MOHCD 2016-2020
STRATEGIC PLAN
MOHCD’S MISSION

Coordinate the City’s housing policies effectively

Strengthen the social, physical, and economic infrastructure of San Francisco’s low-income neighborhoods and communities in need

Provide financing for the development, rehabilitation, and purchase of affordable housing in San Francisco
MOHCD STRATEGIC PLAN

MOHCD’S GUIDING VISION

An equitable and diverse City where all residents can afford a place to live

Residents and families that thrive in safe and livable communities

Public services provided with excellence, compassion and integrity

A City and region prepared for the future
Community needs are paramount and require transparency, participation, and democracy for all.

Each person has an opportunity to thrive.

Service through consensus building and cooperation across sectors.

We are stewards of public funds and must make responsible decisions to ensure the long-term success of our City, for our residents.

Our service is grounded in respect, dignity, care, inclusion and diversity.

We strive to provide high-quality, innovative, and informed services; we insist on outcome-based accountability and ongoing improvement.

We are stewards of public funds and must make responsible decisions to ensure the long-term success of our City, for our residents.
Guided by these values, MOHCD’s five-year work plan focuses on:

Helping families and individuals attain stable housing

Helping families and individuals achieve resiliency and economic self-sufficiency

Helping communities create healthy physical, social and business infrastructures
MOHCD STRATEGIC PLAN

MOHCD STRATEGIES

HOUSING

POLICY & LEGISLATION

COMMUNITY DEVELOPMENT
Strategies for
HOUSING
PART 1 NEW CONSTRUCTION & NEW OPPORTUNITIES

Provide funds necessary to build new, permanently affordable homes for all households not served by the market, from homeless to middle-income individuals and families, and assist income-qualified first-time homebuyers in achieving the dream of homeownership with down payment assistance

A. Rental Housing Production
B. Down Payment Assistance Loans
C. Below Market Rate (BMR) Programs
A. Rental Housing Production

As part of the Mayor’s plan to build or preserve 30,000 units of housing by 2020, 10,000 of which are affordable to low-income households, MOHCD projects spending almost $1.2 billion between 2017 and 2020 to build/preserve over 6,000 affordable units.

450+ units for homeless individuals and families

130+ new homes for SFUSD educators
B. Down Payment Assistance Loans

MOHCD will loan approximately $41 million over the next five years in down payment assistance to help approximately 224 first-time homebuyers purchase their first homes.
C. Below Market Rate (BMR) Programs

MOHCD expects to assist 1,143 households to qualify for new below market rate housing, both ownership and rental, and will ensure that those housing units are maintained as high-quality, permanently affordable housing.
Fund and oversee the preservation of the City’s affordable housing and transform all federally-controlled public housing in San Francisco in collaboration with the San Francisco Housing Authority and U.S. Department of Housing and Urban Development.

A. HOPE SF
B. Rental Assistance Demonstration Program (RAD)
C. Small Sites Loan Program
D. Existing Non-Profit Rehab Program
MOHCD is working with the Mayor’s HOPE SF initiative to transform isolated neighborhoods of concentrated poverty into thriving, mixed-income communities. The expected outcome of the aligned investment by multiple City departments, philanthropic and other private sector partners is dramatic improvement in the long-term well-being and economic mobility of former public housing residents and their communities.
<table>
<thead>
<tr>
<th>Alice Griffith</th>
<th>FY 2016-17 Status</th>
<th>FY 2017-20 Projection</th>
</tr>
</thead>
<tbody>
<tr>
<td>256 public housing units redeveloped as 504 mixed-income homes</td>
<td>184 units complete</td>
<td>337 affordable and replacement units will be complete</td>
</tr>
</tbody>
</table>
PART 2: AFFORDABLE HOUSING PRESERVATION

Hunters View
267 public housing units redeveloped as 750 mixed-income homes

FY 2016-17 Status
214 units complete

FY 2017-20 Projection
386 affordable and replacement units will be complete, as well as at least 60 market-rate units
Potrero Terrace and Annex

619 public housing units redeveloped as 1,600 mixed-income homes

FY 2016-17 Status
The first new building, with 72 units, is underway

FY 2017-20 Projection
172 affordable and replacement units will be complete, as well as at 102 market rate units
Sunnydale
775 public housing units redeveloped as 1,700 mixed-income homes

FY 2016-17 Status
The first new building, with 55 units, will commence construction in January 2018

FY 2017-20 Projection
55 units will be complete, with 170 affordable and replacement units under construction
B. Rental Assistance Demonstration Program (RAD)

The City provided approximately $100 million in 2015-2016 to facilitate the rehabilitation of 3,500 public housing units and their transfer to ownership by community-based nonprofits. Construction is underway and will be fully complete by 2020.

