to services that can provide treatment and help them to thrive	\$50,000
Lavender Youth Rec. & Info. Ct.(LYRIC)	Youth advocacy and case management services primarily for LGBTQQ transitional age youth between ages 18 and 24 to connect them to urgently needed resources, build their capacity to improve their lives and support them in moving toward self sufficiency	\$50,000
Mayor's Office of Housing and Community Development	Service connection primarily for the Arab community	\$50,000
United Playaz	Case management and support services to direct youth away from influences that sustain at risk behavior and towards strengthening skills for self sufficiency and becoming agents of change for their community	\$55,000
	Subtotal	\$305,000

Objective 3: Families and Individuals are Resilient and Economically Self-Sufficient

➤ **Priority Need 3B: Promote Economic Advancement Through Barrier Removal**

- **Goal 3Bii. Improved foundational competencies and access to job training and employment opportunities for disconnected populations**

Agency Name	Project Description	CDBG Funding Amount
Community Youth Center-San Francisco (CYC-SF)	Academic assistance, life skills building and support for at-risk, underserved young adults to enhance their educational/career outlook	\$50,000
Donaldina Cameron House	ESL and job readiness classes primarily for new immigrants	\$50,000
Episcopal Community Services of San Francisco	Foundational competencies programming, primarily for homeless adults	\$70,000
Homies Organizing the Mission to Empower Youth (HOMEY)	Foundational competencies programming, primarily for individuals re-entering from the correctional system	\$50,000
Mayor's Office of Housing and Community Development	Program delivery for direct services	\$45,000
Mission Language and Vocational School, Inc.	Foundational academic competencies, primarily for adults in the Mission District	\$50,000
Mission Neighborhood Centers	Academic foundational competencies programming and GED preparation for transitional aged youth	\$55,000
Positive Resource Center	Employment and academic foundational competencies programming, primarily for people with HIV/AIDS or mental health disabilities	\$50,000
San Francisco Conservation Corps	Academic foundational competencies programming for transitional aged youth	\$50,000
Sunset District Comm. Develop. Corp.	Foundational competencies programming and intensive case management on youths at risk or involved with the juvenile justice system	\$50,000
The Arc San Francisco	Foundational competencies programming for adults with developmental disabilities	\$50,000
Together United Recommitted Forever (T.U.R.F.)	Foundational competencies programming and case management, primarily for transitional aged youth in Sunnydale	\$50,000
Vietnamese Youth Development Center	Academic foundational competencies programming, primarily for recent immigrants and transitional aged youth in the Tenderloin	\$50,000
YMCA of San Francisco (Bayview)	Foundational competencies programming and case management, primarily for transitional aged youth in Bayview	\$55,000

Agency Name	Project Description	CDBG Funding Amount
	Subtotal	\$725,000

Objective 3: Families and Individuals are Resilient and Economically Self-Sufficient

➤ **Priority Need 3B: Promote Economic Advancement Through Barrier Removal**

- **Goal 3Biii. Increased access to job retention and advancement supports through legal and other related services**

Agency Name	Project Description	CDBG Funding Amount
AIDS Legal Referral Panel of the SF Bay Area	Legal services primarily for people with HIV	\$82,000
Asian Americans Advancing Justice - Asian Law Caucus	Legal services primarily for recent immigrants	\$52,000
Bay Area Legal Aid	Legal representation and counseling regarding housing issues, economic self-sufficiency and issues faced by survivors of domestic violence	\$100,000
Central American Resource Center (CARECEN)	Legal services primarily for immigrants	\$80,000
Dolores Street Community Services	Legal services primarily for African immigrants	\$50,000
Instituto Laboral de la Raza	Legal services primarily for immigrant workers	\$60,000
La Raza Centro Legal	Legal services primarily for immigrants	\$50,000
La Raza Community Resource Center	Legal services primarily for immigrants	\$80,000
Positive Resource Center	Legal representation and advocacy regarding SSI benefits	\$50,000
Swords to Plowshares Veterans Rights Organization	Legal services to secure VA benefits for homeless and low-income veterans	\$81,111
	Subtotal	\$685,111

Objective 3: Families and Individuals are Resilient and Economically Self-Sufficient

➤ **Priority Need 3B: Promote Economic Advancement Through Barrier Removal**

- **Goal 3Biv. Improved financial literacy and management**

Agency Name	Project Description	CDBG Funding Amount
Consumer Credit Counseling Service of San Francisco	Provide high-volume, quality, one-on-one financial counseling services to low-income San Franciscans through targeted referral systems developed in partnership with the Office of Economic Empowerment and partner city agencies	\$100,000
Earned Assets Resource Network	IDA match	\$30,000
Mission Asset Fund	Financial education, coaching and access to loans for primarily immigrants	\$65,000
Mission Economic Development Agency	Financial education and coaching through workshops and individual counseling for primarily Spanish-speaking families	\$50,000
My Path	Financial coaching and credit-building services to reduce and eliminate barriers to asset building	\$50,000
Northeast Community Federal Credit Union	Financial education and credit building/repair counseling services primarily for the unbanked population	\$50,000
San Francisco Housing Development Corporation	Financial education counseling and coaching services primarily for Bayview Hunters Point, Visitacion Valley, Potrero Hill and Western Additional residents	\$50,000
	Subtotal	\$395,000

Administration Costs

Agency Name	Project Description	CDBG Funding Amount
Mayor's Office of Housing and Community Development	General CDBG administration and planning	\$3,297,175
	Subtotal	\$3,297,175

TOTAL 2016-2017 CDBG: \$19,163,346

2016-2017 ESG Projects

This list of proposed ESG-funded projects is organized by five-year objectives, priority needs and goals that are described in the 2015-2019 Consolidated Plan. While a recommended project may meet more than one goal, it is only listed under its primary goal.

Objective 1: Families and Individuals are Stably Housed

➤ Priority Need 1B: Make Housing Affordable

- Goal 1Biii. Increase access to rental and homeownership housing

Agency Name	Project Description	ESG Funding Amount
Hamilton Family Center, Inc.	Rental assistance to assist families avoid eviction and become stably housed	\$83,333
	Subtotal	\$83,333

Objective 1: Families and Individuals are Stably Housed

➤ Priority Need 1C: Prevent and Treat Homelessness

- Goal 1Ci. Reduced rate of evictions

Agency Name	Project Description	ESG Funding Amount
AIDS Housing Alliance	Homeless prevention and rapid rehousing primarily for HIV+ persons	\$150,000
Catholic Charities CYO (AHHP)	Tenant based rental assistance for at-risk or homeless persons	\$190,000
Compass Family Services	Homeless and eviction prevention services and housing counseling for individuals and families	\$40,000
Hamilton Family Center, Inc.	Tenant based rental assistance and housing counseling for individuals and families	\$87,274
	Subtotal	\$467,274

Objective 1: Families and Individuals are Stably Housed

➤ Priority Need 1C: Prevent and Treat Homelessness

- Goal 1Ciii. Homeless people receive basic shelter and support services

Agency Name	Project Description	ESG Funding Amount
Central City Hospitality House	Shelter services primarily for single men	\$65,000
Community Awareness & Treatment Services	Shelter services primarily for women	\$50,000
Compass Family Services	Shelter services for homeless families	\$87,000
Dolores Street Community Services	Shelter services primarily for homeless men	\$52,176

Agency Name	Project Description	ESG Funding Amount
Episcopal Community Services of San Francisco	Shelter services for homeless persons	\$81,116
Hamilton Family Center, Inc	Shelter services for homeless families	\$50,000
Homeless Children's Network	Case management services for homeless families with children	\$50,000
La Casa de las Madres	Shelter services primarily for Spanish speaking women who are victims of domestic violence	\$123,322
Larkin Street Youth Services	Shelter services for homeless youth	\$112,000
Mission Neighborhood Health Center	Leadership development and case management services for homeless persons	\$46,873
Providence Foundation	Shelter services for homeless persons	\$45,000
YMCA of San Francisco (Bayview)	Respite services for homeless persons	\$50,000
	Subtotal	\$812,487

Administration Costs

Agency Name	Project Description	ESG Funding Amount
Mayor's Office of Housing and Community Development	HMIS	\$10,000
Mayor's Office of Housing and Community Development	General ESG administration	\$111,331
	Subtotal	\$121,331

TOTAL 2016-2017 ESG: \$1,484,425

2016-2017 HOPWA Projects

MOHCD serves as the lead agency for the HOPWA program for the San Francisco EMSA, which consists of San Francisco and San Mateo Counties.

San Francisco HOPWA Projects

This list of proposed HOPWA-funded projects is organized by five-year objectives, priority needs and goals that are described in the 2015-2019 Consolidated Plan. While a recommended project may meet more than one goal, it is only listed under its primary goal.

Objective 1: Families and Individuals are Stably Housed

➤ **Priority Need 1B: Make Housing Affordable**

- **Goal 1Biii. Increase access to rental and homeownership housing**

Agency Name	Project Description	HOPWA Funding Amount
Mayor's Office of Housing and Community Development	Housing information and referral project	\$13,000
San Francisco AIDS Foundation	Housing information and referral project	\$35,000
	Subtotal	\$48,000

Objective 1: Families and Individuals are Stably Housed

➤ **Priority Need 1D: Provide Supportive Housing Services**

- **Goal 1Dii. Increased access to permanent supportive housing and transitional housing for PLWHA**

Agency Name	Project Description	HOPWA Funding Amount
Catholic Charities CYO	Partial rental subsidy program for people with HIV/AIDS	\$150,000
Catholic Charities CYO (Leland House)	RCF-CI (Residential Care Facility for the Chronically Ill) for people with HIV/AIDS	\$1,683,973
Catholic Charities CYO (Peter Claver)	RCF-CI (Residential Care Facility for the Chronically Ill) for people with HIV/AIDS	\$758,187
Dolores Street Community Services	RCF-CI (Residential Care Facility for the Chronically Ill) for people with HIV/AIDS	\$479,350
Larkin Street Youth Services	RCF-CI (Residential Care Facility for the Chronically Ill) for people with HIV/AIDS	\$348,144
Maitri Compassionate Care	RCF-CI (Residential Care Facility for the Chronically Ill) for people with HIV/AIDS	\$492,167
Mayor's Office of Housing and Community Development	HOPWA capital pool (includes \$100,000 in HOPWA program income)	\$2,099,292
Mayor's Office of Housing and Community Development	Coordinate HOPWA wait list	\$78,000

Agency Name	Project Description	HOPWA Funding Amount
Mayor's Office of Housing and Community Development	Planning for HIV/AIDS services	\$100,000
Mercy Housing CA XVII	Operating costs for a residence for persons with HIV/AIDS	\$50,000
Rafiki Coalition for Health and Wellness	Transitional housing for persons with HIV/AIDS	\$50,000
San Francisco Human Services Agency	Housing advocacy for persons with HIV/AIDS	\$257,494
San Francisco Human Services Agency	Rental assistance for persons with HIV/AIDS	\$1,795,681
	Subtotal	\$8,342,288

Administration Costs

Agency Name	Project Description	HOPWA Funding Amount
Mayor's Office of Housing and Community Development	General HOPWA administration	\$193,812
	Subtotal	\$193,812

TOTAL SAN FRANCISCO 2016-2017 HOPWA: \$8,584,100

San Mateo HOPWA Projects

Agency Name	Project Description	HOPWA Funding Amount
San Mateo: Mental Health Association of San Mateo	Housing information referrals and assistance with locating affordable/appropriate housing units for very low-income persons living with HIV/AIDS	\$28,444
San Mateo: Mental Health Association of San Mateo	Project sponsor administrative expenses	\$37,690
San Mateo: Mental Health Association of San Mateo	HUD-defined move-in costs (e.g., deposits) for very low-income persons living with HIV/AIDS	\$25,000
San Mateo: Mental Health Association of San Mateo	Short-term housing subsidies, including pre- and post-placement housing advocacy services for very low-income persons living with HIV/AIDS	\$484,991
San Mateo: San Mateo County STD/HIV Program	Comprehensive case management and community based services for very low-income persons with HIV/AIDS	\$52,957
	Subtotal	\$629,082

TOTAL SAN MATEO 2016-2017 HOPWA: \$629,082

TOTAL 2016-2017 HOPWA: \$9,213,182

2016-2017 HOME Projects

This list of proposed HOME-funded projects is organized by five-year objectives, priority needs and goals that are described in the 2015-2019 Consolidated Plan. While a recommended project may meet more than one goal, it is only listed under its primary goal.

Objective 1: Families and Individuals are Stably Housed

- **Priority Need 1A: Develop and Maintain Affordable Housing**
 - **Goal 1Ai. Increased supply of affordable housing**

Agency Name	Project Description	HOME Funding Amount
Mayor's Office of Housing and Community Development	Housing development pool - HOME (includes \$100,000 in HOME program income)	\$3,822,615
	Subtotal	\$3,822,615

General Administration

Agency Name	Project Description	HOME Funding Amount
Mayor's Office of Housing and Community Development	General HOME administration	\$413,623
	Subtotal	\$413,623

TOTAL 2016-2017 HOME: \$4,236,238

2016-2017 General Fund Projects

This list of proposed General Fund-supported projects is organized by five-year objectives, priority needs and goals that are described in the 2015-2019 Consolidated Plan. While a recommended project may meet more than one goal, it is only listed under its primary goal.

