



# **City and County of San Francisco**

## **DRAFT 2020-2021 Consolidated Annual Performance and Evaluation Report (CAPER)**

**For Public Review and Comment Between  
September 10, 2021 and September 24, 2021**

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## **Welcome to San Francisco's DRAFT 2020-2021 CAPER.**

### **NOTES FOR PUBLIC REVIEW and COMMENT:**

- 1) This draft document is available for public review and comment between September 10 and September 24, 2021.
- 2) Staff welcomes your comments in writing via email. They may be directed to [gloria.woo@sfgov.org](mailto:gloria.woo@sfgov.org). In your comment, please be specific about your issue and refer to a specific section of the Draft document, if appropriate.
- 3) The close of the public comment period is September 24, 2021 at 5:00 p.m.
- 4) Thank you in advance for your participation in this process

# Mayor's Office of Housing and Community Development (MOHCD)

## Overview of Plans - Context for this Document

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### MOHCD Strategic Plan

Overarching department goals

### MOHCD Annual Report

Progress to Strategic Plan goals; includes legislatively-mandated reporting

#### *HUD-Required Plans*

### Consolidated Plan

Housing and community development goals

### Annual Action Plan

Summary of activities and resources for Consolidated Plan goals

### CAPER

(Consolidated Annual Performance and Evaluation Report) - Progress to Consolidated Plan goals

### Analysis of Impediments

(to Fair Housing Choice) - Analysis of conditions that affect the location, availability and accessibility of housing

#### *Additional MOHCD Plans*

### HIV Housing Plan

Goals for addressing the housing needs of HIV+ households

### Racial Equity Action Plan

Vision and activities for achieving racial equity in department policies and practices

### Digital Equity Plan

Goals for improving digital access and literacy



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## CR-05 - Goals and Outcomes

### **Progress the jurisdiction has made in carrying out its strategic plan and its action plan. 91.520(a)**

This could be an overview that includes major initiatives and highlights that were proposed and executed throughout the program year.

The overarching objectives for San Francisco's use of funds, including CDBG, ESG, HOME and HOPWA funds, as reflected in its 2020-2024 Consolidated Plan are the following:

- Families and individuals are stably housed;
- Families and individuals are resilient and economically self-sufficient;
- Communities have healthy physical, social and business infrastructure;
- Communities at risk of displacement are stabilized; and
- The City works to eliminate the causes of racial disparities.

For each objective, there are priority needs and for each priority need, there are goals. The City is dedicated to the articulation of specific performance measures for each goal, to ensure that we are investing our resources to achieve optimal outcomes for our communities. We developed a Five-Year Funding and Indicators of Success Table to assess investment outcomes across the 2020-2024 timeframe of the Consolidated Plan. Performance under each indicator will be tracked against a five-year goal and a one-year goal.

### **Comparison of the proposed versus actual outcomes for each outcome measure submitted with the consolidated plan and explain, if applicable, why progress was not made toward meeting goals and objectives. 91.520(g)**

Categories, priority levels, funding sources and amounts, outcomes/objectives, goal outcome indicators, units of measure, targets, actual outcomes/outputs, and percentage completed for each of the grantee's program year goals.

Objective 1: Families and Individuals are Stably Housed							
Priority Need 1A: Develop and maintain accessible and affordable housing							
Goal 1Ai: Create more affordable housing							
Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount
HOME	\$6,511,920	\$150,000		\$3,361,920		\$3,000,000	