FY 2015-16 Status

$100M provided for non-profit housing
3,500 housing units rehabbed
C. Small Sites Program

The City and its Small Sites Collaborative developer partners launched this initiative in 2014 as a $3 million pilot to purchase rent-controlled properties at risk of converting to market-rate.

<table>
<thead>
<tr>
<th>FY 2016-17 Status</th>
<th>2020 Program Projection</th>
</tr>
</thead>
<tbody>
<tr>
<td>21 properties purchased</td>
<td>$120M to purchase rent-controlled properties</td>
</tr>
<tr>
<td>129 rental homes</td>
<td>365 affordable rental homes to be preserved</td>
</tr>
<tr>
<td>and 8 commercial spaces preserved</td>
<td></td>
</tr>
<tr>
<td>264 people served, of which 46% are vulnerable tenants (seniors, disabled, families with young children)</td>
<td></td>
</tr>
</tbody>
</table>
D. Existing Non-Profit Affordable Housing Rehab Program

MOHCD provides asset management to ensure quality preservation of over 17,000 affordable homes in its loan portfolio, many of which were developed decades ago. To ensure long-term health and habitability of this vital housing, MOHCD provides rehabilitation loans to nonprofit sponsors.

FY 2017-20 Projection

$13.7M in rehabilitation loans to non-profit sponsors

550 housing units to be rehabbed
Housing Access SF strives to ensure that all San Franciscans have equal access to the City’s affordable housing resources and assistance to protect and stabilize their housing.

A. Launch of a state-of-the-art online “one-stop” resource to assist residents in finding and applying for affordable housing.

B. Fund housing access services.

C. Fund strong and effective eviction defense and tenant counseling programs.

D. Provide alternative dispute resolution services in supportive housing.
## A. Launch of a state-of-the-art online “one-stop” resource to assist residents in finding and applying for affordable housing

Known as DAHLIA (Database of Affordable Housing, Listings, Information and Application), the system also includes an interface for our developer and leasing partners to manage applications, lotteries and lease-up.

<table>
<thead>
<tr>
<th>FY 2016-17 Status</th>
<th>FY 2017-20 Projection</th>
</tr>
</thead>
<tbody>
<tr>
<td>22,000 online applications for affordable housing were submitted through DAHLIA, and 600,000 people visited the website</td>
<td>We project that roughly 600,000 online applications will be submitted, and visitors will access the website over 2 million times</td>
</tr>
</tbody>
</table>
B. Fund housing access services

Provide information about local affordable housing systems and suitable rental opportunities, identify barriers to eligibility, provide financial education and coaching, and assist applicants to complete applications.

FY 2016-17 Status
Grantees helped 2,770 residents apply for affordable rental units, provided housing counseling to 2,696 residents and provided 2,486 with financial counseling and education.

FY 2017-20 Projection
We project providing 8,300 residents with assistance applying for affordable rental units, 8,100 residents with housing counseling and 7,500 with financial counseling and education.
C. Fund strong and effective eviction defense and tenant counseling programs

Provide full legal representation, tenant counseling and education, case management and rental assistance.

FY 2016-17 Status
Grantees provided legal representation to 4,358 residents facing eviction; these services prevented 3,537 evictions

FY 2017-20 Projection
We project providing 12,000 additional residents with legal representation and preventing 10,500 evictions
D. Provide alternative dispute resolution services in supportive housing

FY 2016-17 Status
57 low-income residents in supportive housing received case management and social services support, along with mediation services with their housing provider, to ensure that issues are successfully resolved and resident’s housing is stabilized.

FY 2017-20 Projection
700 supportive housing residents assisted
Strategies for

POLICY & LEGISLATION
Implement Proposition C

In 2016, San Francisco voters passed Proposition C, which “repurposed” a 1992 loan program intended for seismic safety upgrade so that those funds could be used to buy, rehabilitate, and preserve as affordable housing any rent-controlled building in San Francisco. MOHCD will lead the implementation of this program, which will require new legislation to refocus the seismic safety loan rules on permanent affordability.
Increase Teacher Housing

Middle-income households are affected by the affordability crisis at accelerated rates, and professionals such as teachers are particularly hard hit. MOHCD’s policy team will lead the effort to create additional teacher housing, beyond MOHCD’s pilot new construction development.
Coordinate Local, State, and Federal Efforts

Bringing more affordable housing to San Francisco means securing more resources. MOHCD coordinates legislative resource efforts at the local, state, and federal levels. The goal is to help implement new local funding sources, such as future general obligation bond financing and to ensure San Francisco’s voice is heard in Sacramento and Washington, D.C. on affordable housing issues.
Strategies for

COMMUNITY DEVELOPMENT
Remove barriers that hinder economic advancement, assist vulnerable residents in establishing a foundation for success in school and the workplace, and support community members’ financial literacy and asset growth

A. Workforce Development and Educational Support Programs
B. Financial Education and Counseling
C. Case Management and Service Connection
### A. Workforce Development and Educational Support Programs

Residents receive training and support to improve workforce readiness, employment readiness and personal effectiveness/soft skills.