Objective 1: Families and Individuals are Stably Housed

- **Priority Need 1B: Make Housing Affordable**
 - **Goal 1Bii. Increased opportunities for sustainable homeownership**

Agency Name	Project Description	General Fund Amount
Mission Economic Development Agency	Pre- and post-purchase homebuyer education and counseling services, including foreclosure prevention	\$70,000
	Subtotal	\$70,000

Objective 1: Families and Individuals are Stably Housed

- **Priority Need 1B: Make Housing Affordable**
 - **Goal 1Biii. Increase access to rental and homeownership housing**

Agency Name	Project Description	General Fund Amount
Northern California Presbyterian Homes & Services (NCPHS)	Shared housing pilot program that expands housing opportunities & maximizes existing housing stock	\$230,000
San Francisco AIDS Foundation	Housing information and referral project	\$71,334
SF LGBT Community Center	LGBT access to housing	\$110,000
Veterans Equity Center	Tenant counseling, case management, application assistance and housing placement services	\$60,000
	Subtotal	\$471,334

Objective 1: Families and Individuals are Stably Housed

- **Priority Need 1C: Prevent and Treat Homelessness**
 - **Goal 1Ci. Reduced rate of evictions**

Agency Name	Project Description	General Fund Amount
AIDS Housing Alliance	Eviction and homeless prevention primarily for LGBT and HIV+ persons	\$287,245
Bay Area Legal Aid	Housing counseling and eviction prevention primarily for residents of public and subsidized housing	\$53,428
Bay Area Legal Aid	Direct legal representation - eviction defense	\$350,000

Agency Name	Project Description	General Fund Amount
Causa Justa :: Just Cause	Eviction prevention, counseling tenant education and outreach, primarily to residents of the Mission	\$150,000
Causa Justa :: Just Cause	Eviction prevention, counseling tenant education and outreach, primarily to residents of the Mission	\$50,000
Causa Justa :: Just Cause	Eviction prevention, counseling tenant education and outreach, primarily to residents of the Mission	\$50,000
Eviction Defense Collaborative, Inc.	Homeless and eviction prevention services, including legal representation, case management and rental assistance	\$80,702
Eviction Defense Collaborative, Inc.	Direct legal representation - eviction defense	\$400,000
Nihonmachi Legal Outreach	Housing counseling, legal assistance and access to housing for immigrant communities	\$26,743
Nihonmachi Legal Outreach	Direct legal representation - eviction defense	\$250,000
San Francisco Study Center - Housing Rights Committee of San Francisco	Tenant counseling, advocacy and education for SF public housing residents to ensure housing stability and avoid eviction	\$80,000
Tenderloin Housing Clinic, Inc.	Representation/services for seniors/persons with disabilities in initial eviction notice/UD/EA	\$510,947
Tenderloin Housing Clinic, Inc.	Representation/services for seniors/persons with disabilities in initial eviction notice/UD/EA	\$234,000
	Subtotal	\$2,523,065

Objective 1: Families and Individuals are Stably Housed

- **Priority Need 1D: Provide Supportive Housing Services**
 - **Goal 1Di. Increased access to services for public housing residents**

Agency Name	Project Description	General Fund Amount
APA Family Support Services/YMCA of San Francisco (Bayview)	Service connection for primarily public housing residents in Sunnydale-Velasco and greater Visitacion Valley	\$167,475
BRIDGE Regional Partners, Inc.	Community engagement and services for primarily public housing residents in Potrero Terraces and Annex and surrounding neighborhood	\$155,000
Potrero Hill Neighborhood House	Community outreach, engagement and service connection in Potrero Terraces and	\$80,000

Agency Name	Project Description	General Fund Amount
	Annex and surrounding neighborhood	
Urban Services YMCA	Service connection for primarily public housing residents in Potrero Terraces and Annex and surrounding neighborhood	\$120,000
YMCA of San Francisco (Bayview)	Community building and service connection for primarily public housing residents in Hunters View and greater Bayview/Hunters Point	\$413,060
	Subtotal	\$935,535

Objective 1: Families and Individuals are Stably Housed

- **Priority Need 1D: Provide Supportive Housing Services**
 - **Goal 1Dii. Increased access to permanent supportive housing and transitional housing for PLWHA**

Agency Name	Project Description	General Fund Amount
San Francisco Human Services Agency	Rental assistance for persons with HIV/AIDS	\$1,357,485
	Subtotal	\$1,357,485

Objective 2: Communities Have Healthy Physical, Social, and Business Infrastructure

- **Priority Need 2A: Enhance Community Facilities and Spaces**
 - **Goal 2Ai. Key nonprofit service providers have high quality facilities**

Agency Name	Project Description	General Fund Amount
Asian Neighborhood Design	Architectural/planning services for MOHCD funded capital projects	\$10,000
	Subtotal	\$10,000

Objective 2: Communities Have Healthy Physical, Social, and Business Infrastructure

- **Priority Need 2B: Strengthen Small Businesses and Commercial Corridors**
 - **Goal 2Bii. Robust commercial corridors in low-income neighborhoods**

Agency Name	Project Description	General Fund Amount
Asian Neighborhood Design	Architectural services for Invest in Neighborhoods small businesses	\$60,131
	Subtotal	\$60,131

Objective 2: Communities Have Healthy Physical, Social, and Business Infrastructure

➤ **Priority Need 2C: Increase Community Cohesion**

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

Agency Name	Project Description	General Fund Amount
Bernal Heights Neighborhood Center	Public housing leadership development	\$125,000
Chinese Progressive Association	Community Needs Assessment in the Excelsior/OMI Neighborhoods	\$45,000
Chinese Progressive Association	Sisterhood Farms community planning	\$5,000
San Francisco Parks Alliance	Portola urban agriculture planning	\$50,000
San Francisco Parks Alliance	Implementation of the OMI Excelsior Community Action Grant program	\$88,587
San Francisco Parks Alliance	Implementation of the OMI Excelsior Community Action Grant program	\$80,000
San Francisco Study Center - Housing Rights Committee of San Francisco	Neighborhood planning and community capacity-building in the Richmond District.	\$100,000
Tenderloin Housing Clinic, Inc.	Leadership development for primarily Latinos in the Tenderloin	\$153,730
Tenderloin Housing Clinic, Inc.	Leadership development for primarily Latinos in the Tenderloin	\$66,500
Tides Center / PODER	Community engagement around affordable housing opportunities, public spaces and nonprofit spaces	\$90,000
Tides Center / PODER	Community engagement regarding affordable housing opportunities in the Mission District.	\$75,000
Tides Center/PODER	Upper Yard community planning	\$75,000
	Subtotal	\$953,817

Objective 2: Communities Have Healthy Physical, Social, and Business Infrastructure

➤ **Priority Need 2C: Increase Community Cohesion**

- **Goal 2Cii. Increased capacity for community-based organizations**

Agency Name	Project Description	General Fund Amount
Community Youth Center-San Francisco (CYC-SF)	Capacity building for the API Council, including nearly 80 organizations	\$51,243
Compasspoint Nonprofit Services	Technical assistance, consultation and workshop vouchers for CDBG-funded agencies	\$100,000
Earned Assets Resource Network/Office of the Treasurer	Staff training on financial education for CDBG grantees	\$14,000
Homeless Children's Network	Capacity building for Tenderloin youth serving agencies, including development	\$40,388

Agency Name	Project Description	General Fund Amount
	of youth leadership council	
Mayor's Office of Housing and Community Development	Capacity building for organization serving Mission residents	\$60,000
Mayor's Office of Housing and Community Development	Capacity building for SOMA community based organizations	\$20,195
Northern California Community Loan Fund	Asset management planning for CDBG/HOPWA-eligible facilities	\$82,924
Prevent Child Abuse California	Organizational capacity building through participation in the Family Economic Success Certification Program, which offers training and peer support to nonprofit benefits providers	\$20,000
United Playaz	Capacity building for a youth development collaborative in the South of Market	\$40,388
	Subtotal	\$429,138

Objective 3: Families and Individuals are Resilient and Economically Self-Sufficient

➤ **Priority Need 3A: Promote Workforce Development**

- **Goal 3Aiii. Access to job opportunities for disadvantaged San Francisco residents**

Agency Name	Project Description	General Fund Amount
Young Community Developers	Neighborhood Access Point and Young Adult WorkLink Services	\$65,000
	Subtotal	\$65,000

Objective 3: Families and Individuals are Resilient and Economically Self-Sufficient

➤ **Priority Need 3B: Promote Economic Advancement Through Barrier Removal**

- **Goal 3Bi. Improved service connections**

Agency Name	Project Description	General Fund Amount
APA Family Support Services/SCDC	Service connection for API community	\$20,000
Asian Pacific American Community Center	Service connection primary to Asian Pacific Islanders residents of Visitacion Valley	\$99,986
Bernal Heights Neighborhood Center	Excelsior self-sufficiency center	\$90,000
Central American Resource Center (CARECEN)	Service connection for members of the Mayan and indigenous communities	\$60,000
Chinatown Community Development Center	Service connection for API community	\$50,000
Chinatown Community Development Center	Education and Training to SRO Residents	\$99,530

Agency Name	Project Description	General Fund Amount
Chinese for Affirmative Action	Integrated and wraparound services to achieve economic self sufficiency	\$380,000
Chinese for Affirmative Action	Integrated and wraparound services to achieve economic self sufficiency	\$75,000
Chinese Newcomers Service Center	Service connection, information & referral, and other culturally/linguistically relevant services	\$38,634
Chinese Progressive Association	Excelsior hub that offers co-located and complementary services providing service connection	\$100,000
Filipino American Development Foundation (FADF)/South of Market Community A	SOMA Filipino services	\$41,000
Filipino American Development Foundation (FADF)/South of Market Community A	Case management for SOMA families	\$50,000
Filipino American Development Foundation/Pin@y Educational Partnerships (PE	Opportunities to connect the worlds of history, art, and culture with direct community engagement and action for transitional aged youth	\$90,000
Filipino-American Development Foundation: Filipino Community Center	Basic needs assessments of individuals and the community to address barriers to sustainable housing opportunities, employment opportunities and community development	\$90,675
Filipino-American Development Foundation: Filipino Community Center	Bilingual and bicultural case management services primarily for the Filipino community	\$70,000
Portola Family Connections	Service connection and self-sufficiency services, primarily to API residents in the Excelsior.	\$70,000
San Francisco Community Empowerment Center	Service connection and self-sufficiency services, primarily for immigrant API and senior residents.	\$50,000
Urban Services YMCA	Service connection to Family Resource Center services such as case management, mental health, housing and basic needs assistance to address employment and financial needs and to cultivate self-sufficiency and success	\$151,458
Urban Services YMCA	Service connection for API community	\$55,000
Urban Services YMCA	Service connection for API community	\$125,000
Wu Yee Children's Services	Service connection for API community	\$105,000
YMCA of San Francisco (Chinatown Branch)	Service connection to address gaps in employment and job placement, resource	\$38,433

Agency Name	Project Description	General Fund Amount
	knowledge and social support services which lead to self sufficiency	
	Subtotal	\$1,949,716

Objective 3: Families and Individuals are Resilient and Economically Self-Sufficient

➤ **Priority Need 3B: Promote Economic Advancement Through Barrier Removal**

- **Goal 3Bii. Improved foundational competencies and access to job training and employment opportunities for disconnected populations**

Agency Name	Project Description	General Fund Amount
Booker T. Washington Community Service Center	Academic support, technology training, life skills and coaching for transitional age youth	\$40,000
Chinatown Community Development Center	ESL instruction for Arab immigrants	\$7,500
Community Youth Center-San Francisco (CYC-SF)	Multicultural Engagement in Bayview Hunters Point	\$150,000
Donaldina Cameron House	Bilingual services for API community	\$50,000
Good Samaritan Family Resource Center	Provide English as a Second Language and literacy instruction, primarily for primarily Spanish-speaking families	\$51,000
Gum Moon Residence Hall	Provide support groups and playgroups for grandparents who become caregivers	\$26,095
Gum Moon Residence Hall	ESL instruction and job readiness training primarily for low income immigrants in the Richmond and Sunset Districts	\$50,000
San Francisco Sheriff's Department 5 Keys Charter School	Bilingual services for API community	\$83,765
Southeast Asian Community Center	Bilingual services for API community	\$116,235
Urban Services YMCA	Foundational competencies programming primarily for transitional aged youth in the Excelsior	\$55,000
YMCA of San Francisco (Chinatown Branch)	Provides adult ESL instruction to primarily low-income immigrants	\$40,000
	Subtotal	\$669,595

Objective 3: Families and Individuals are Resilient and Economically Self-Sufficient

➤ **Priority Need 3B: Promote Economic Advancement Through Barrier Removal**

- **Goal 3Biii. Increased access to job retention and advancement supports through legal and other related services**

Agency Name	Project Description	General Fund Amount
AIDS Legal Referral Panel of the SF Bay Area	Legal services primarily for immigrants with HIV	\$50,000
Asian Americans Advancing Justice - Asian Law Caucus	Legal services primarily for individuals with mental health issues and facing deportation	\$121,167
Bay Area Legal Aid	Employment Legal Services for API domestic violence survivors	\$50,000
Central American Resource Center (CARECEN)	Unaccompanied minors legal services	\$531,900
Central American Resource Center (CARECEN)	Unaccompanied minors legal services	\$150,000
Dolores Street Community Services	Legal services and education for recent immigrant populations	\$912,000
Dolores Street Community Services	Legal services and education for recent immigrant populations	\$275,000
Dolores Street Community Services	Legal services and education for recent immigrant populations, primarily focused on those affected by deportation	\$219,000
Justice & Diversity Center of the Bar Association of San Francisco	Legal services to low-income San Francisco residents in cases involving a basic human need	\$150,000
La Raza Community Resource Center	Rapid response services for families at risk for deportation	\$51,765
Lawyers' Committee for Civil Rights of the San Francisco Bay Area	Civil Counsel for immigration defense	\$100,000
Legal Services For Children	Legal services, primarily for immigrant youth	\$48,636
Mujeres Unidas y Activas	Domestic worker Bill of Rights	\$200,000
Nihonmachi Legal Outreach	Employment and immigration legal services for survivors of domestic violence	\$46,119
Nihonmachi Legal Outreach	Employment Legal Services for API domestic violence survivors	\$85,000
Nihonmachi Legal Outreach	Culturally and linguistically competent social and legal services primarily for the API community, including legal representation,	\$75,000

Agency Name	Project Description	General Fund Amount
	counseling and referrals in a wide range of civil legal issues	
	Subtotal	\$3,065,587

Objective 3: Families and Individuals are Resilient and Economically Self-Sufficient

- **Priority Need 3B: Promote Economic Advancement Through Barrier Removal**
 - **Goal 3Biv. Improved financial literacy and management**

Agency Name	Project Description	General Fund Amount
Consumer Credit Counseling Service of San Francisco	Provide high-volume, quality, one-on-one financial counseling services to low-income San Franciscans through targeted referral systems developed in partnership with the Office of Economic Empowerment and partner city agencies	\$150,000
	Subtotal	\$150,000

TOTAL 2016-2017 GENERAL FUND: \$12,710,403

2016-2017 Projects Supported by Other Funding Sources

This list of proposed projects that are supported by other funding sources is organized by five-year objectives, priority needs and goals that are described in the 2015-2019 Consolidated Plan. While a recommended project may meet more than one goal, it is only listed under its primary goal.

Objective 3: Families and Individuals are Resilient and Economically Self-Sufficient

- **Priority Need 3B: Promote Economic Advancement Through Barrier Removal**
 - **Goal 3Biv. Improved financial literacy and management**

Agency Name	Project Description	2015-2016 Funding Amount
Consumer Credit Counseling Service of San Francisco	Provide high-volume, quality, one-on-one financial counseling services to low-income San Franciscans through targeted referral systems developed in partnership with the Office of Economic Empowerment and partner city agencies	\$132,518
	Subtotal	\$132,518

TOTAL 2016-2017 OTHER FUNDING SOURCES: \$132,518

AP-50 Geographic Distribution – 91.220(f)

Description of the geographic areas of the entitlement (including areas of low-income and minority concentration) where assistance will be directed

Assistance will be directed in HUD-designated Neighborhood Revitalization Strategy Areas (NRSAs), HUD-defined areas of low- and moderate-income concentration and minority concentration, and Invest in Neighborhoods Commercial Districts. HUD funds will be primarily directed in NRSAs and in areas of low- and moderate-income and minority concentration. See Map 1 for these geographic areas.

Neighborhood Revitalization Strategy Areas (NRSAs)

In 1993-94 San Francisco applied to HUD for consideration of six neighborhoods as federally designated Enterprise Communities. In order to be considered, all six neighborhoods developed ten-year strategic plans for community development. Of the six neighborhoods considered for recognition as Enterprise Communities, four were selected: Bayview Hunters Point; Visitacion Valley; South of Market and the Mission. The two neighborhoods not selected include Chinatown and the Tenderloin. The ten-year plans developed for the Enterprise Community application was sufficient for HUD to designate all six neighborhoods as Neighborhood Revitalization Strategy Areas (NRSAs) in 1996.