CAPER

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General Fund	\$54,523,810	\$47,561,458	\$29,805,965			\$6,962,352	
Housing Trust Fund	\$44,100,000			\$5,100,000	\$3,000,000	\$28,000,000	\$8,000,000
Housing Impact Fees	\$332,861,754	\$45,990,000	\$18,936,797	\$76,221,754	\$83,500,000	\$112,150,000	\$15,000,000
Low-Mod Income Housing Asset Fund	\$19,910,059	\$200,000	\$1,623,014	\$5,310,059	\$10,000,000	\$4,400,000	
OCII	\$585,724,928	\$47,680,000		\$227,894,928	\$91,760,000	\$218,390,000	
Other	\$809,778,374	\$169,677,971	\$90,974,746	\$124,787,012	\$227,000,000	\$142,313,391	\$146,000,000
<b>Total</b>	<b>\$1,853,410,845</b>	<b>\$311,259,429</b>	<b>\$141,340,522</b>	<b>\$442,675,673</b>	<b>\$415,260,000</b>	<b>\$515,215,743</b>	<b>\$169,000,000</b>
<b>Indicators of Success</b>	<b>5-year Goal</b>	<b>Year 1 Goal</b>	<b>Year 1 ACTUAL</b>	<b>Year 2 Goal</b>	<b>Year 3 Goal</b>	<b>Year 4 Goal</b>	<b>Year 5 Goal</b>
# of new HOPE SF units developed	713	64	0	83	70	325	171
# of HIV+ dedicated housing units developed	0	0	0				
# of Plus Housing applicant placements	69	5	14	16	16	16	16
# of dedicated housing units for families developed	3,257	1,300	559	885	100	972	
# of dedicated housing units for seniors developed	480		298		480		
# of mobility/ADA units developed	18			4		14	
<b>Goal 1Aii: Preserve affordable housing</b>							
<b>Funding Source</b>	<b>Expected 5-year \$ Amount</b>	<b>Expected Year 1 (2020-2021) \$ Amount</b>	<b>ACTUAL Year 1 (2020-2021) \$ Amount</b>	<b>Expected Year 2 (2021-2022) \$ Amount</b>	<b>Expected Year 3 (2022-2023) \$ Amount</b>	<b>Expected Year 4 (2023-2024) \$ Amount</b>	<b>Expected Year 5 (2024-2025) \$ Amount</b>
CDBG	\$8,104,310	\$2,548,910				\$5,555,400	
General Fund	\$39,727,000	\$37,956,000	\$43,809,817	\$1,771,000			
Housing Trust Fund	\$89,554,144	\$11,079,000	\$3,617,200	\$35,176,127	\$3,324,890	\$36,974,127	\$3,000,000
Housing Impact Fees	\$4,375,137	\$840,180		\$2,536,560	\$818,397	\$90,000	\$90,000
Low-Mod Income Housing Asset Fund	\$12,363,305	\$12,363,305	\$5,678,590				
Other	\$68,544,000	\$2,500,000	\$16,507,000	\$44,589,000	\$21,455,000		

<b>Total</b>	<b>\$222,667,896</b>	<b>\$67,287,395</b>	<b>\$69,612,607</b>	<b>\$84,072,687</b>	<b>\$25,598,287</b>	<b>\$42,619,527</b>	<b>\$3,090,000</b>
<b>Indicators of Success</b>	<b>5-year Goal</b>	<b>Year 1 Goal</b>	<b>Year 1 ACTUAL</b>	<b>Year 2 Goal</b>	<b>Year 3 Goal</b>	<b>Year 4 Goal</b>	<b>Year 5 Goal</b>
# of Small Sites units preserved/made permanently affordable	742	171	109	171	0	400	0
# of units made code compliant (for example, seismic, fire) or received health and safety improvements	113	113	88				
# of low-income homeowners who have assessments completed and home modifications installed that increase safety, accessibility and health outcomes	25	5		5	5	5	5
# of low-income homeowners who have solar assessments completed and solar modifications installed	8	8		0			
Decrease in number of out of compliance (with Planning or MOHCD program requirements) homeowners and property owners	150	30		30	30	30	30
# of HOPE SF public housing units replaced or # of HOPE VI units rehabilitated	247	121	194	63	63		
# of RAD-like conversion units rehabilitated	224	154	0	70			
<b>Goal 1Aiii: Improve data and analytics on affordable housing inventory and placements</b>							
<b>Funding Source</b>							
No funding to sub-recipients							
<b>Indicators of Success</b>							
No Indicators of Success							
<b>Priority Need 1B: Make housing more affordable</b>							
<b>Goal 1Bi: Reduce development costs to help leverage local housing resources and serve lower income households</b>							
<b>Funding Source</b>							
No funding to sub-recipients							



Indicators of Success							
No indicators							
<b>Goal 1Bii: Increase affordability of rental housing</b>							
Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount
CDBG-CV	\$0		\$1,597,222				
HOPWA	\$17,333,535	\$3,466,707	\$3,155,915	\$3,466,707	\$3,466,707	\$3,466,707	\$3,466,707
HOPWA-CV	\$0		\$66,667				
HOPWA Competitive	\$0		\$463,667				
HOPWA Competitive-CV	\$0		\$53,153				
General Fund	\$122,335,690	\$13,532,934	\$19,610,989	\$26,324,596	\$22,793,754	\$27,831,745	\$31,852,662
Housing Trust Fund	\$0		\$336,849				
Treasury Rental Assistance	\$0		\$2,941,176				
Other	\$9,800,000	\$3,800,000	\$6,666,667	\$4,000,000	\$1,000,000	\$1,000,000	
<b>Total</b>	<b>\$149,469,225</b>	<b>\$20,799,641</b>	<b>\$34,892,305</b>	<b>\$33,791,303</b>	<b>\$27,260,461</b>	<b>\$32,298,452</b>	<b>\$35,319,369</b>
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 3 Goal	Year 4 Goal	Year 5 Goal
# of residents receiving rental subsidies	1,100	220	1198	220	220	220	220
# of housing subsidies and vouchers for HIV+ households	899	187	187	178	178	178	178
# of LOSP units funded	14,922	2,713	1,342	2,871	2,903	3,200	3,235
<b>Goal 1Biii: Increase opportunities for sustainable homeownership</b>							
Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount

CDBG	\$1,422,120	\$334,520	\$397,720	\$271,900	\$271,900	\$271,900	\$271,900
General Fund	\$5,518,364	\$970,480	\$992,984	\$1,136,971	\$1,136,971	\$1,136,971	\$1,136,971
Housing Trust Fund	\$0		\$105,916				
<b>Total</b>	<b>\$6,940,484</b>	<b>\$1,305,000</b>	<b>\$1,496,620</b>	<b>\$1,408,871</b>	<b>\$1,408,871</b>	<b>\$1,408,871</b>	<b>\$1,408,871</b>
<b>Indicators of Success</b>	<b>5-year Goal</b>	<b>Year 1 Goal</b>	<b>Year 1 ACTUAL</b>	<b>Year 2 Goal</b>	<b>Year 3 Goal</b>	<b>Year 4 Goal</b>	<b>Year 5 Goal</b>
# of residents receiving homeownership education and counseling	16,000	3,200	3,233	3,200	3,200	3,200	3,200
# of residents receiving homeownership counseling services who successfully become homeowners	1,725	345	27	345	345	345	345
# of homeowners who receive post-purchase education and counseling	1,250	250	297	250	250	250	250
# of homeowners who receive legal representation to avoid foreclosure	100	20		20	20	20	20
# of higher-income households, including first responders and educators, who receive DALP	150	30	2	30	30	30	30
# of homebuyers served from previously underserved select demographic populations	45	5		10	10	10	10
<b>Goal 1Biv: Increase access to rental and homeownership housing</b>							
<b>Funding Source</b>	<b>Expected 5-year \$ Amount</b>	<b>Expected Year 1 (2020-2021) \$ Amount</b>	<b>ACTUAL Year 1 (2020-2021) \$ Amount</b>	<b>Expected Year 2 (2021-2022) \$ Amount</b>	<b>Expected Year 3 (2022-2023) \$ Amount</b>	<b>Expected Year 4 (2023-2024) \$ Amount</b>	<b>Expected Year 5 (2024-2025) \$ Amount</b>
CDBG	\$0		\$42,091				
General Fund	\$5,398,268	\$873,624	\$1,251,629	\$1,131,161	\$1,131,161	\$1,131,161	\$1,131,161
Housing Trust Fund	\$5,398,888	\$1,336,376	\$1,347,298	\$1,015,628	\$1,015,628	\$1,015,628	\$1,015,628
Other	\$0		\$37,500				
<b>Total</b>	<b>\$10,797,156</b>	<b>\$2,210,000</b>	<b>\$2,678,518</b>	<b>\$2,146,789</b>	<b>\$2,146,789</b>	<b>\$2,146,789</b>	<b>\$2,146,789</b>

Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 3 Goal	Year 4 Goal	Year 5 Goal
# of residents receiving rental housing education and counseling	18,000	3,600		3,600	3,600	3,600	3,600
# of residents submitting at least one application for a rental housing opportunity	1,000,000	200,000	217,000	200,000	200,000	200,000	200,000
# of residents who successfully move into MOHCD-sponsored affordable housing	3,750	750	491	750	750	750	750
# of new DAHLIA accounts created	120,000	20,000	16,000	25,000	25,000	25,000	25,000
# of leasing agents, lenders and housing counselors who receive training on MOHCD housing programs	1,175	235		235	235	235	235
# of housing education opportunities for HIV+ persons	25	5	5	5	5	5	5
# of HIV+ residents receiving rental housing counseling services who successfully move into MOHCD-sponsored affordable housing	29	5	5	6	6	6	6
# of households receiving rental housing at HOPE SF sites via the HOPE SF Right to Return legislation	65	25		10	10	10	10
<b>Priority Need 1C: Prevent and reduce homelessness</b>							
<b>Goal 1Ci: Improve systems to help each person find the right path to permanent housing</b>							
Funding Source							
See Goal 1CVi for funding							
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 3 Goal	Year 4 Goal	Year 5 Goal
% of successful exits from Coordinated Entry	85%	75%		75%	80%	80%	85%
<b>Goal 1Cii: Reduce homelessness for adults, youth and families</b>							
Funding Source							