#### FY 2016-17 Status
- 2,714 residents received training;
- 2,087 demonstrated increased skills;
- 263 were placed in employment or OEWD training programs;
- 165 attained a high school diploma, GED and/or enrollment in post-secondary education.

#### FY 2017-20 Projection
- 8,500 residents will receive training;
- 6,500 will demonstrate increased skills;
- 800 will be placed in employment or OEWD training programs;
- 500 will attain a high school diploma, GED and/or enrollment in post-secondary education.
B. Financial Education and Counseling

Grantees provide individualized financial education, counseling and coaching to assist individuals in achieving asset growth, strong credit, economic self-sufficiency and improved financial security.

FY 2016-17 Status
- 2,178 residents received financial counseling and education services;
- 376 residents improved their credit score by at least 35 points;
- 258 residents opened savings accounts or IDA’s

FY 2017-20 Projection
- 6,600 residents assisted with financial counseling and education services;
- 1,200 residents helped to improve their credit score by at least 35 points;
- 750 residents assisted to open savings accounts or IDA’s
C. Case Management and Service Connection

Designed to address the whole range of a person’s or family’s needs, grantees help people build their capacity to improve their lives and move toward self-sufficiency.

FY 2016-17 Status
1,300 residents receive case management services, including development of an Individualized Service Plan (ISP)
922 of these clients achieved 75% or more of the goals from their ISP’s

FY 2017-20 Projection
4,000 individuals assisted with case management services
3,000 of whom will achieve at least 75% of the goals from their ISP’s
Work with communities to achieve safe and healthy living environments

A. Support long-term care for individuals living with HIV
B. Ensure safe housing options for domestic violence survivors
C. Connect public housing residents to essential services and resources through HOPE SF and RAD programs
A. Support long-term care for individuals living with HIV

FY 2016-17 Status
558 residents with HIV/AIDS were provided with long-term care and subsidies

FY 2017-20 Projection
1,575 residents with HIV/AIDS provided with long-term care and subsidies
<table>
<thead>
<tr>
<th><strong>B. Ensure safe housing options for domestic violence survivors</strong></th>
<th><strong>FY 2016-17 Status</strong></th>
<th><strong>FY 2017-20 Projection</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>300 survivors of domestic violence were provided with housing and supportive services</td>
<td>900 survivors of domestic violence provided with housing and supportive services</td>
<td></td>
</tr>
</tbody>
</table>
C. Connect public housing residents to essential services and resources through HOPE SF and RAD programs

**FY 2016-17 Status**
- 400 residents received case management, and
- 1,500 residents connected to essential services and resources

**FY 2017-20 Projection**
- 1,200 residents will receive case management services, and
- 4,500 will be connected to essential services and resources
Pursue an equitable City that provides fair and equal treatment in law of all its citizens

Fund high-quality legal services available to low-income and at-risk individuals, including recent immigrants and survivors of domestic violence
Fund high-quality legal services available to low-income and at-risk individuals, including recent immigrants and survivors of domestic violence.

Provide legal services in a wide variety of areas, including immigration, employment law, public benefits, and consumer law (in addition to the services provided through our Eviction Prevention program highlighted in the Housing Access and Stabilization section).

FY 2016-17 Status
- 2,337 individuals provided legal representation
- 3,749 individuals provided legal counseling

FY 2017-20 Projection
- 7,500 individuals provided representation
- 11,250 individuals provided legal counseling
Help neighborhoods create and protect unique community amenities, such as parks, arts spaces and meeting halls

A. Fund capital improvements for anchor institutions
B. Provide asset reserve analyses for key community organizations
### A. Fund capital improvements for anchor institutions

<table>
<thead>
<tr>
<th>FY 2016-17 Status</th>
<th>FY 2017-20 Projection</th>
</tr>
</thead>
<tbody>
<tr>
<td>MOHCD approved 18 new capital projects for funding</td>
<td>36 new capital projects approved</td>
</tr>
</tbody>
</table>
B. Provide asset reserve analyses for key community organizations, to ensure the long-term financial sustainability of these organizations and the facilities that they own

FY 2016-17 Status
Asset reserve analyses were completed for 6 organizations

FY 2017-20 Projection
30 new analyses completed
Empower neighborhoods and communities to thrive by developing a common vision through community planning processes.

MOHCD works with neighborhood groups to build capacity, encourage strategic planning and resident engagement, and address collective needs and priorities.
Facilitate San Francisco residents’ engagement in community building and neighborhood planning

**FY 2016-17 Status**
Number of projects funded in this program area grew by **60%**

**FY 2017-20 Projection**
- **1740** residents consistently engaged in civic activities
- **600** community meetings facilitated
- **210** community events held
- **135** community action grants awarded
- **50** community-based planning processes completed
- **18** community-based collaboratives supported