MOHCD has made investments in each of these areas that correspond to the key principles of the original Enterprise Community Program, including 1) economic opportunity; 2) sustainable community development; 3) community based partnerships; and 4) strategic visions for change. The strategic plans for these neighborhoods provide substantive detail regarding community priorities such as economic development and job training; safe and affordable housing; public safety; neighborhood beautification; education; child care and public service support.

MOHCD respectfully requests renewal for all six of the current NRSA designations as provided for at 24 CFR 91.215 (e) (2) and CPD Notice 96.01.

MOHCD compliance with HUD criteria:

- **Boundaries:** MOHCD has provided census tract boundaries to specifically define each neighborhood according to year 2010 census data;
- **Demographic Criteria:** Each of the designated neighborhoods meets or exceeds the requirement that it be primarily residential and contain a percentage for low- and moderate-income residents that is equal to the “upper quartile percentage” (as computed by HUD pursuant to 24 CFR 570.208(a)(1)(ii) or 70%, whichever is less, but not less than 51%);
- **Consultation:** Strategic plans were developed for all six neighborhoods in consultation with the area’s key stakeholders, including residents, owners/operators of businesses and financial institutions, non-profit organizations, and community groups that are in or serve the neighborhood;
- **Assessment:** Each strategic plan includes an assessment of the economic situation in each area and economic development improvement opportunities and problems likely to be encountered;
- **Economic Empowerment:** MOHCD has a realistic development strategy and implementation plan to promote the area’s economic progress focusing on activities to create meaningful jobs for the unemployed and low- and moderate-income residents of the area as well as activities to promote the substantial revitalization of the neighborhood; and

- **Performance Measurement:** MOHCD has developed a program matrix that identifies reliable indicators including physical improvements, social initiatives and economic development activities, which are measurable over time.

In addition to the HUD guidelines, MOHCD has taken the additional step of reviewing each of the neighborhood strategic plans and is committed to achieving very specific outcomes over the next five years. The table above provides a supplemental snapshot of neighborhood assets, persistent needs and five-year opportunities for each neighborhood.

Areas of Low- and Moderate-Income Concentration

HUD calculates low- and moderate-income concentration by census block groups. See Map 1 for what HUD considers as areas of low- and moderate-income concentration in San Francisco.

Areas of Minority Concentration

Although racial and ethnic groups are distributed throughout the City, certain neighborhoods have higher than average concentrations of minority households. HUD requires recipients of its funding to identify areas of minority concentration in the aggregate as well as by specific racial/ethnic group.

San Francisco has defined an area of aggregate minority concentration as any census tract with a minority population that is 20 percentage points greater than that of the City's total minority percentage. According to the 2013 American Community Survey 5-Year Estimates, 58.2% of the City's population is identified as being composed of minorities, and therefore any census tract in which 78.2% of the population is classified as minority would qualify as an Area of Minority Concentration. See Map 1.

Invest In Neighborhoods Commercial Districts

Our neighborhood economic development strategy focuses on strengthening small businesses and key commercial neighborhood corridors that contribute to the local fabric of communities and are the backbone of our local economy. CDBG resources are a key component of this strategy, they fund our community based organizations (CBO's) to provide business technical assistance and support local commercial corridors. Our CBO's serve to provide services that are accessible at the neighborhood level and are culturally, ethnically and linguistically tailored for startup and existing businesses. While CDBG allows us to provide basic business assistance, we leverage these services by combining them with city programs that address the existing economic development needs in a strategic way. In 2012 as part of Mayor Ed Lee's 17 points jobs, he created the Invest In Neighborhoods (IIN) initiative, which has become our approach to neighborhood economic development. The basic principal of the initiative is to provide customized assistance that meets the specific needs of San Francisco's neighborhood commercial corridors. It aligns existing and new City resources and services to commercial corridors around the City in a way that is smart, efficient, and responsive to individual neighborhood needs and opportunities. Small businesses make an essential contribution to the culture and identity of San Francisco and in response the second point to the jobs plan created the Jobs Squad, which helps small businesses, navigate City processes, access vital City programs, and stay informed of issues that may affect them. This team of City staff conducts door-to-door outreach to small businesses around the City to connect them with help and information.

The purpose of the IIN initiative is to strengthen small businesses, improve physical conditions, increase quality of life, and build community capacity in 25 commercial districts throughout the city. While continuing to prioritize low- and moderate-income neighborhoods the goal is to establish more robust

citywide programs and services to benefit small businesses, their owners, employees, and their neighborhoods across the city.

The initiative is managed by OEWD but represents an interagency approach under the Mayor's direction. IIN builds on the prior Administration's commercial corridor revitalization efforts, which targeted a smaller cohort of low- and moderate-income neighborhoods and did not leverage other City departments and resources as effectively. The initiative has also served to offset some of the neighborhood resources that were lost due to the dissolution of the SF Redevelopment Agency.

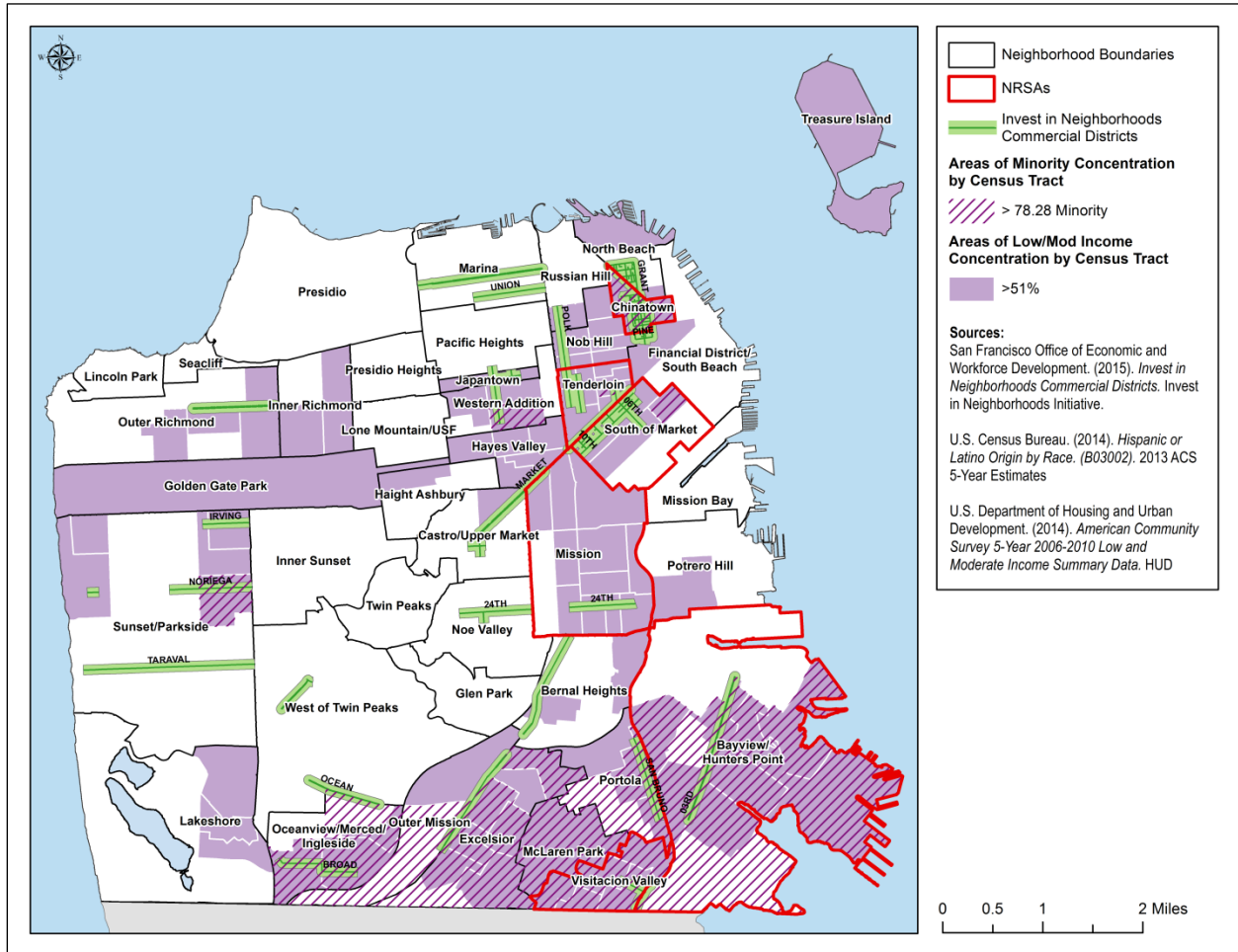
Invest in Neighborhoods provides a standard set of "baseline interventions" to all 25 corridors, and then targeted customized interventions to individual corridors based on an initial economic assessment and stakeholder input.

Among the baseline services all corridors receive include:

- An assigned staff person at City Hall, that oversees a plan for the area and manages provision of services
- A Jobs Squad member for business outreach and provides businesses with guidance on navigating City processes and referrals to city agencies and community partners
- Quarterly tracking and update of existing vacancies and access to StorfrontSF.com, a citywide, on-line vacancy-tracking database
- Access to a set of City-funded small business loan programs

Customized interventions for each corridor are then deployed based on their initial economic assessment. These interventions are selected from a broad-ranging suite of tools aimed at supporting small businesses and their surrounding commercial districts. OEWD utilizes CDBG along with General Fund dollars to provide these programs and services, and leverages them with resources and efforts from other City agencies and often private partners.

Map 1 – NRSAs, Areas of Low- and Moderate-Income Concentration, Areas of Minority Concentration and Invest In Neighborhoods Commercial Districts



Affordable Housing

AP-55 Affordable Housing – 91.220(g)

Introduction

Table 9 – One Year Goals for Affordable Housing by Support Requirement

One Year Goals for the Number of Households to be Supported	
Homeless	100
Non-Homeless	320
Special-Needs	70
Total	490

Table 10 – One Year Goals for Affordable Housing by Support Type

One Year Goals for the Number of Households Supported Through	
Rental Assistance	690
The Production of New Units	490
Rehab of Existing Units	231
Acquisition of Existing Units	49
Total	1,460

Discussion

Approximately 690 individuals and households will receive rental assistance in 2015-2016. MOHCD intends to provide tenant-based rental assistance to approximately 670 individuals and households through grants provided to community-based organizations offering tenant counseling and eviction prevention services. In addition, 20 formerly homeless households will be supported with project-based rental assistance.

Approximately 490 units will be produced with 100 units for homeless families or seniors, 70 units for special needs populations of transition-age youth or veterans, and 320 units produced for low-income families earning less than 60% of area median income. Additionally, the rehabilitation of 231 existing units will occur along with the acquisition of approximately 49 existing housing units for preservation as affordable housing through MOHCD's Small Sites Program.

AP-60 Public Housing – 91.220(h)

Introduction

MOHCD will continue to work closely with the San Francisco Housing Authority to address its dilapidated public housing either through demolishing and rebuilding the City's most distressed public housing through the HOPE SF initiative, or rehabilitating the remaining public housing portfolio through the Federal Rental Assistance Demonstration (RAD) program.

Actions planned during the next year to address the needs of public housing

In the next year MOHCD and SFHA will convert approximately 2,066 public housing units to nonprofit ownership and management under the RAD program and initiate rehabilitation of those units by the end of 2016. Under the HOPE SF initiative construction on the 2nd phase of Hunters View and the 3rd phase of Alice Griffith will be completed in Fall 2016. Construction activities at Potrero will begin in late 2016, and at Sunnydale in 2017.

Actions to encourage public housing residents to become more involved in management and participate in homeownership

The RAD and HOPE SF revitalization programs will increase tenant engagement activities and tenant services substantially. A framework for the RAD tenant engagement work follows. At HOPE SF properties, this level of connection is exceeded, with deep case management services available to many residents, as further described below.

RAD Community Engagement

Establish trust; Map assets and identify needs; Begin community activities; Build resident base; Develop neighborhood partnerships

Foundational and ongoing work with residents and community members of Housing Developments by all service providers or those who conduct work there.

Community Building – Community organizing and events; Increased information and opportunities; Deeper resident and neighborhood partnerships; Implement peer leadership activities; Development of Health and Wellness, Educational, and Economic Mobility activities

Deeper foundational and ongoing work that builds upon Community Engagement. As residents and community members become accustomed to providers then work can include recruiting peers and engaging them in leadership and skills building activities. This then establishes them as part of the team.

Service Connection – Enhanced information and referral with follow up; Intentional Support for Housing Stabilization; Ongoing Health and Wellness, Educational, and Economic Mobility Activities

Once engaged and investments have been made in the Housing Development the consistent staff teams who participate in Community Engagement and Community Building work are available for ongoing resources and activities (Health and Wellness, Educational, Economic Mobility) to learn and expose the community to new choices. One-on-one support is available for residents regarding any needs but

especially related to housing stabilization. Staff teams are made up of paraprofessional to professional providers who respond quickly to requests with follow up to ensure information / activities are helpful and accurate. **Off-site services enhance these efforts.** Important key element is for onsite providers to have a relationship with offsite city service providers.

Resident Engagement and RAD

➤ **What is the goal?**

- To ease transition of residents to RAD
- To help residents understand what RAD is and how it will affect them
- To engage them in development of construction scope of work
- To engage them in development and or implementation of the following processes such as:
 - Grievances
 - House rules
 - Leases
 - Services
 - Relocation
 - Wait Lists
 - Tenant Councils
- To introduce residents to new owners and management entities and personnel
- To provide continuity and evolution of tenant associations

➤ **Why monthly meetings with residents at large are required?**

- Regular meetings message that development team is here to stay – trust building
- Provide regular opportunity for asking questions, getting updates and providing feedback
- Provide on-going opportunity for development teams and property management and residents to get to know each other
- **Future meeting possibilities:**
 - Phase 1: Ongoing communication around construction, relocation, property management, services and intersections with SFHA.
 - Phase 2: Ramp up and completion of conversion activities (construction phasing and scope of work, Lease and House Rules signing, Family Briefings, relocation planning, and tax credit income certifications).

All meetings include appropriate translation. Key messaging elements include: that there will be no permanent relocation due to RAD; rents will be calculated in the same way that they have been under public housing; and SFHA retains ownership of the land, which means that the buildings will be for people with low incomes for at least 99 years.

Below are the roles each partner is playing in the RAD Engagement process:

SFHA: Identify and support existing resources for resident engagement that are effective and sustainable. Establish partnerships with Developers, the City and Community Partners to communicate and engage with residents.

MOHCD: MOHCD coordinates the real estate transition from SFHA to developer team and will be a project lender. MOHCD will also coordinate the resident services model and its implementation at each site. Lastly MOHCD is leading the creation of clear and

consistent dialogue, documentation and communication about RAD between all partners and residents.

Development Teams: Developer teams will implement the rehabilitation programs and own the buildings, and invest in the on-site services model. They are committed to support resident involvement in all phases of the conversion and implementation.