See Goal 1Ai for funding for PSH units							
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 3 Goal	Year 4 Goal	Year 5 Goal
# of permanent supportive housing units for adults developed	443	29		305		25	84
# of permanent supportive housing units for youth developed	42			32	10		
# of permanent supportive housing units for families developed	406	110		91	205		
Ratio of homeless families to 6 months average housing placement rate	16	8		5	1	1	1
# of chronic homeless adults	7,288	2,050		2,050	1,069	1,069	1,050
# of homeless youth	3,846	900		900	682	682	682
<b>Goal 1Ciii: Ensure no families with children are unsheltered</b>							
<b>Funding Source</b>							
See Goal 1CVi for Funding							
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 3 Goal	Year 4 Goal	Year 5 Goal
# of unsheltered families	0	0		0	0	0	0
<b>Goal 1Civ: Improve the City's response to street homelessness and end large, long-term encampments</b>							
<b>Funding Source</b>							
See Goal 1CVi for funding							
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 3 Goal	Year 4 Goal	Year 5 Goal
# of large, long-term encampments	0	0		0	0	0	0

Goal 1Cv: Further align MOHCD's work with Department of Homelessness and Supportive Housing							
Funding Source							
No funds to sub-recipient							
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 3 Goal	Year 4 Goal	Year 5 Goal
# of MOHCD placements to HOPWA units	25	5	6	5	5	5	5
Goal 1Cvi: Expand services to prevent homelessness and stabilize housing for formerly homeless households and those at risk of homelessness							
Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount
ESG	\$6,934,855	\$1,386,971		\$1,386,971	\$1,386,971	\$1,386,971	\$1,386,971
General Fund	\$1,200,000,000	\$240,000,000		\$240,000,000	\$240,000,000	\$240,000,000	\$240,000,000
<b>Total</b>	<b>\$1,206,934,855</b>	<b>\$241,386,971</b>		<b>\$241,386,971</b>	<b>\$241,386,971</b>	<b>\$241,386,971</b>	<b>\$241,386,971</b>
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 3 Goal	Year 4 Goal	Year 5 Goal
# of households who reached a problem solving resolution or were diverted from homelessness	15,000	2,000		2,500	3,000	3,500	4,000
Priority Need 1D: Provide services to maintain housing stability							
Goal 1Di: Reduce rate of evictions							
Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount
CDBG	\$17,947,845	\$3,704,618	\$3,714,618	\$3,129,373	\$3,704,618	\$3,704,618	\$3,704,618
CDBG-CV	\$0		\$125,294				

General Fund	\$19,860,286	\$3,557,685	\$7,492,602	\$4,806,551	\$3,737,793	\$3,831,238	\$3,927,019
Housing Trust Fund	\$26,059,584	\$4,860,808	\$5,213,053	\$5,491,908	\$5,106,886	\$5,234,559	\$5,365,423
Treasury Rental Assistance	\$0		\$63,529				
<b>Total</b>	<b>\$63,867,715</b>	<b>\$12,123,111</b>	<b>\$16,609,096</b>	<b>\$13,427,832</b>	<b>\$12,549,297</b>	<b>\$12,770,415</b>	<b>\$12,997,060</b>
<b>Indicators of Success</b>	<b>5-year Goal</b>	<b>Year 1 Goal</b>	<b>Year 1 ACTUAL</b>	<b>Year 2 Goal</b>	<b>Year 3 Goal</b>	<b>Year 4 Goal</b>	<b>Year 5 Goal</b>
# of tenants facing eviction who receive full legal representation	9,800	1,800	1,196	2,000	2,000	2,000	2,000
# of tenants facing eviction able to stay in their current unit	6,100	900		1,300	1,300	1,300	1,300
# of tenants receiving emergency rental assistance to stabilize their housing	18,730	730		4,500	4,500	4,500	4,500
# of tenants receiving Alternative Dispute Resolution (ADR) services	3,800	600		800	800	800	800
# of residents receiving tenants' rights counseling/education	5,700	900		1,200	1,200	1,200	1,200
<b>Goal 1Dii: Increase access to services for residents of public and publicly subsidized housing, RAD projects, HOPWA subsidized housing, and single room occupancy hotels</b>							
<b>Funding Source</b>	<b>Expected 5-year \$ Amount</b>	<b>Expected Year 1 (2020-2021) \$ Amount</b>	<b>ACTUAL Year 1 (2020-2021) \$ Amount</b>	<b>Expected Year 2 (2021-2022) \$ Amount</b>	<b>Expected Year 3 (2022-2023) \$ Amount</b>	<b>Expected Year 4 (2023-2024) \$ Amount</b>	<b>Expected Year 5 (2024-2025) \$ Amount</b>
CDBG	\$4,086,563	\$923,047	\$906,047	\$790,879	\$790,879	\$790,879	\$790,879
General Fund	\$21,296,035	\$3,598,559	\$5,706,096	\$4,424,369	\$4,424,369	\$4,424,369	\$4,424,369
HOPWA	\$0		\$100,000				
HOPWA-CV	\$0		\$170,304				
Housing Trust Fund	\$550,000	\$150,000	\$467,030	\$100,000	\$100,000	\$100,000	\$100,000
Other	\$0		\$160,000				
<b>Total</b>	<b>\$25,932,598</b>	<b>\$4,671,606</b>	<b>\$7,509,477</b>	<b>\$5,315,248</b>	<b>\$5,315,248</b>	<b>\$5,315,248</b>	<b>\$5,315,248</b>

Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 3 Goal	Year 4 Goal	Year 5 Goal
# of HOPE SF and RAD residents participating in community building activities that increase cohesion and trust, provide leadership opportunities, and lead to healthier outcomes for residents	20,000	4,000	16,806	4,000	4,000	4,000	4,000
# of resident leaders who successfully support or lead the implementation of programming at their site	200	40	95	40	40	40	40
# of clients receiving information and referral, service connection and case coordination services	6,500	1,300	2,384	1,300	1,300	1,300	1,300
# of clients engaged in case management, including development of Individual Service Plan	1,500	300	324	300	300	300	300
# of clients who complete at least 50% of the goals from their Individual Service Plan	750	150	224	150	150	150	150
# of clients receiving housing retention services residing in new and existing HOPWA units	899	187	183	178	178	178	178
<b>Goal 1Diii: Provide support for other affordable housing residents to ensure success in their housing placement</b>							
Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount
HOPWA	\$850,000	\$50,000	\$0	\$200,000	\$200,000	\$200,000	\$200,000
<b>Total</b>	<b>\$850,000</b>	<b>\$50,000</b>	<b>\$0</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 3 Goal	Year 4 Goal	Year 5 Goal
# of welcome packets received by new tenants in MOHCD-sponsored affordable housing projects	400	100		0	100	100	100

# of MOHCD affordable housing tenants at risk of eviction that receive notification of eviction support services	8,280	1,024		1,548	1,748	1,930	2,030
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**Goal 1Div: Increase collaboration between healthcare and housing systems by increasing mobility between levels of care (high to low acuity) in residential settings for HIV+ households**

Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount
HOPWA	\$23,295,244	\$2,504,336	\$2,979,712	\$5,197,727	\$5,197,727	\$5,197,727	\$5,197,727
HOPWA-CV	\$0		\$422,667				
General Fund	\$7,096,468	\$1,586,608	\$1,254,249	\$1,377,465	\$1,377,465	\$1,377,465	\$1,377,465
Total	\$30,391,712	\$4,090,944	\$4,656,628	\$6,575,192	\$6,575,192	\$6,575,192	\$6,575,192
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 3 Goal	Year 4 Goal	Year 5 Goal
# of acuity-based assessments for housing placements	477	5	118	118	118	118	118

**Objective 2: Families and Individuals are Resilient and Economically Self-Sufficient**

**Priority Need 2A: Promote workforce development**

**Goal 2Ai: Provide access to employment opportunities across multiple sectors for unemployed and underemployed populations**

Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount
CDBG	\$7,325,145	\$1,465,029	\$1,405,029	\$1,465,029	\$1,465,029	\$1,465,029	\$1,465,029
Leverage dollars (General Funds, other funds) directed to agencies based in NRSA	\$5,800,000	\$2,000,000	\$2,149,471	\$950,000	\$950,000	\$950,000	\$950,000
Total	\$13,125,145	\$3,465,029	\$3,554,500	\$2,415,029	\$2,415,029	\$2,415,029	\$2,415,029



Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 3 Goal	Year 4 Goal	Year 5 Goal
# of unemployed and underemployed residents that successfully enroll into workforce services in aim of securing employment	5,600	1200	1,542	1100	1100	1100	1100
<b>Priority Need 2B: Increase opportunities through improved language access and core skills development</b>							
<b>Goal 2Bi: Improve access to MOHCD programs and services through translation of paper and digital resources</b>							
Funding Source							
No funds to sub-recipients							
Indicators of Success							
No Indicators of Success							
<b>Goal 2Bii: Provide skill development and training resources</b>							
Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount
CDBG	\$2,080,640	\$358,000	\$616,927	\$430,660	\$430,660	\$430,660	\$430,660
General Fund	\$15,857,604	\$3,418,500	\$4,763,321	\$3,109,776	\$3,109,776	\$3,109,776	\$3,109,776
Other	\$0		\$16,667				
<b>Total</b>	<b>\$17,938,244</b>	<b>\$3,776,500</b>	<b>\$5,396,915</b>	<b>\$3,540,436</b>	<b>\$3,540,436</b>	<b>\$3,540,436</b>	<b>\$3,540,436</b>
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 3 Goal	Year 4 Goal	Year 5 Goal
# of clients who receive training in life skills/personal effectiveness, educational skills, ESL, and workplace readiness	19,000	3,800		3,800	3,800	3,800	3,800
# of clients who achieve a high school diploma or GED or enroll in post-secondary education programs	875	175		175	175	175	175