Tenant Advocates: Tenant Advocates (Housing Rights Committee, National Housing Law Project, Bay Area Legal Aid) work with residents and stakeholders to promote greater understanding of resident rights

HOPE SF Community Engagement

Resident Services and Community Building Overview

Each of the four HOPE SF sites will continue to integrate intensive resident services and community building activities, executed by lead on-site service providers in collaboration with neighboring CBOs and city-wide programming. Services teams will focus their efforts towards preparing HOPE SF site residents for the transition to non-profit management, continuing to stabilize the tenant populations, and developing pathways towards economic mobility. They will achieve this through service connection and on-site programming in areas of economic mobility, public safety, health and wellness, and education.

In the next five years, all four HOPE SF sites will have completed construction of a subset of replacement and affordable housing units. Residents will continue to be included in community space planning efforts across all four sites, managed by the non-profit developers. The Mayor’s Office will work with on-site service providers to coordinate the training and placement of residents in construction jobs occurring on site. All of the on-site service providers will be preparing residents for relocation and placement in the units. Residents will be included in a series of relocation planning meetings across the sites and will contribute to the development of the final relocation plans. Additionally, services and programming assisting with the transition to non-profit management will be ramped up, such as those related to financial literacy, workforce development, and tenant education. Community building activities -- such as senior, teen & family programming, community gardening, and community-wide celebrations -- will also continue to be executed at each of the four HOPE SF sites.

All four HOPE SF sites will be integrating learnings from the pilot Peer Health Leadership programs and will be furthering the delivery and evaluation of services and leadership development through this program over the next five years. Similarly, HOPE SF sites will continue to deepen their educational strategies which are executed in collaboration with the four on-site Educational Liaisons, 8 HOPE SF schools, and families at each of the sites. In partnership with the San Francisco Department of Public Health, HOPE SF is developing Health and Wellness programs at each of the four sites. HOPE SF and the Department of Public Health will engage both community-based organizations and HOPE SF residents to help shape the program’s offerings, outreach and more.

Lead HOPE SF Resident Services Agencies:

<u>Site</u>	<u>Lead Service Provider</u>
Alice Griffith	Urban Strategies
Hunters View	Bayview YMCA
Potrero Terrace and Annex	Bridge Housing

Sunnydale	Mercy Housing
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At Hunters View, the Bayview YMCA has worked to prepare residents for relocation. The YMCA has also focused on barrier removal, career development support, health and wellness activities, family support programming, educational activities, and employment soft and hard skills.

At Alice Griffith, the Urban Strategies team continues to link residents with senior programs, family support programming, youth and education programming, afterschool activities, health and wellness activities, and workforce development opportunities.

At Potrero Annex/Terrace, Bridge Housing continues to provide community building activities and foster individual participation in planning sessions. These activities included leadership development and safety workshops, healthy living and healthy generations groups, gardening/sustainability programs, social activities, and a service connection contract with the Potrero Hill Family support Center (Urban Services YMCA) in which they work with residents to assess, connect and support them in workforce and educational opportunities.

At Sunnydale, Mercy Housing, the Bayview YMCA, APA/Visitation Valley Strong Families, and TURF work collaboratively to provide outreach, family support, service connections, health and wellness, and educational activities and community convenings to Sunnydale residents. Both Sunnydale and Potrero Annex and Terrace received HUD Choice Neighborhood Initiative Planning Grants in 2012 to support ongoing revitalization efforts.

Choice Neighborhood Grants

Planning Grants

Both Sunnydale and Potrero Annex and Terrace received HUD Choice Neighborhood Initiative Planning Grants in 2012 to support ongoing revitalization efforts. These planning efforts came to a close in 2014. Both of these communities utilized the momentum they gained throughout the planning process to engage residents, city agencies, and other stakeholders in the implementation of the resulting plans. Sunnydale formed implementation committees consisting of residents, city agencies, community organizations, and other stakeholders to collaborate on the execution of objectives in areas of housing development, health & wellness, safety, and economic stability.

The South Potrero Neighborhood Transformation Plan has supported the development of a coordinated blueprint for improving Potrero Annex and Terrace, and the surrounding neighborhood. At Potrero Annex and Terrace, the work focused on establishing quality services in the community, and connecting residents to the greater neighborhood and services.

Implementation Grants

Urban Strategies complete their cycle of the Choice Neighborhoods Implementation Grant at Alice Griffith in 2017. The team will continue to partner with residents, city agencies, community organizations, and other stakeholders as they complete their process. Workforce development programming will proceed as construction on-site continues at Alice Griffith through 2016; construction is projected to be completed in fall 2016 for the initial phases of Alice Griffith. Additionally, key neighborhood revitalization and construction projects will continue to come online in the surrounding district which will provide opportunities for training and placement. Educational Liaison at Alice Griffith

will continue to partner with the school district to execute plans addressing chronic absenteeism and parent engagement. Other city agencies will continue to execute their plans for improved transportation, parks, retail, and other commercial and recreational assets in the greater neighborhood.

If the PHA is designated as troubled, describe the manner in which financial assistance will be provided or other assistance

HUD designated SFHA as a “Troubled” agency on December 13, 2012.

SFHA executed a Public Housing Authority Recovery and Sustainability Agreement and Action Plan (PHARS) with the U.S. Department of Housing and Urban Development and the City and County of San Francisco on July 1, 2013. The PHARS Agreement and Action Plan included several milestones for SFHA to achieve recovery and long-term sustainability over fiscal years 2014 and 2015 (10/1/13 – 9/30/14 and 10/1/14 – 9/30/15). Elements of the PHARS include:

- Assessment of existing staff assignments, policies and procedures, and development of improved policies and procedures
- Implementation of procedures to monitor independent audit findings
- Improved rent collection practices
- Improved unit turn-over rates and reduce vacancies
- Improved Commission oversight of SFHA finances and operations
- Development and implementation of a Waitlist Management Plan for both public housing and the Housing Choice Voucher (HCV) programs
- Development of a plan for housing quality standard (HQS) inspections for the (HCV) program
- Development of a plan for HCV re-certifications (etc.)

Discussion

MOHCD’s work with SFHA to address SFHA’s dilapidated housing stock either through the RAD or HOPE SF programs will preserve or rebuild some of the most important housing for San Francisco’s poorest residents. More importantly resident engagement under both programs will provide the public housing residents input on the rehabilitation or reconstruction and keep them informed of other important changes in their housing management.

AP-65 Homeless and Other Special Needs Activities – 91.220(i)

Introduction

Describe the jurisdictions one-year goals and actions for reducing and ending homelessness including

Reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs

The San Francisco Homeless Outreach Team (SFHOT) was formed in May 2004 as part of a Mayor's Office, health, social services, and community initiative. Ten years later, SFHOT continues to evolve to meet various population needs. Over 3,000 chronically homeless severely disabled individuals have been care managed by SFHOT, with nearly 50% securing permanent housing. SFHOT works collaboratively in small teams first to engage and stabilize chronically homeless individuals and next to help gain care for chronic conditions and find permanent housing via three lines of service, as follows:

Stabilization Care: This SFHOT service line provides short-term stabilization care management for high risk homeless individuals (homeless more than three years, experiencing complex medical, psychiatric, and substance abuse tri-morbidity, using a high number of urgent/emergent care services, and not able to navigate health and human services system on their own. Care Managers accept referrals from SFHOT First Responders and high user treatment programs. Within six to twelve months, the goals are to: (1) Stabilize individuals from the street into shelter/SRO, (2) Remove personal barriers to attaining permanent housing; e.g., attain benefits, primary care linkage, behavioral health care linkage, IDs, legal aid, etc., (3) Secure and place into permanent housing, (4) Assess and serve as care coordinators for SF Health Network members who are high risk / high cost individuals and are unable to engage into the system.

First Responders and Street Medicine Staff: This SFHOT service line provides outreach, engagement and warm-handoffs from the street to (or between) urgent/ emergent institutions. First Responders operate 24/7 and responds to requests from 311, Care Coordinators, Police, Fire, and Urgent/Emergent facilities (hospitals, SF Sobering Center, Psych Emergency Services, and Dore Psych Urgent Care) for street\ outreach/intervention and therapeutic transports. The goals are to, within two hours, respond and determine if the individual can be cleared for transport and provide warm-handoff to and/or from urgent/emergent facilities. In addition, the First Responders provide targeted search and outreach of HUMS (High Users of Multiple Systems) and other high-risk homeless individuals as identified by 311 (citizens) and health care coordinators and, once found, performs wellness checks and attempts to engage individuals into services and other resources as identified by community care plans. First Responders assess and refer the highest risk to the Care Management teams.

San Francisco Public Library: This SFHOT service line includes a Psychiatric Social Worker situated at the Civic Center Main Branch who conducts outreach and offers referrals to homeless, marginally housed and/or mentally ill patrons of the library. She also facilitates education sessions in group or individual settings for library staff, in order to improve understanding of behaviorally vulnerable patrons of the library. Her goal is to help library staff serve this group of patrons according to their needs, while helping to decrease the number and severity of incidents that require intervention from Library security staff. This social worker also supervises four 15-hours/week Health and Safety Associates (HaSAs) who are

selected from a group of homeless library patrons being served by SF HOT's case management function. HaSAs assist the team by using their life experiences and learned engagement skills to reach out to other homeless patrons, in order to persuade them to accept case management and other services. In the process, HaSAs gain employment and job-seeking skills, through their supervision by the Psychiatric Social Worker, as well as an associated DPH Vocational Rehabilitation Counselor.

Addressing the emergency shelter and transitional housing needs of homeless persons

The City's Ten Year Plan to End Chronic Homelessness directed the City to move its focus away from traditional emergency shelters and toward shelters with 24-hour crisis clinics, and sobering centers.

Since the Plan was published, the Department of Public Health has created the Dore Urgent Care Clinic, a medically-staffed 24/7 urgent care clinic designed to serve people in psychiatric crisis that is able to accommodate up to 12 clients at any one time. The department also funds the Dore Residence, a 14-bed intensive crisis residential treatment program, operated in a social rehabilitation model, that provides a 24-hour alternative to hospitalization and serves clients who need psychiatric crisis support. The average length of stay is 3-5 days. Many of the individuals served by the two programs are homeless.

The emergency shelter system for adults has had a reduction of 440 year-round beds between January 2005 (1,579 total beds) and the present (1,139 total beds in June 2014). While decreasing the number of emergency shelter beds, the City has enhanced the quality of emergency shelter and improved access for its clients. Between FY08-09 and FY13-14, the annual budget for emergency shelters increased by \$4.3 million. The additional money has been used to invest in added case management and sustain service levels.

The City continues to promote fair and efficient access to emergency shelter. It is supporting adding a new shelter in the Bayview, the neighborhood with the highest number of persons living on the street, according to the 2013 homeless count. HSA received a capital grant of nearly \$1 million from the state and plans to use local funding for shelter operations.

Another way that shelters have been made more accessible is that, as of February 2014, homeless persons can make 90-day shelter reservations by calling the City's 311 System. The new process makes it easier for seniors, persons with disabilities, and non-English speakers to access the emergency shelter system by eliminating the need to wait in line and instead using the 311 system's 24 hours a day, 7 days a week, 365 days a year translation capabilities. By making it as convenient as possible for homeless adults to access safe, clean emergency shelters when needed, more time is available them to seek employment, to engage with vital services, and to find permanent housing. Providing better access to the emergency shelter system enables the City to maximize the number of beds that are used every night, leaving fewer people on the street at night.

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 the 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. Interim housing should be safe and easily accessible and should be structured to provide services that assist people in accessing treatment in a transitional housing setting or permanent housing as quickly as possible.

In order to provide the interim housing needed in the City, existing shelters must be restructured so that they are not simply emergency facilities, but instead focus on providing services that link people with housing and services that promote ongoing stability. In addition, to ensure that people who are homeless are willing to access these facilities, emphasis should continue to be placed on client safety and respectful treatment of clients by staff, including respect for cultural differences. The shelter system should provide specialized facilities or set-aside sections to meet the diversity of need, including safe havens, respite care beds, and places for senior citizens.

The City has placed a high priority on assisting people who are homeless to access permanent housing as quickly as possible, without requiring “housing readiness” or participation in services or transitional programs as a pre requisite. This strategy has been found to be effective with most populations, including people who are chronically homeless. However, for some people, access to treatment (either treatment in a clinical sense or mental health and/or substance abuse services) in a transitional housing setting can be beneficial; it provides a necessary steppingstone enhancing their ability to successfully access and maintain permanent housing. Particular sub-populations that have been found to benefit from treatment housing include: people suffering from a serious mental illness, people with chronic substance abuse problems, recently discharged offenders, people suffering from trauma (domestic violence, former sex workers, youth experiencing homelessness, veterans), and emancipated foster and homeless youth. For these populations, treatment housing provides a supportive, transitional environment that facilitates the stability necessary for future housing retention and provides treatment in a setting that offers immediate support against relapse and other potential set-backs. In order to be effective, treatment housing must offer culturally competent programs designed to meet the needs of the specific population being served.

Strategies necessary to effectively meet the need for treatment housing include: 1) evaluation of existing treatment/transitional housing in the City to determine which facilities to maintain and which to transform into permanent supportive housing; 2) appropriate assessment of the population that will benefit from treatment housing; 3) development of intensive case management and service packages for specific populations; and 4) creation of stronger linkages to facilitate movement between treatment programs and permanent housing.

Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again

Many people who are homeless or at-risk, in particular those who are suffering from a disabling condition, are in touch with one or more of the City’s public institutions and systems of care, including hospitals, mental health programs, detoxification and treatment programs, foster care and the criminal justice system. As such, these institutions have an important role to play in identifying people who need assistance to maintain their housing or who are homeless and need help regaining it. Through comprehensive transition, or “discharge” planning, these individuals, upon release, can be linked with the housing, treatment and services they need to facilitate ongoing stability and prevent future homelessness.

Key aspects of effective discharge planning include: assessment of housing and service related needs at intake; development of comprehensive discharge plans and assignment of a discharge planner/case manager to oversee plan implementation; provision of services that will promote long-term housing stability, while in custody/care; and expansion of housing options for people being discharged.

For people who are homeless involved with the criminal justice system whose crimes are non-violent petty misdemeanors, and for repeat, frequent users of the hospital system occasioned by lack of ongoing health care and homelessness, diversion strategies should be used that focus on addressing housing, treatment and service needs so as to prevent both recurring homelessness as well as repeat offenses and to support health outcomes.

“Respite” beds with appropriate medical care, medication and care supplies are needed by people who are homeless to recuperate post-hospitalization. These beds with care do not prevent homelessness nor end homelessness; but until sufficient permanent housing is available, they are necessary to support recovery. Coupled with other supportive services, they also can provide a link to other community services and housing opportunities.

In order to ensure the effectiveness of discharge planning efforts, data on the permanent housing outcomes of those discharged should be collected and included as part of ongoing evaluations of these public institutions.

Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); or, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs

MOHCD’s homeless and homelessness prevention programs align with the City’s 5-Year Homeless Strategic Framework to achieve the Framework’s following objective:

- Prevent homelessness by intervening to avoid evictions from permanent housing that lead to homelessness. Increase outreach and education about eviction-prevention resources, including financial assistance and tenant rights laws. Provide short-term rental support and wraparound services to address underlying issues threatening housing stability and to prevent eviction. Increase the provision of legal services for individuals and families at risk of eviction. Provide rehousing support.

Effective homelessness prevention requires early identification and assistance to help people avoid losing their housing in the first place. Public agencies, including social service agencies, health clinics, schools, the foster care system and city government offices, have an important role to play in this effort as they are often in contact with these households and can provide key information and referrals. San Francisco has a long history of public support for tenant’s rights and eviction prevention services which has led to model tenant protections and social support for tenants who are often at risk of eviction and displacement.

Strategies to facilitate the early identification and assistance needed to prevent homelessness include 1) expansion of resources available for rental assistance and for key services that address threats to housing stability; 2) facilitating access to eviction prevention services through education and outreach, expanded legal services and the establishment of specialized eviction prevention programs; and 3) development of standard “just-cause” eviction policies for city-funded programs.

To address the multi-various challenge of homelessness, the homelessness and homeless prevention program is grant-based and melds CDBG, ESG and Housing Trust Fund funding to support homeless prevention and eviction prevention programs, operating support for emergency and transitional shelters, direct services for homeless individuals and families, and supportive housing. This program coordinates closely with other City Departments, in particular the Human Services Agency, to align its strategies.

Through this program, MOHCD administers the HUD Emergency Solutions Grant program as authorized under the McKinney-Vento Homeless Assistance Act. ESG grants support essential services related to emergency shelter or street outreach; ongoing operations of emergency shelters; and homeless prevention services for those individuals at imminent risk of homelessness.

MOHCD also utilizes Housing Trust Fund funds for tenant-based rental assistance for individuals and families. Finally, it utilizes CDBG funds to support programs preventing homelessness and providing direct services. Homeless prevention programs focus primarily on eviction prevention, including tenant rights trainings, legal representation at eviction hearings, as well as rental vouchers and assistance with first and last month rent. Direct service programs support case management and related services to individuals and families in shelters and on the streets, focusing on those services which will maximize housing stability for those individuals and families.

Ongoing housing stability also depends upon access to a stable and sufficient income stream. However, many homeless people have education deficits, limited job skills and/or gaps in their work history that make it difficult for them to obtain living wage employment. For these reasons, access to education, job training and employment services are vitally important. There are homeless-targeted training and employment services that offer these services in a way that is designed to meet the special needs of homeless people. While these programs are necessary and should be expanded, homeless people also need access to the mainstream workforce development system, which offers a wider range of resources. However, in order to be effective with this population, these mainstream programs must take steps to increase homeless families’ and individuals’ access and better accommodate their needs.

Discussion

See above.

AP-70 HOPWA Goals– 91.220 (I)(3)

Table 11 – HOPWA Goals

One year goals for the number of households to be provided housing through the use of HOPWA for:	
Short-term rent, mortgage, and utility assistance to prevent homelessness of the individual or family	90
Tenant-based rental assistance	230
Units provided in permanent housing facilities developed, leased, or operated with HOPWA funds	181
Units provided in transitional short-term housing facilities developed, leased, or operated with HOPWA funds	11
Total	512

AP-75 Barriers to affordable housing – 91.220(j)

Introduction:

San Francisco continues to work to address how to remove barriers to the development of affordable housing be it through its land use policies or improving city procedures to expedite affordable housing production such as priority permit processing for affordable housing projects.

Actions it planned to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment

Addressing Barriers to Housing Production¹

Identify Sites Appropriate for Housing Development

San Francisco is relatively dense, and has limited opportunities for infill development. It is critical to identify and make available, through appropriate zoning, adequate sites to meet the City's housing needs—especially affordable housing. The San Francisco Planning Department has successfully developed neighborhood specific housing plans to accommodate the majority of new housing needs anticipated.

In an effort to identify *specific sites* for housing in accordance with Housing Element law and the City's Surplus Property Ordinance, all City agencies subject to Ordinance must annually report their surplus properties to the Board of Supervisors and Mayor. MOHCD then is tasked with evaluating those properties for their potential for affordable housing development. To the extent that land is not suitable for housing development, the City sells those surplus sites and uses the proceeds for affordable housing development elsewhere.

In order to reduce the land required for non-housing functions, such as parking, the Planning Department will consider requiring parking lifts to be supplied in all new housing developments seeking approval for parking at a ratio of 1:1 or above. Also through area plans, especially in transit-rich neighborhoods, parking may be allowed at a ratio of less than 1:1 in order to encourage the use of public transit and maximize a site's use for housing.

Encourage "Affordability by Design": Small Units & Rental Units

Using less expensive building materials and building less expensive construction types (e.g. wood frame midrise rather than steel frame high-rise) and creating smaller units can reduce development costs per/unit. High development costs are a major barrier to affordable housing development. The City encourages this type of affordability by design.

¹ The following section on Addressing Barriers to Housing Production is cited from the April 2015 Housing Element. The role of the Housing Element is to provide policy background for housing programs and decisions and broad directions for meeting the City's housing goals. However, parameters specified in the Zoning Map and Planning Code can only be changed through a community process and related legislative process. Thus, not all strategies identified in the Housing Element are certain to be implemented. The Mayor's Office of Housing and Community Development is exploring recommendations of the Housing Element as they pertain to findings from the 2011 Analysis of Impediments to Fair Housing.

Secondary Units

Secondary units (in-law or granny units) are smaller dwellings within a structure that contains a much larger unit, using a space that is surplus to the primary dwelling. Secondary units represent a simple and cost-effective method of expanding the housing supply. Such units can be developed to meet the needs of seniors, people with disabilities, and others who, because of modest incomes or lifestyles, prefer or need small units at relatively low rents. Within community planning processes, the City may explore where secondary units can occur without adversely affecting the neighborhood. The City also passed laws in 2015 to make the process easier for legalizing secondary units that were created without proper planning or building permits.

Smaller Units

Density standards in San Francisco have traditionally encouraged larger units by setting the number of dwelling units in proportion to the size of the building lot. However, in some areas, the City may consider using the building envelope to regulate the maximum residential square footage. This will encourage smaller units in neighborhoods where building types are well suited for increased density.

Moreover, the Planning Department allows a density bonus of twice the number of dwelling units when the housing is specifically designed for and occupied by senior citizens, physically or mentally disabled persons. State Density Bonus law also allows an increase in a building's density if a certain amount of affordable housing is provided. Often not this law is producing smaller affordable housing in a building that is predominantly market rate housing.

Rental Units

In recent years the production of new housing has yielded primarily ownership units, but low-income and middle-income residents are usually renters. The City encourages the continued development of rental housing, including market-rate rentals that can address moderate and middle income needs. Recent community planning efforts have explored incentives such as fee waivers and reductions in inclusionary housing requirements in return for the development of deed-restricted, long-term rental housing. The Planning Department monitors the construction of middle income housing under provisions included within the inclusionary requirements of the Eastern Neighborhoods Area Plans, under the Regional Housing Needs Assessment requirements and pursuant to Proposition K passed by the voters in November 2014, which requires the Planning Department to monitor and report on the balance of market rate housing production and affordable housing production in order to inform the City's decision-making on new housing development.

Identify and Implement Creative Financing Strategies

Due to the high cost of housing subsidies required to provide a unit to low and very low income households (typically public subsidy of \$150,000-\$300,000 required per unit), financing is amongst the most challenging barriers to affordable housing production. In addition, several Federal and State programs that historically have supported affordable housing development are diminishing. The recent recession impacted government coffers as well as financial institutions, reducing the capital available for development. For example, the Federal Low Income Housing Tax Credit program (LIHTC) has, in years past, financed about 90% of affordable housing. In this economic climate and with the elimination of redevelopment agencies and their required commitment of 20% of their tax increment for affordable housing, it forced the City of San Francisco seek creative solutions to finance affordable housing production and preservation.

Jobs-Housing Linkage Program

New commercial and other non-residential development increase the City's employment base and thereby increase the demand for housing. The City's Jobs-Housing Linkage Program, which collects fees for affordable housing production from commercial developments, will continue to be enforced and monitored.

Historic Rehabilitation Tax Credits

Planning and OEWD will promote the use of the Historic Rehabilitation Tax Credits to help subsidize rental projects, and continue to provide information about such preservation incentives to repair, restore, or rehabilitate historic resources towards rental housing in lieu of demolition.

Citywide Inclusionary Housing Program

Planning and MOHCD will continue to implement the Citywide Inclusionary Housing Program, which requires the inclusion of permanently affordable units in housing developments of 10 or more units. MOHCD is also looking to expand the program to allow developers to target higher incomes than what is currently allowed under the Inclusionary Housing Program in exchange for more affordable housing units to be built.

Tax Increment Financing

Tax Increment dollars in the major development projects of Mission Bay, Hunters Point Shipyard and Transbay will continue to be set aside for affordable housing as required by the development agreements for those major development projects and subject to the State Department of Finance's approval.

Housing Trust Fund

San Francisco voters approved Proposition C in November 2012, which amended the City's charter to enable creation of the Housing Trust Fund. It is a fund that will exist for 30 years payable from set-asides from the City's general fund and other local sources. MOHCD is implementing housing programs or modifying existing programs to account for this new funding source and began using funds from the Housing Trust Fund in July 2013.

Proposition A Housing Bond

San Francisco voters approved Proposition A in November 2015, which authorized the City to sell \$310 million in general obligation bonds in order to pay for low and middle-income housing production as well as fund other programs that assist first-time homebuyers and address the rehab needs of existing public housing. The bonds will be repaid from the City's General Fund. MOHCD is implementing housing programs or modifying existing programs to account for this new funding source will began using funds from the Proposition A bond sales in July 2016.

Reduce Regulatory Barriers

Public processing time, staffing, and fees related to City approval make up a considerable portion of affordable development costs. The City has implemented Priority Application Processing through coordination with the Planning Department, Department of Building Inspection, and Department of Public Works for 100% affordable projects. This expedites the review and development process and reduces overall development costs. Current City policy also allows affordable housing developers to pursue zoning accommodations through rezoning and application of a Special Use District. The Planning Department, in consultation with MOHCD and the development community, is seeking approval of a San Francisco-specific density bonus program expanding upon the State Density Bonus law, which would enable a more expeditious land use entitlement process for projects that provide more affordable

housing than required by local law by eliminating the need to use Special Use Districts to make certain zoning exceptions.

The City is also exploring mechanisms that maintain the strength of the California Environmental Quality Act (CEQA) and its use as a tool for environmental protection while eliminating aspects of its implementation that are not appropriate and unnecessarily delay proposed projects. For instance, the Planning Department will continue to prioritize projects that comply with CEQA requirements for infill exemptions by assigning planners immediately upon receipt of such applications. Other improvements to CEQA implementation are underway. For example, a recent Board of Supervisors report studied how to meaningfully measure traffic impacts in CEQA.

Address NIMBYISM

Neighborhood resistance to new development, especially affordable housing development, poses a significant barrier. However, NIMBYism can be reduced by engaging neighbors in a thorough and respectful planning process. In order to increase the supply and affordability of housing, the City has engaged in significant planning for housing through Area Plans and other processes that respect community voice and neighborhood character. In general, the Planning Department's review of projects and development of guidelines builds on community local controls, including Area plans, neighborhood specific guidelines, neighborhood Covenants, Conditions, and Restrictions (CC&R's) and other resident-driven standards for development.

Public education about the desirability and necessity of affordable housing is also an ongoing effort. Planning, DBI and other agencies will continue to provide informational sessions at Planning Commission Department of Building Inspection Commission and other public hearings to educate citizens about affordable housing.

Discussion:

As one of the most expensive cities in the United States to live, the need for affordable housing is more acute than elsewhere in the country. Consequently the need to remove barriers to the production or preservation of affordable housing has become an even more important priority for MOHCD. MOHCD is working closely with other City departments to revisit the City regulations that may serve one public purpose, such as increasing indoor air quality in residential buildings near major roadways, but is becoming a barrier to affordable housing production by increasing the development cost of affordable housing by requiring more expensive mechanical ventilation systems. MOHCD will also continue to work with other City departments to improve City process improvements that will help expedite the production of affordable housing be it with the Planning or Building Inspection departments.

AP-85 Other Actions – 91.220(k)

Introduction:

Actions planned to address obstacles to meeting underserved needs

Obstacles to meeting underserved needs for San Francisco are related to the extent of need in the City and the diversity of the population of the City. Major obstacles are limited funds, language barriers and gaps in institutional structure.

Due to high housing costs, economic conditions, poverty and unemployment, a significantly large number of low-income San Franciscans are not economically self-sufficient. The limited resources that are available to support programs and services that help individuals and families to become self-sufficient are inadequate. The situation is made worse by reductions in funding at the federal, state and local government levels at the same time as needs are increasing due to the weak economy. To minimize the impact of the City's limited resources, MOHCD and OEWD have increased our strategic coordination with other City departments in an effort to avoid duplication of services and to maximize the leveraging of federal, state and local dollars.

Another major set of obstacles are language barriers. San Francisco has historically been a haven for immigrants. Language barriers impact immigrants' abilities to access necessities such as employment, healthcare, and police protection. Many adult immigrants and refugees are not necessarily literate in their own native languages, and struggle to master the complexities of English. In particular, sophisticated transactions such as legal issues or governmental forms may be confusing. Of all San Franciscans over the age of five, 46% speak a language other than English at home, with the largest language groups being Chinese, Spanish, Tagalog and Russian. Fifty percent of the Asian population are of limited English proficiency (LEP), meaning that they speak English less than "very well." Thirty percent of Asian children are identified as LEP. Fourteen percent of San Francisco households are "linguistically isolated" with no one in the household over the age of 14 indicating that they speak English "well" or "very well". Among Asian households, that number increases to 35%. At the individual level, about 25% of all San Franciscans in the 2008 survey indicated that they did not speak English "very well", which is the third highest percentage in the state of California, and the 10th highest percentage of any county in the entire United States.

In response to this particular obstacle, San Francisco uses CDBG resources to provide language-appropriate services to linguistically and culturally isolated individuals and families, including translation services, legal services, vocational ESL instruction, information and referral, and case management. Services are provided through CDBG funding to neighborhood-based multi-service community centers.

Another action that will be taken will be granting those households displaced by Ellis Act evictions and former San Francisco Redevelopment Agency displacement first preference to any affordable housing under MOHCD's purview. These households were forcibly displaced from their homes so the San Francisco Board of Supervisors deemed them to have higher priority to be screened for eligibility for MOHCD's affordable housing stock. In order to qualify for this housing, these households must be certified by MOHCD that they meet specific displacement criteria, such as having lived in their residence for at least 10 years (or 5 years if they were seniors or disabled) prior to receiving an eviction notice under the State Ellis Act. MOHCD will also certify if a household was living in the Western Addition or

Hunters Point area during the San Francisco Redevelopment Agency's large-scale displacement of residents from those areas under its 1960s urban renewal policies. Should these households be certified that they were displaced by an Ellis Act eviction or by the Redevelopment Agency and given a certificate of preference, then these households would be prioritized for eligibility screening for MOHCD's affordable housing. These certificate of preference holders must meet the housing's eligibility criteria, such as income and household size, for the housing they applied to.