# of clients who enroll in a sector-specific job training program	1,750	350		350	350	350	350
<b>Goal 2Biii: Improve financial literacy and personal finance management</b>							
Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount
CDBG	\$260,000	\$52,000	\$115,000	\$52,000	\$52,000	\$52,000	\$52,000
General Fund	\$2,374,304	\$488,000	\$391,207	\$471,576	\$471,576	\$471,576	\$471,576
<b>Total</b>	<b>\$2,634,304</b>	<b>\$540,000</b>	<b>\$506,207</b>	<b>\$523,576</b>	<b>\$523,576</b>	<b>\$523,576</b>	<b>\$523,576</b>
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 3 Goal	Year 4 Goal	Year 5 Goal
# of clients receiving financial counseling	10,000	2,000		2,000	2,000	2,000	2,000
# of clients who increase savings by at least one week of income	2,075	415		415	415	415	415
# of clients who decrease debt by at least 10%	1,125	225		225	225	225	225
# of clients who increase their credit score by at least 35 points	1,250	250		250	250	250	250
# of clients who open safe and affordable bank accounts	1,000	200		200	200	200	200
# of programs being implemented on-site at RAD and HOPE SF housing developments	30	6	17	6	6	6	6
<b>Goal 2Biv: Improve digital literacy</b>							
Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount
General Fund	\$455,000	\$175,000	\$145,634	\$70,000	\$70,000	\$70,000	\$70,000
<b>Total</b>	<b>\$455,000</b>	<b>\$175,000</b>	<b>\$145,634</b>	<b>\$70,000</b>	<b>\$70,000</b>	<b>\$70,000</b>	<b>\$70,000</b>

Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 3 Goal	Year 4 Goal	Year 5 Goal
# of clients who receive free or low-cost digital devices	1,350	150	357	300	300	300	300
# of clients who receive training in digital skills, including basic digital literacy, online safety, privacy, information literacy, and advanced education or employment related skills	2,250	250	297	500	500	500	500
# of clients in affordable housing with increased access to high-speed internet	13,500	2,700	2,667	2,700	2,700	2,700	2,700
<b>Priority Need 2C: Provide equitable access to civil legal services for immigration and other critical issues</b>							
<b>Goal 2Ci: Increase access to civil legal services</b>							
Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount
CDBG	\$0		\$199,765				
CDBG-CV	\$0		\$17,500				
General Fund	\$58,972,734	\$11,598,742	\$12,235,540	\$11,843,498	\$11,843,498	\$11,843,498	\$11,843,498
Housing Trust Fund	\$2,568,832	\$650,000	\$420,525	\$479,708	\$479,708	\$479,708	\$479,708
<b>Total</b>	<b>\$61,541,566</b>	<b>\$12,248,742</b>	<b>\$12,873,330</b>	<b>\$12,323,206</b>	<b>\$12,323,206</b>	<b>\$12,323,206</b>	<b>\$12,323,206</b>
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 3 Goal	Year 4 Goal	Year 5 Goal
# of clients receiving a limited legal service	21,000	4,200		4,200	4,200	4,200	4,200
# of clients receiving an extended legal service	12,500	2,500		2,500	2,500	2,500	2,500
# of clients who have their civil legal issue successfully resolved	10,000	2,000		2,000	2,000	2,000	2,000
<b>Priority Need 2D: Help households connect to services</b>							

<b>Goal 2Di: Increase access to community-based services</b>							
<b>Funding Source</b>	<b>Expected 5-year \$ Amount</b>	<b>Expected Year 1 (2020-2021) \$ Amount</b>	<b>ACTUAL Year 1 (2020-2021) \$ Amount</b>	<b>Expected Year 2 (2021-2022) \$ Amount</b>	<b>Expected Year 3 (2022-2023) \$ Amount</b>	<b>Expected Year 4 (2023-2024) \$ Amount</b>	<b>Expected Year 5 (2024-2025) \$ Amount</b>
CDBG	<b>\$1,702,000</b>	\$358,000	\$393,667	\$336,000	\$336,000	\$336,000	\$336,000
General Fund	<b>\$24,297,124</b>	\$3,418,500	\$4,183,967	\$5,219,656	\$5,219,656	\$5,219,656	\$5,219,656
<b>Total</b>	<b>\$25,999,124</b>	<b>\$3,776,500</b>	<b>\$4,577,634</b>	<b>\$5,555,656</b>	<b>\$5,555,656</b>	<b>\$5,555,656</b>	<b>\$5,555,656</b>
<b>Indicators of Success</b>	<b>5-year Goal</b>	<b>Year 1 Goal</b>	<b>Year 1 ACTUAL</b>	<b>Year 2 Goal</b>	<b>Year 3 Goal</b>	<b>Year 4 Goal</b>	<b>Year 5 Goal</b>
# of clients receiving information and referral, service connection and case coordination services	<b>20,000</b>	4,000		4,000	4,000	4,000	4,000
# of clients engaged in case management, including development of Individual Service Plan	<b>7,500</b>	1,500		1,500	1,500	1,500	1,500
# of clients who complete at least 50% of the goals from their Individual Service Plan	<b>5,000</b>	1,000		1,000	1,000	1,000	1,000
<b>Objective 3: Communities Have Healthy Physical, Social, and Business Infrastructure</b>							
<b>Priority Need 3A: Enhance community facilities and spaces</b>							
<b>Goal 3Ai: Ensure nonprofit service providers have high quality, stable facilities</b>							
<b>Funding Source</b>	<b>Expected 5-year \$ Amount</b>	<b>Expected Year 1 (2020-2021) \$ Amount</b>	<b>ACTUAL Year 1 (2020-2021) \$ Amount</b>	<b>Expected Year 2 (2021-2022) \$ Amount</b>	<b>Expected Year 3 (2022-2023) \$ Amount</b>	<b>Expected Year 4 (2023-2024) \$ Amount</b>	<b>Expected Year 5 (2024-2025) \$ Amount</b>
CDBG	<b>\$2,121,584</b>	\$196,780	\$91,134	\$481,201	\$481,201	\$481,201	\$481,201
HOPWA	<b>\$11,351,916</b>	\$3,200,992	\$0	\$2,037,731	\$2,037,731	\$2,037,731	\$2,037,731
General Fund	<b>\$174,004</b>	\$0	\$0	\$43,501	\$43,501	\$43,501	\$43,501
Other	<b>\$0</b>		\$700,000				
<b>Total</b>	<b>\$13,647,504</b>	<b>\$3,397,772</b>	<b>\$791,134</b>	<b>\$2,562,433</b>	<b>\$2,562,433</b>	<b>\$2,562,433</b>	<b>\$2,562,433</b>

Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 3 Goal	Year 4 Goal	Year 5 Goal
# of facilities receiving capital improvements	48		2	12	12	12	12
# of facilities receiving capital needs assessments	5	1		1	1	1	1
<b>Goal 3Aii: Enhance public spaces</b>							
Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount
Housing Trust Fund	\$1,500,000	\$0	\$0	\$0	\$500,000	\$500,000	\$500,000
<b>Total</b>	<b>\$1,500,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$500,000</b>
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 3 Goal	Year 4 Goal	Year 5 Goal
# of communities facing increased housing density receiving community amenities	12	0	0	0	4	4	4
<b>Priority Need 3B: Strengthen small businesses and commercial corridors</b>							
<b>Goal 3Bi: Encourage the development and sustainability of thriving locally owned businesses</b>							
Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount
CDBG	\$4,819,328	\$1,088,869	\$1,711,869	\$1,092,439	\$879,340	\$879,340	\$879,340
General Fund	\$15,911,150	\$3,182,230	\$3,309,300	\$3,182,230	\$3,182,230	\$3,182,230	\$3,182,230
<b>Total</b>	<b>\$20,730,478</b>	<b>\$4,271,099</b>	<b>\$5,021,169</b>	<b>\$4,274,669</b>	<b>\$4,061,570</b>	<b>\$4,061,570</b>	<b>\$4,061,570</b>

Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 3 Goal	Year 4 Goal	Year 5 Goal
# of startup businesses assisted	708	160	85	161	129	129	129
# of existing businesses assisted	2,170	490	491	492	396	396	396
# of businesses engaged in a language other than English	220	50	108	50	40	40	40
Total dollar amount value of loans accessed	\$15,490,503	\$3,500,000	\$14,316,084	\$3,511,000	\$2,826,501	\$2,826,501	\$2,826,501
# of loans funded	242	55	473	55	44	44	44
Total dollar amount value of equity invested	\$7,745,753	\$1,750,000	\$7,623,122	\$1,756,000	\$1,413,251	\$1,413,251	\$1,413,251
# of jobs retained via business technical assistance	1,550	350	342	351	283	283	283
# of jobs created via business technical assistance	1,550	350	202	351	283	283	283
# of new businesses established via technical assistance provided	220	50	58	50	40	40	40
# of leases strengthened and businesses stabilized	198	45	63	45	36	36	36
<b>Goal 3Bii: Support the development and sustainability of robust commercial corridors in low-income neighborhoods</b>							
Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount
CDBG	\$1,831,873	\$428,570	\$487,005	\$365,000	\$346,101	\$346,101	\$346,101
General Fund	\$3,747,500	\$749,500	\$1,600,000	\$749,500	\$749,500	\$749,500	\$749,500
Total	\$5,579,373	\$1,178,070	\$2,087,005	\$1,114,500	\$1,095,601	\$1,095,601	\$1,095,601
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 3 Goal	Year 4 Goal	Year 5 Goal
# of SF Shines façade applications completed	26	6	82	5	5	5	5