Actions planned to foster and maintain affordable housing

The maintenance and preservation of existing affordable housing is a key housing activity for San Francisco given the age of its affordable housing stock. To this end San Francisco periodically issues Notice of Funding Availability for addressing the most pressing capital needs of existing affordable housing, especially those that impact the health and safety and ultimately the long-term livability of the properties. MOHCD plans to issue and fund one such Notice of Funding Availability in Fiscal Year 2016-2017.

Actions planned to reduce lead-based paint hazards

The Mayor's Office of Housing and Community Development is a multi-grant recipient of HUD's Office of Lead Hazard Control and Healthy Homes. Over the past 20 years, MOHCD has developed a highly collaborative infrastructure of City agencies and non-profit organizations to address childhood lead poisoning, lead hazards, and other health conditions stemming from poor quality housing in low-income communities. Collaborating agencies serve as referral partners to the lead program, which is a vital component of the day-to-day programmatic activities of MOHCD's Lead and Housing Rehabilitation Programs unit, which serves to improve low-income tenant- and owner-occupied housing.

To promote the occupancy of lead safe units by low-income families with children, the program will require property owners to execute a grant agreement, deed of trust, and declaration of restrictions that impose a five year restriction period; forbidding the property owner to evict current tenants; requiring property managers to maintain the property free of lead hazards; affirmatively marketing to low-income families with children under the age of six; and advertising and coordinating re-rentals through our office. As a result of this enforcement tool, MOHCD maintains a registry of lead remediated housing units, which upon re-rental must be affirmatively marketed to low-income families with children under the age of six. These re-rentals must also be advertised and coordinated through MOHCD. In addition, MOHCD's monitoring and asset management team performs compliance monitoring requiring the owner to provide documentation of current tenants and property maintenance. MOHCD also requires CDBG funded housing, tenant rights, and other non-profit housing related agencies to provide lead poisoning prevention education to tenant families with young children, information on the Federal Lead Hazard Disclosure Law, and information on MOHCD's Lead Program.

MOHCD response system is comprised of several City agencies and non-profit partners to address the problem of lead poisoning, prohibited nuisances code enforcement and dilapidated housing. Fundamental to the response system, the San Francisco Department of Public Health code enforcement has the legislative authority to cite property owners with a notice of violation whenever there is visibly deteriorated paint in the exterior or interior of a pre-1978 building where children under six may be exposed to the lead hazard. These violations become direct referrals to MOHCD, which provides lead

grant assistance for the assessment and remediation services of lead hazards in low-income tenant- and owner-occupied housing.

In addition, MOHCD works with the Family Childcare Association, the Children's Council, the San Francisco Head Start Program, and other private preschools serving low-income families - to ensure families are educated on lead poisoning prevention and timely lead blood level testing of children under the age of six. As a result, low-income children attending targeted preschools are regularly tested for lead blood content as a commitment to a healthy educational start. Children with a detectable lead blood level are case managed by the San Francisco Department of Public Health.

Actions planned to reduce the number of poverty-level families

San Francisco is perceived as a wealthy area with an average household income of \$117,255. However, 13.8% of residents live below the poverty level. According to Chief Economist, Ted Egan, between 1990 and 2010, the population living in Extremely Low / Very Low income households (those earning less than 50% of Area Median Income) has grown the most. Growth has also been seen in households earning over 150% of area median income, and, to a lesser extent, in those earning 120-150% of AMI. The low income population (50-80% of AMI) has seen very slight growth, and the moderate income population (80-120%) experienced a decline in absolute numbers.

The cost of housing in San Francisco exacerbates the wealth disparity. Local housing costs not only exceed the national average but, thanks to a housing market crash that affected San Francisco less than other places, the city now has the most expensive housing in the region.

OEWD has implemented evidence-based sector academies and programs that provide access to employment opportunities for our priority populations, those most affected by wealth disparity. Our sectors – healthcare, construction, information and communications technology, and hospitality – were selected because of their high growth potential, entry-level employment opportunities, and more importantly, because of their pathways to self-sufficiency and economic security.

All San Franciscans deserve to live in safety and prosperity. But today, not all San Franciscans do. In truth, while we are one City, united in name and government, we remain separate communities. In neighborhoods with concentrated poverty, there is a San Francisco that is a community apart, separated by geography, violence, and decades of neglect. According to the U.S. Census Bureau's 2012 5-Year American Community Survey, 13.2% of San Francisco's residents live in poverty. This, in the context of a growing yet fragile city economy with a \$6 billion budget and for many people unaffordable housing presents a unique opportunity for monumental change.

San Francisco's unequal income distribution and skyrocketing housing prices could jeopardize the City's future competitiveness and overall economic stability. The role of government is to intervene where the market fails society's most vulnerable populations, the City's poorest residents. At the neighborhood level, the City's policy levers include investing public funds to counteract policies at other levels of government that disadvantage a geographic area, promote localized economic development, create jobs, and increase the provision of goods and services. Because most nonprofits lack the economies of scale to construct infrastructure, and private actors have little incentive to invest in reweaving the frayed social fabric, government through a strategic public-private partnership is uniquely positioned to create the required innovative infrastructure to eradicate poverty. This infrastructure facilitates novel

policy development, the formation of equitable redevelopment, enhanced service access and social capital in areas of concentrated poverty.

In April 2007, the Center for American Progress issued a report, *From Poverty to Prosperity: A National Strategy to Cut Poverty in Half*, which was the result of the Center convening a diverse group of national experts and leaders to examine the causes and consequences of poverty in America and to make recommendations for national action. In the report, the Center’s Task Force on Poverty calls for a national goal of cutting poverty in half in the next 10 years and proposes a strategy to reach the goal.

In order to cut poverty in half over the next 10 years, the Task Force on Poverty recommended that strategies should be guided by four principles:

- **Promote Decent Work:** People should work and work should pay enough to ensure that workers and their families can avoid poverty, meet basic needs, and save for the future;
- **Provide Opportunity for All:** Children should grow up in conditions that maximize their opportunities for success; adults should have opportunities throughout their lives to connect to work, get more education, live in a good neighborhood, and move up in the workforce;
- **Ensure Economic Security:** People should not fall into poverty when they cannot work or work is unavailable, unstable, or pays so little that they cannot make ends meet; and
- **Help People Build Wealth:** Everyone should have the opportunity to build assets that allow them to weather periods of flux and volatility, and to have the resources that may be essential to advancement and upward mobility.

San Francisco’s anti-poverty strategy embodies all of these guiding principles. Creating opportunity for socially and economically isolated San Franciscans requires a multifaceted and comprehensive approach.

Smart Government

Smart government starts with inter-agency collaboration and community-based partnerships. Across the City, innovative strategies have been developed to provide unprecedented opportunities for our residents. From healthcare to housing, environment to employment, San Francisco is at the forefront of developing and implementing best practices to make our city better for everyone. However, many of the residents in our most disconnected neighborhoods lack the resources they need to connect to those programs and strategies. Low educational attainment, safety concerns, inability to access capital, and the lack of a cohesive social fabric to support residents makes it difficult to reach even the first rungs of these ladders. Working together in four priority areas – homelessness, asset building/homeownership, employment and youth/education – City departments are developing “on-ramps” that give residents the skills and resources they need to take advantage of the City’s innovations.

Table 12 – “On-Ramp” Programs to Address City Goals

Policy area	Homelessness	Asset Building/Homeownership	Employment	Youth/Education
Goal	To end chronic homelessness	Asset building for low- and moderate-income residents	Living-wage jobs with opportunities for career advancement	All students graduate high school and have the ability to go to college

Policy area	Homelessness	Asset Building/Homeownership	Employment	Youth/Education
City strategy	Housing First is a successful program that places homeless individuals into permanent supportive housing with wrap around services	City's First Time Homebuyers' Program helps low-income residents afford to own in San Francisco	Four Sectors have been identified by OEWD as having high growth potential for our city. Job training and development programs are aligned around those sectors	SF Promise guarantees college financial assistance for SF students who do well in school and graduate high school
"On-Ramp"	Project Homeless Connect reaches out to homeless individuals every other month and provides a one-stop shop of health and human services for them	Bank on San Francisco is an award winning national model program which allows families dependent on high-cost check-cashers to easily open a starter bank account with mainstream financial institutions Financial Empowerment Center Initiative is an inter-departmental program to support centers that will conduct financial triage, set goals, and establishes action plans in 5 service areas: money management, improved credit, decreased debt, safe and affordable banking relationships, and build savings	Career Pathways that promote job mobility and advancement: Creating career pathways that support the ability of residents and workers to attain the industry relevant/recognized skills employers are looking for is key to job mobility and advancement in the San Francisco labor market. Working in partnership with employers, the City will continue to implement industry-driven pathway approaches that cross learning at the K-12 and post-secondary levels.	Promise Neighborhood is a federal Department of Education-supported program that brings together City departments and community-based organizations to transform a low-income, largely immigrant neighborhood by linking family economic security with student academic achievement. It creates a comprehensive, integrated framework of evidence-based services that responds to urgent needs and builds on the foundation of student, family, community, and school strengths and assets. The City's Family Resource Center Initiative brings national and local

Policy area	Homelessness	Asset Building/Homeownership	Employment	Youth/Education
				best practices in parent education and family support to high need communities. This inter-departmental program has tracks for parents of new babies, preschoolers and young kids. It provides support for all parents so they can help each other in the knowledge that it “takes a village”.

An on-ramp is only as good as the system to which it connects. In some cases, those systems are not working as well as they could. City departments are working together with community-based organizations to determine situations where existing systems need to be tweaked or overhauled to achieve their intended effect. A critical part is changing the way the system works. If we want these efforts to result in lasting change, we must move beyond the coordination efforts often associated with an initiative to true integration and a new system that lasts beyond the efforts of any group of individuals driving the initiative. To do that will require some changes in the infrastructure that support the programs and services offered by the City.

Community Voice

Innovating means understanding problems and solutions at the ground level. The City must work alongside skilled and informed stakeholders that live in and know the neighborhoods and are able to work with us to pinpoint where systems are breaking down. These organized residents then hold everyone – the City, the nonprofit providers and their fellow residents themselves – accountable for measuring and achieving real results.

Shared Data and Goals

The first fundamental change is to create a mechanism to better share data across City agencies. Sharing data is critical as it allows us to identify specific families in multiple systems of care, who require multiple interventions. Understanding the complete needs of an individual and family helps City programs provide a more customized set of services to those families, ensure those services are coordinated, and identify where there are gaps in services that need to be addressed. Residents will be able to provide informed consent to participate in data sharing.

Sector Based Approach to Workforce Development

San Francisco has identified a sector, or industry-based approach to organize key aspects of its workforce development activities. Sector-based programs are skill-development that align training to

meet the specific demands of growing or high demand industries. They incorporate case management, career counseling, and job search assistance for workers.

Sector strategies have emerged as a best practice within federal state and local policy. A recently published report by Public/Private Ventures, *Targeting Industries, Training Workers and Improving Opportunities*, through a longitudinal random assign study found that sector strategies have produced the following results:

- Participants in skills-training programs had decreases in poverty, from 64 percent to 35 percent.
- Participants in skills-training programs also accessed higher-quality jobs. The percentage of participants with health insurance available through their employers increased from 49 percent to 73 percent, while the percentage with paid sick leave increased from 35 percent to 58 percent.
- Many participants in skills-training programs obtained jobs in targeted sectors. Among advanced skills-training participants, these positions paid more than positions unrelated to training.
- Sectoral Employment Initiative participants believed the programs helped them achieve success in the labor market. Eighty-three percent of participants agreed that the training prepared them well for work in the targeted sector, and 78 percent said the program had improved their chances of getting a good job.
- Organizations using sectoral approaches other than or in addition to skills training demonstrated the potential to bring about systemic change. In very different contexts, through organizing and advocacy efforts or using leverage with industry contacts to negotiate with educational institutions, organizations either led or were involved in efforts that brought about significant changes to systems—changes that had the potential to benefit less-educated workers throughout the targeted sector.²

San Francisco’s proven sector strategy for workforce development is rooted in detailed economic analysis and forecasting performed by both the San Francisco Office of Economic Analysis (OEA) and the California Employment Development Department (EDD).

Since hitting the trough of the last business cycle in 2010, San Francisco has demonstrated its economic resiliency and recovery. In 2012, total employment in the City reached pre-recession levels³, and, since reaching this milestone, the unemployment rate has continued to steadily decline – standing at ____% as of the publishing of this report⁴.

The city is also out performing other large counties throughout the country. Between 2011-2012, San Francisco was the fastest growing large county in the United States as measured in annual private sector job growth. San Francisco’s recovery has also occurred across sectors with every sector in the city’s economy outpacing the US growth rate⁵.

The key characteristics of San Francisco’s Sector Based Approach include

- Identified four priority industries based upon employment growth, job accessibility to moderately skilled workers, career ladder opportunities, and providing self sufficiency wages.
- Align skill development and occupational skills training to meet the workforce needs of these priority industries.

² Roder, Anne; Clymer, Carol; Wyckoff, Laura; *Targeting Industries, Training Workers and Improving Opportunities*; Public Private Ventures 2010

³ Bureau of Labor Statistics, 2013

⁴ California Employment Development Department, 2014

⁵ Bureau of Labor Statistics, 2013

- Identify intermediaries who can engage industries serve as a bridge to social service providers that work intensively with disadvantaged participants.
- Integrate intensive case management into skill development and job training programs
- Implement and enforce policies that generate employment opportunities for San Francisco workers.

Serious Collaboration

The City will bring together public and philanthropic funding, tap into nonprofit expertise, and work with businesses and corporations to make sure that opportunity is accessible for all people in our communities and that every community can fully contribute its strengths and unique culture to our collective prosperity.

Economic Development

For the first time since the closing of the Hunters Point Ship Yard real investment, nearly \$1 billion, is slated for the surrounding communities. From major public investment such as the redevelopment of public housing to significant private investment such as the development at the old Ship Yard and the Schlage Lock site, renewed activity in the southeast sector brings jobs, revitalizes buildings and neighborhoods and has the potential to transform communities.

One challenge is helping residents to get ready for such economic development. Many of the jobs that are available require different skill levels than most residents have. The City has been working with planning and contracting groups to try and forecast employment needs further out to give more time to prepare residents with the right skills. When there are many steps in the process, it is difficult to get the whole pipeline running smoothly. City departments, including MOHCD, OCII and OEWD, are working closely to develop training programs, provide life skills support, create job opportunities, and adjust employment systems that make this process more seamless.

Nonprofit Collaboration

The City cannot do this work alone. There are hundreds of nonprofit organizations that provide critical services, reach out to residents and advocate for change. Without these organizations the social service delivery system simply will not work. However, through surveys and focus groups, we heard from residents that the quality of services was uneven. We also heard from nonprofits themselves that they lacked access to the kind of training and capacity building they believed they needed in order to reach their full potential. The City is working with community-based organizations (CBOs) through a number of capacity building City initiatives to develop new capacity building supports and deeper partnerships. This include the Capacity Building Project within the City's Controller's Office; MOHCD's capacity building programs; the Department of Children, Youth and their Family's capacity building programs; the Nonprofit Displacement Working Group; and the newly created Nonprofit Sector Initiative within the Office of Economic and Workforce Development.

Private Investment

Reducing poverty is a major transformation that the public sector cannot do alone. There is an important role for philanthropy and the private sector to play in its implementation. The vast majority of new job creation will occur in the private sector.

The City sees foundations playing several roles:

- Providing expert advice
- Jointly funding critical enabling elements of the strategy

- Aligning other funding with the strategy
- Providing support for the strategy in the San Francisco public debate
- Helping identify and raise other philanthropic support

To that end, the City has newly created the position of Director of Strategic Partnerships within the Mayor's Office; this new position is focused on creating meaningful partnerships with private philanthropy to leverage private resources to support the City's work.

Actions planned to develop institutional structure

The large number of non-profit organizations serving low-income communities in San Francisco is both an asset and a challenge. With a long history of serving the community, the sheer number of non-profits leads to increased competition for limited resources. Conversely, the benefits of a rich variety of social service organizations often translates to more community-based and culturally competent services for low-income residents. Lack of organizational capacity of non-profits is another gap in institutional structure. In response, the City is engaged in an ongoing effort to work with non-profits in organizational and programmatic capacity building to improve the effectiveness and efficiency of service delivery.

It is the City's policy to coordinate community development and housing activities among its departments. Because this work involves many City departments, coordination and information sharing across the various departments are challenges. City staff meets on a regular and as-needed basis with colleagues from other City departments to overcome gaps in institutional structure. For example, MOHCD leads a regular working group focused on the issues of nonprofit displacement with every other department with a significant investment in community-based organizations. Another example is the Alignment Committee, which was created in 2014 to undertake long and short-term planning for the City's workforce development programs, to set goals and priorities for these programs, to coordinate workforce development activities among City departments, and to monitor their effectiveness. In the coming months, the Alignment Committee will engage with stakeholders from throughout San Francisco to refine this plan into a comprehensive strategy for City workforce development services and investments. Among other stakeholders, the Alignment Committee will hear from jobseekers, employers, community based organizations, labor, and education and training partners.

In addition, staff of the Mayor's Office of Housing and Community Development and the Office of Economic and Workforce Development uses the Consolidated Plan/Action Plan development process as an opportunity to engage other departments in a dialogue about the current developments and priorities. This dialogue aids the City in being more strategic in the investment of Consolidated Plan dollars.

Actions planned to enhance coordination between public and private housing and social service agencies

The City's senior advisor on health services convenes a monthly Health and Human Services Cluster meeting. Participating in this Cluster are the Directors of Public Health, Community Development, Human Services, Aging and Adult Services, Workforce Development, and Children, Youth and their Families. This monthly convening provides a regular forum to discuss issues of services coordination, policy, new initiatives, funding opportunities, and emerging needs. In addition, the Director of MOHCD meets on a weekly basis with the Director of Planning and the Director of Development for the Office of

Economic and Workforce Development to discuss affordable and market-rate housing development issues citywide.

The City's HOPE SF initiative, focusing on the revitalization of four selected public housing sites at Hunters View, Alice Griffith, Sunnyside, and Potrero Terrace/Annex, brings together a bi-monthly Leadership Team consisting of deputy-level City staff representing health, human services, children and youth, workforce development, public housing, community development, affordable housing, and private philanthropy.

Affordable housing developers in San Francisco have formed a council that meets on a monthly basis to assist in the coordinated development of affordable housing throughout the City. Staff from MOHCD participates in these monthly meetings to provide a two-way channel of communication between these community-based organizations and the City representatives who are responsible for overseeing City-financed affordable housing.

The City agencies also coordinate in the decision-making at the project level on affordable housing developments in the City, including at the level of individual project funding decisions. The Citywide Affordable Housing Loan makes funding recommendations to the Mayor for affordable housing development throughout the City or to the OCII Commission for affordable housing under their jurisdiction. Committee Members consist of the directors or the director's representative from the Mayor's Office of Housing and Community Development, Department of Public Health and Human Services Agency and the Office of Community Investment and Infrastructure as successor to the San Francisco Redevelopment Agency (OCII). MOHCD also works closely with OCII, the Human Services Agency and the Department of Public Health to issue requests for proposals (RFPs) or notices of funding availability (NOFAs) on a regular basis to seek applications for particular types of developments. NOFAs are generally issued for projects to serve specific populations (family renters, single adults, seniors, people requiring supportive services, etc.), while RFPs are generally issued for specific development sites. Staff develops funding and general policy recommendations to the Loan Committee.

Staff from MOHCD, OCII, the Human Services Agency and Department of Public Health also meets on a bi-monthly basis to coordinate the development and operation of the City's permanent supportive housing pipeline and portfolio. Like the Health and Human Services Cluster meeting, this bi-monthly convening provides a regular forum to discuss issues of services coordination, policy, new initiatives, funding opportunities, and emerging needs specific for permanent supportive housing funded by these departments.

The Mayor's Office of Housing and Community Development also is a member of the Long Term Care Coordinating Council (LTCCC). This body is charged to: (1) advise, implement, and monitor community-based long term care planning in San Francisco; and (2) facilitate the improved coordination of home, community-based, and institutional services for older adults and adults with disabilities. It is the single body in San Francisco that evaluates all issues related to improving community-based long-term care and supportive services. The LTCCC has 41 membership slots. Membership categories were created to ensure representation from a variety of consumers, advocates, and service providers (non-profit and public). The Mayor appoints people to fill 32 slots, which represent non-profit service provider organizations, consumers, and advocates. The additional 9 slots represent City and County departments including: Human Services, Aging and Adult Services, Public Health (two slots), Mayor's Office on Disability, Mayor's Office of Housing, San Francisco Housing Authority, and the Municipal Railway, plus one non-voting slot to enable representation of the Mayor's Office. The LTCCC evaluates how service

delivery systems interact to serve people, and recommends ways to improve service coordination and system interaction. Workgroups responsible for carrying out the activities in the plan provide periodic progress reports through presentations to the LTCCC.

Discussion:

See above.

Program Specific Requirements

AP-90 Program Specific Requirements – 91.220(I)(1,2,4)

Introduction:

**Community Development Block Grant Program (CDBG)
Reference 24 CFR 91.220(I)(1)**

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out.

1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed	2,488,000
2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan.	0
3. The amount of surplus funds from urban renewal settlements	0
4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan	0
5. The amount of income from float-funded activities	0
Total Program Income:	2,488,000

Other CDBG Requirements

1. The amount of urgent need activities	0
2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low and moderate income. Overall Benefit - A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. Specify the years covered that include this Annual Action Plan.	99.00%

**HOME Investment Partnership Program (HOME)
Reference 24 CFR 91.220(I)(2)**

1. A description of other forms of investment being used beyond those identified in Section 92.205 is as follows:

HOME funds are only being used for those eligible activities identified in 24 CFR 92.205. In addition to the HOME funds, MOHCD is also using local funds to supplement the HOME funds for HOME-eligible activities, namely funds from San Francisco's Housing Trust Fund, housing or job-linkage fees collected

by the City and County of San Francisco, or from the Proposition A housing bond passed by San Francisco voters in November 2015.

2. A description of the guidelines that will be used for resale or recapture of HOME funds when used for homebuyer activities as required in 92.254, is as follows:

An account and a reuse account are established in the City and County of San Francisco's Financial Accounting Management Information System (FAMIS) accounting system. An exclusive account is set-up for the HOME ADDI program which is segregated from other funding sources.

The City and County of San Francisco's Financial Accounting Management Information System is used to track and report expenditures and income for each HOME ADDI loan to a program qualified borrower; including information related to the individual borrower detail such as borrower name and address.

All HOME ADDI loan repayments including loan principal and share of appreciation is deposited into the reuse account. Funds in the account and reuse account are expended in accordance with the HOME ADDI program guidelines.

3. A description of the guidelines for resale or recapture that ensures the affordability of units acquired with HOME funds? See 24 CFR 92.254(a)(4) are as follows:

MOHCD does not use HOME funds to acquire property that would be resold, such as single-family homes. MOHCD may use HOME funds to acquire multifamily properties. Any property receiving HOME funds will have a declaration of restrictions recorded against the property, which will specify the affordability requirements of the HOME funds. The declaration of restrictions and its affordability restrictions remain recorded on the property even if the HOME funds are repaid before the end of the declaration of restriction's term. Furthermore the HOME loan agreement includes the form of MOHCD's annual monitoring report that sub-recipients of HOME funds must submit to MOHCD on an annual basis. This report includes the rent schedule that MOHCD crosschecks against the HOME affordability restrictions.

4. Plans for using HOME funds to refinance existing debt secured by multifamily housing that is rehabilitated with HOME funds along with a description of the refinancing guidelines required that will be used under 24 CFR 92.206(b), are as follows:

If MOHCD loans HOME funds to multifamily projects that require refinancing and rehabilitation then MOHCD requires the project to meet its underwriting guidelines as well as extend the affordability term for an additional 55 years. Those guidelines include but are not limited to: the requirement that the rehabilitation must be a certain per unit threshold if any existing MOHCD financing is being requested to be refinanced; specify if the HOME funds will be used to maintain the number of existing affordable units or whether the funds will help create new HOME-assisted units; require that the underwriting must be done in conjunction with MOHCD's annual monitoring of the operations of the property to ensure the rehabilitation is not a result of poor ongoing maintenance of the property; demonstrate that the long term needs of the project can be met including serving the targeted population over an extended affordability period; state whether the HOME funds are being used in a NRSA; and explicitly inform the project sponsor that HOME funds cannot be used to refinancing other Federally-funded loans such as CDBG.

**Emergency Solutions Grant (ESG)
Reference 91.220(l)(4)**

1. Include written standards for providing ESG assistance (may include as attachment)

The following standards have been developed by the Mayor's Office of Housing and Community Development in consultation with local Continuum of Care staff and with community-based organizations that serve individuals and families experiencing homelessness and those who are at imminent risk of experiencing homelessness.

These standards are intended to serve as broad standards through which San Francisco's various ESG sub-recipients may incorporate additional requirements, limits, etc. into their respective ESG programs to more effectively serve diverse populations who are experiencing homelessness or who are at risk of experiencing homelessness. It is anticipated that as San Francisco's highly coordinated Continuum of Care and its broader system of health and human service providers build a more integrated service delivery infrastructure, these ESG standards may also become more standardized and the delivery of ESG assistance more uniform. Currently however, ESG sub-recipients' programs reflect the diversity of the individuals and families experiencing homelessness or who are at risk of experiencing homelessness and thusly do not use a one-size-fits-all approach to address and prevent homelessness.

ESG sub-recipients include, but are not limited to: victim service providers, legal service providers, family shelter providers, youth shelter providers, etc. ESG sub-recipients have designed ESG programming that is responsive to the needs of their respective clientele and connects ESG program participants to the broader health and human service system, which includes mainstream benefits and services, and permanent supportive housing.

Standard policies and procedures for evaluating individuals' and families' eligibility for assistance under ESG

Individuals and families seeking assistance must receive at least an initial consultation and eligibility assessment with a case manager or other authorized representative who can determine eligibility and the appropriate type of assistance needed. ESG sub-recipients shall ensure that all program participants, at the time of intake, meet the definition of *homeless* or *at risk of homelessness* (including meeting the two threshold criteria – annual income below 30% area median income and lacking immediate resources to attain housing stability) and shall document accordingly, consistent with recordkeeping and reporting requirements at 24 CFR 576.500.

With regard to the need for Homelessness Prevention Assistance, there are many San Franciscans who are housed and have great need but would not experience homelessness if they did not receive assistance. To be eligible for Homelessness Prevention Assistance, programs must assess and document that the household would experience homelessness but for the ESG assistance. In other words, a household would require emergency shelter or would otherwise become literally homeless in the absence of ESG assistance. A household that is at risk of losing their present housing may be eligible if it can be documented that their loss of housing is imminent, they have no appropriate subsequent housing options, and they have no other financial resources and support networks to assist with maintaining current housing or obtaining other housing.

Additionally, ESG sub-recipients shall document the following prior to providing ESG Homelessness Prevention or Rapid Re-Housing Rental Assistance:

- Ensure rents do not exceed the lesser of current fair market rent (San Francisco, CA HUD Metro FMR Area) or the rent reasonableness standard at 24 CFR 982.507. If the gross rent for the unit exceeds either, ESG sub-recipients are prohibited from using ESG funds for any portion of the rent, even if the household is willing and/or able to pay the difference. The FMR and rent reasonableness standard requirement does not apply when a program participant receives only Financial Assistance or Services under Housing Stabilization and Relocation Services. This includes rental application fees, security deposits, an initial payment of last month's rent, utility payments/deposits, and/or moving costs, housing search and placement, housing stability case management, landlord-tenant mediation, legal services, and credit repair. (Note: last month's rent may not exceed the rent charged for any other month; security deposits may not exceed two months' rent.)
- Ensure units meet lead-based paint remediation and disclosure requirements, as well as ESG's minimum habitability standards at 24 CFR 576.403(a) and 576.403(c), respectively.
- See "standards for determining what percentage or amount of rent and utilities costs each program participant must pay while receiving homelessness prevention or rapid re-housing assistance" that are listed below for additional requirements.

ESG sub-recipients will either develop internal documentation forms or utilize standard forms distributed by MOHCD or HUD as available and appropriate.

Standards for targeting and providing essential services related to street outreach

San Francisco does not fund ESG Street Outreach. However, any agency seeking ESG funds for Street Outreach would be required to develop a written standard developed in consultation with the local Continuum of Care. The agency would be required to design an outreach plan that details targeting strategies for specific populations/subpopulations:

- A listing of the targeted population(s)/subpopulation(s), including recent data that estimates their numbers and location(s)
- Barriers to connecting targeted population(s)/subpopulation(s) to appropriate services, including service gaps
- Strategies to eliminating or mitigating these barriers
- A description of essential services that would be provided

Policies and procedures for admission, diversion, referral and discharge by emergency shelters assisted under ESG, including standards regarding length of stay, if any, and safeguards to meet the safety and shelter needs of special populations, e.g., victims of domestic violence, dating violence, sexual assault, and stalking; and individuals and families who have the highest barriers to housing and are likely to be homeless the longest

Admission to ESG Emergency Shelter facilities will be limited to those who meet the federal definition of *homeless* at 24 CFR 576.2. Upon initial contact at the point-of-entry, individuals and families will be screened by intake staff to determine appropriate response. Responses may range from immediate case management assistance in determining available and unutilized resources, to referrals for existing homelessness prevention and/or rapid re-housing programs.

If diversion is not possible and emergency shelter is appropriate, the maximum length of stay will be no longer than 6 months, unless ESG sub-recipient determines, on a case-by-case basis, that a longer stay is appropriate. No persons who are facing or suspect they may face a threat of violence will be discharged into an unsafe condition. Emergency shelter workers will work in collaboration with appropriate victim service providers to arrange safe accommodations for those who are or may be facing a threat of violence. Those who are in danger of a violent crime or feel they may be will be entered into a secure database system that is comparable to the Homeless Management Information Systems (HMIS). All other Emergency Shelter admissions will be entered into HMIS.

All persons discharged from Emergency Shelter facilities will have their exit status entered into either HMIS or a comparable database, and will be provided discharge paperwork as applicable or upon request.

Individuals and families who are determined to have the highest barriers to housing – due to a myriad of factors including discrimination, dual-diagnosis, chronic homelessness, etc. – will be prioritized for existing housing resources and paired with existing supportive services to increase the likelihood of staying successfully housed consistent with the local Continuum of Care’s Coordinated Assessment system and other local permanent supportive housing systems (e.g., serving veterans, families, transitional age youth, etc.)

Policies and procedures for assessing, prioritizing, and reassessing individuals’ and families’ needs for essential services related to emergency shelter

Persons seeking Essential Services related to Emergency Shelter will have access to case management, at a minimum. Other ESG-funded Essential Services that may be available in San Francisco include: child care, education services, employment assistance and job training, outpatient health services, legal services, life skills training, mental health services, substance abuse treatment services, transportation, and services for special populations. These types of essential services are typically funded by other local, state, and federal sources and provided by many health and human service providers. At a minimum, ESG-funded case management will be designed to connect program participants to other essential services, housing resources, and mainstream programs.

Continued assistance at re-assessment will vary according to intensity and duration of Essential Services.

Policies and procedures for coordination among emergency shelter providers, essential services providers, homelessness prevention, and rapid re-housing assistance providers, other homeless assistance providers, and mainstream service and housing providers (see §576.400(b) and (c) for a list of programs with which ESG-funded activities must be coordinated and integrated to the maximum extent practicable).

To the extent that the local Continuum of Care is designed to coordinate among these providers to more effectively and efficiently serve persons experiencing homelessness and those who are at risk of experiencing homelessness, ESG sub-recipients will be required to participate in the local Continuum of Care. To meet these goals, the local Continuum of Care requires that all ESG sub-recipients:

- Participate in the Coordinated Assessment system. It is expected that the Coordinated Assessment system will provide a standardized means for clients to access emergency shelter (including essential services), homelessness prevention and rapid re-housing programs, etc., including a common assessment tool for client information related to identification of needs, barriers, risk factors, etc. and a process for referral to other appropriate assistance, especially mainstream and housing resources.

- Ensure that ESG sub-recipient staff coordinate as needed regarding referrals and service delivery with staff from other agencies in order to ensure that services are not duplicated and clients can more easily access appropriate services.
- Ensure that ESG sub-recipient staff participate in any Continuum of Care trainings related to improving coordination among Continuum of Care members and to the implementation of the Coordinated Assessment system.

Policies and procedures for determining and prioritizing which eligible families and individuals will receive homelessness prevention assistance and which eligible families and individuals will receive rapid re-housing assistance

ESG Homelessness Prevention and Rapid Re-Housing assistance (including Rental Assistance, Financial Assistance and other Housing Relocation and Stabilization Services) will be provided based on the chronological order in which eligible individuals and families seek assistance and on the extent of their need. Need is determined by the presence of risk factors, such as: unlawful detainer proceedings, veteran status, survivor of domestic violence status, families with dependent children, chronic homelessness, persons living with HIV/AIDS, etc.

Based upon San Francisco’s high rental costs and extremely low vacancy rates, it may be necessary for ESG program participants to secure housing outside of San Francisco if at the time of intake the participant is living in San Francisco.

The diverse composition of San Francisco’s ESG sub-recipient portfolio reflects the diverse groups who experience homelessness or at risk of experiencing homelessness. These groups include: families, transitional age youth, survivors of domestic violence, persons living with HIV/AIDS, etc. As a result, ESG sub-recipients collectively address the needs of these diverse groups. Internal policies and procedures for determining and prioritizing which individuals and families will receive assistance will vary according to the core competency of the ESG and the population served.

Homelessness Prevention program participants shall be recertified for continued eligibility every three months. Rapid Re-Housing program participants will be recertified annually.

Standards for determining what percentage or amount of rent and utilities costs each program participant must pay while receiving homelessness prevention or rapid re-housing assistance

Each ESG sub-recipient will be responsible for determining annual income as a basis of eligibility for services when applicable. As part of this income determination, the relevant staff person will ascertain the amount that the household is able to contribute toward Rental and other Financial Assistance, if any, depending on the ESG sub-recipient’s internal Rental/Financial Assistance program policy. ESG sub-recipients may provide shallow subsidies (payment of a portion of the rent), payment of 100 percent of the rent, a set dollar amount, or graduated or declining subsidies.

Regardless, when providing Rental Assistance, ESG sub-recipients shall document the following:

- Ensure that a written lease agreement is in place; (not required if only providing rental arrears assistance)
- Enter into a rental assistance agreement with the owner of the unit; (not required if only providing rental arrears assistance). This agreement must indicate the amount of the program participant’s contribution toward rent and utilities, as well as the duration of assistance.

- Rental assistance cannot be provided if program participant is also receiving rental assistance from another public source during the same period.
- ESG rental and other financial assistance may be administered by ESG sub-recipients as a grant or may be repaid by program participant. If repaid, funds shall be treated as program income pursuant to 24 CFR 85.25. Program income also includes any amount of a security or utility deposit returned to the ESG sub-recipient.
- See “standard policies and procedures for evaluating individuals’ and families’ eligibility for assistance under ESG” listed above for additional requirements.

As the overall goal the ESG program is to help individuals and families maintain housing independently, it is important that each ESG sub-recipient properly assess potential program participants to ensure that they are a good match for the program, and to refer them to more extensive supports as available if the individual or family is not likely to maintain housing independently.

Standards for determining how long a particular program participant will be provided with rental assistance and whether and how the amount of that assistance will be adjusted over time

Each ESG sub-recipient may set a maximum number of months that a program participant may receive rental assistance, or a maximum number of times that a program participant may receive rental assistance. The total period for which any program participant may receive ESG assistance shall not exceed 24 months in three years. However, no program participant may receive more than a cumulative total of 18 months of Rental Assistance, including up to 6 months of Rental Arrears.

Each ESG sub-recipient will conduct an initial screening to determine the number of months that a program participant will initially receive a commitment of Rental Assistance, including Rental Arrears. This initial commitment will be in writing and signed by an ESG sub-recipient representative and the program participant. Factors to take into consideration during the initial commitment are the program participant’s ability to pay rent in the immediate month and subsequent months such as anticipated change in income, time necessary to recover from unexpected expenses, etc.

- Conflicts of Interest
 - Organizational: ESG assistance may not be conditioned on an individual’s or family’s acceptance or occupancy of emergency shelter or housing owned by the City and County of San Francisco or the ESG sub-recipient offering the assistance. No ESG sub-recipient may, with respect to individuals or families occupying housing owned by the ESG sub-recipient, carry out the initial screening required under or administer Homelessness Prevention assistance.
 - Individual: No person who is an employee, agent, consultant, officer, or elected or appointed official of the City and County of San Francisco or the ESG sub-recipient who exercises or has exercised any functions or responsibilities with respect to activities assisted under the ESG program, or who is in a position to participate in a decision-making process or gain inside information with regard to activities assisted under the program, may obtain a financial interest or benefit from an assisted activity; have a financial interest in any contract, subcontract, or agreement with respect to an assisted activity; or have a financial interest in the proceeds derived from an assisted activity, either for him or herself or for those with whom he or she has family or business ties, during his or her tenure or during the one-year period following his or her tenure.

- ESG sub-recipient staff conducting the initial screening and authorizing assistance will be required to certify in a form that complies with these guidelines that a conflict of interest does not exist.

As the program participant is nearing the end of their initial commitment of assistance, the case manager may contact the program participant to assess their need for continued assistance – depending on the design of the ESG sub-recipient’s Rental Assistance program. If continued assistance is necessary and the potential assistance is within the period of recertification (i.e., every three months for Homelessness Prevention assistance and every twelve months for Rapid Re-Housing assistance), the ESG sub-recipient may provide more assistance. Otherwise, the ESG sub-recipient is required to recertify program participant eligibility, as well as perform the necessary requirements for the unit (e.g., habitability standards, rent reasonableness standard, FMR, lease agreement, etc.)

While providing Homelessness Prevention or Rapid Re- Housing assistance to a program participant, ESG sub-recipients shall:

- Require the program participant to have monthly contact, which may include phone/email, with a case manager to assist the program participant in ensuring long-term housing stability.
 - Note: ESG sub-recipients that are victim service providers are exempt from meeting with a case manager if the Violence Against Women Act of 1994 or the Family Violence Prevention and Services Act prohibits the ESG sub-recipient from making its shelter or housing conditional on the participant’s acceptance of services.
- Develop a plan to assist the program participant to retain permanent housing after the ESG assistance ends, taking into account all relevant considerations, such as the program participant’s current or expected income and expenses and other public or private assistance for which the program participant will be eligible and likely to receive.

Standards for determining the type, amount, and duration of housing stabilization and/or relocation services to provide a program participant, including the limits, if any, on the homelessness prevention or rapid re-housing assistance that each program participant may receive, such as the maximum amount of assistance; maximum number of months the program participant may receive assistance; or the maximum number of times the program participant may receive assistance.

Each ESG sub-recipient may set a maximum number of months that a program participant may receive Homelessness Prevention and Rapid Re-Housing assistance, or a maximum number of times that a program participant may receive such assistance. The total period for which any program participant may receive ESG assistance shall not exceed 24 months in three years. However, no program participant may receive more than a cumulative total of 18 months of Rental Assistance, including up to 6 months of Rental Arrears.

Each ESG sub-recipient will conduct an initial screening to determine the number of months that a program participant will initially receive a commitment of ESG assistance, including Rental/Utility Payment Arrears. This initial commitment will be in writing and signed by an ESG sub-recipient representative and the program participant.

As the program participant is nearing the end of their initial commitment of ESG assistance, the case manager may contact the program participant to assess their need for continued assistance – depending on the design of the ESG sub-recipient’s ESG-funded program. If continued assistance is necessary and the potential assistance is within the period of recertification (i.e., every three months for Homelessness Prevention assistance and every twelve months for Rapid Re-Housing assistance), the ESG sub-recipient

may provide more assistance. Otherwise, if continued assistance is needed, the ESG sub-recipient is required to recertify program participant eligibility, as well as perform the necessary requirements for the unit (e.g., habitability standards, rent reasonableness standard, FMR, lease agreement, etc.)

While providing Homelessness Prevention or Rapid Re- Housing assistance to a program participant, ESG sub-recipients shall:

- Require the program participant to have monthly contact, which may include phone/email, with a case manager to assist the program participant in ensuring long-term housing stability.
 - Note: ESG sub-recipients that are victim service providers are exempt from meeting with a case manager if the Violence Against Women Act of 1994 or the Family Violence Prevention and Services Act prohibits the ESG sub-recipient from making its shelter or housing conditional on the participant's acceptance of services.
- Develop a plan to assist the program participant to retain permanent housing after the ESG assistance ends, taking into account all relevant considerations, such as the program participant's current or expected income and expenses and other public or private assistance for which the program participant will be eligible and likely to receive.

2. If the Continuum of Care has established centralized or coordinated assessment system that meets HUD requirements, describe that centralized or coordinated assessment system.

As described above under the Written Standards for Emergency Shelter Activities section, all City-funded shelters for single adults are accessed through HSA resource centers, and Connecting Point is a centralized intake system for homeless families seeking emergency shelter.

Also, as described under the Written Standards for Essential Services Related to Emergency Shelter section, the City's embedded information and referral specialists/case managers act as the coordinating entities within the City's shelter system. The City also centralized the behavior health services within the SF START structure so that one entity offers city-wide services throughout the broad spectrum of interlinked areas of mental health, substance abuse and related medical conditions that homeless individuals and families often exhibit.

3. Identify the process for making sub-awards and describe how the ESG allocation available to private nonprofit organizations (including community and faith-based organizations).

In San Francisco, MOHCD is the lead agency responsible for allocating four federal funding sources, Community Development Block Grant, Emergency Solutions Grant (ESG), HOME Investment Partnership and Housing Opportunities for Persons With AIDS funds for community development and housing activities. All of San Francisco's ESG-funded services are provided by private non-profit organizations. The process for making ESG funding allocations to non-profit organizations is outlined below:

- In partnership with the Citizen's Committee on Community Development (CCCD), MOHCD and the Office of Economic and Workforce Development (OEWD) conduct multiple public hearings to solicit citizen input on community needs for allocating funds from four federal sources, including ESG;
- MOHCD and OEWD issue Requests for Proposals and hold technical assistance workshops for interested non-profit organizations to provide information on the application and the review process;

- MOHCD and OEWD staff review all of the applications that are submitted by non-profit organizations and make funding recommendations to the CCCD;
 - CCCD makes funding recommendations to the Mayor for specific projects that will be implemented by non-profit organizations;
 - In partnership with the CCCD, MOHCD and OEWD conduct a public hearing to solicit input on the preliminary recommendations;
 - Funding recommendations for specific projects that will be implemented by non-profit organizations go through the San Francisco Board of Supervisors review process;
 - The Board of Supervisors and the Mayor approve the funding recommendations; and
 - MOHCD submits annual Action Plan application for HUD consideration.
4. If the jurisdiction is unable to meet the homeless participation requirement in 24 CFR 576.405(a), the jurisdiction must specify its plan for reaching out to and consulting with homeless or formerly homeless individuals in considering policies and funding decisions regarding facilities and services funded under ESG.

MOHCD staff currently coordinates with HSA staff and the Local Board to ensure that the perspective of homeless and formerly homeless individuals and families are integrated into the goals and objectives of the Consolidated Plan. MOHCD will be incorporating input from these individuals and families through hearings held in partnership with the Local Board, neighborhood hearings, focus groups with providers, and surveys conducted with both providers and residents.

5. Describe performance standards for evaluating ESG.

Consistent with consolidated planning regulations at 24 CFR 91.220(1)(4)(vi) and 91.320(k)(3)(v), San Francisco utilizes the following indicators as performance standards for evaluating ESG activities:

- Number of individuals/households served by homelessness prevention and rapid re-housing activities
- Number of individuals/households served by emergency shelter activities
- Number and percentage of individuals/households stably housed after 3 and 6 months from the time of initial homelessness and rapid re-housing assistance
- Number and percentage of individuals/households who avoided eviction
- Number and percentage of individuals/households who transitioned to permanent housing
- Number and percentage of individuals/households who completed 75% of goals of individualized service plan

Discussion:

Citizen Participation Comments Attachment

Notes from November 16, 2015 Community Needs Hearing

Discussed housing planned for TAY

- 2070 Folsom will have 20% TAY

Discussed funding sources for TAY housing

Can't talk about housing without also talking about community (e.g., services for the housing, places to work, neighborhood infrastructure, small businesses, transportation, etc.) and the bigger picture

Discussed who receives inclusionary housing fees and what are they used for

Discussed services for housing projects

Discussed how people can get access to 1950 Mission; talked about the waiting list

Discussed strategies for incorporating locally based retail

Housing opportunities to push the City to address the "bigger picture"

Neighborhood preference

Asked MHDC and MEDA what other strategies they are pursuing aside from larger developments to help stabilize the neighborhood

Mission Girls is working with neighborhood girls; asked if they be considered for jobs with MHDC and MEDA

Asked, of the 30,000 units of the Mayor's Housing Goal, how many are in the Mission

Discussed what happens to a person when their income changes after move-in

Discussed how developers and service providers are selected to develop on City-owned land