# tenant improvements completed	26	6	7	5	5	5	5
# of jobs created via business technical assistance	322	75	32	64	61	61	61
# of training workshops offered via business technical assistance	1,282	300	161	256	242	242	242
<b>Priority Need 3C: Support community-driven comprehensive strategies</b>							
<b>Goal 3Ci: Support neighborhood-based planning efforts</b>							
Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount
CDBG	\$856,089	\$180,000		\$240,000	\$145,363	\$145,363	\$145,363
General Fund	\$3,750,000	\$750,000		\$750,000	\$750,000	\$750,000	\$750,000
Other	\$6,100,000	\$1,220,000		\$1,220,000	\$1,220,000	\$1,220,000	\$1,220,000
<b>Total</b>	<b>\$10,706,089</b>	<b>\$2,150,000</b>		<b>\$2,210,000</b>	<b>\$2,115,363</b>	<b>\$2,115,363</b>	<b>\$2,115,363</b>
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 3 Goal	Year 4 Goal	Year 5 Goal
# of community-generated planning processes that lead to measurable benefits for the neighborhood	43	8		9	6	10	10
# of nonprofit organizations that will produce cultural events, arts, cultural activities, and public place keeping projects	115	23		23	23	23	23
# of businesses assisted as part of a community-driven comprehensive strategy (Cultural Districts, neighborhood strategy)	165	35	87	46	28	28	28
# of jobs created via business technical assistance as part of a community-driven comprehensive strategy	142	30	57	40	24	24	24

# of jobs retained via business technical assistance as part of a community-driven comprehensive strategy	142	30	27	40	24	24	24
<b>Goal 3Cii: Support locally-based community building</b>							
Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount
General Fund	\$8,311,636	\$1,154,000	\$4,085,480	\$1,789,409	\$1,789,409	\$1,789,409	\$1,789,409
Other	\$3,000,000	\$3,000,000	\$541,367	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$11,311,636</b>	<b>\$4,154,000</b>	<b>\$4,626,847</b>	<b>\$1,789,409</b>	<b>\$1,789,409</b>	<b>\$1,789,409</b>	<b>\$1,789,409</b>
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 3 Goal	Year 4 Goal	Year 5 Goal
# of community-driven reports completed	50	10		10	10	10	10
<b>Priority Need 3D: Support capacity needs of community-based organizations and professional partners</b>							
<b>Goal 3Di: Increase capacity of community-based organizations</b>							
Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount
CDBG	\$0		\$40,070				
General Fund	\$7,082,650	\$975,886	\$205,534	\$1,526,691	\$1,526,691	\$1,526,691	\$1,526,691
Housing Trust Fund	\$0		\$84,118				
Other	\$0		\$124,533				
<b>Total</b>	<b>\$7,082,650</b>	<b>\$975,886</b>	<b>\$454,255</b>	<b>\$1,526,691</b>	<b>\$1,526,691</b>	<b>\$1,526,691</b>	<b>\$1,526,691</b>
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 3 Goal	Year 4 Goal	Year 5 Goal



# of organizations receiving capacity building and technical assistance	400	80		80	80	80	80
# of organizations who successfully achieved at least one of their capacity building goals, as measured by pre- and post-assessment	75	15		15	15	15	15
<b>Objective 4: Communities At Risk of Displacement Are Stabilized</b>							
<b>Priority Need 4A: Address inequitable impacts of economic growth through anti-displacement measures for residents and businesses</b>							
<b>Goal 4Ai: Implement policies and programs that prioritize current residents</b>							
Funding Source							
No funding to sub-recipients							
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 3 Goal	Year 4 Goal	Year 5 Goal
# of residents who access affordable housing through lottery preference programs	1,250	250		250	250	250	250
# of "Mixed Status Families" stabilized via support services and subsidies	715	130	165	140	145	150	150
<b>Goal 4Aii: Encourage commercial tenants to locate on ground-floor spaces of MOHCD's affordable housing developments</b>							
Funding Source							
No funding to sub-recipients							
Indicators of Success							
No Indicators of Success							
<b>Goal 4Aiii: Reduce displacement of residents and businesses</b>							
Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount
CDBG	\$442,271	\$100,000	\$30,000	\$100,000	\$80,757	\$80,757	\$80,757

General Fund	\$2,186,004	\$975,000	\$543,032	\$302,751	\$302,751	\$302,751	\$302,751
Other	\$300,000	\$300,000	\$0	\$0	\$0	\$0	\$0
Total	\$2,928,275	\$1,375,000	\$573,032	\$402,751	\$383,508	\$383,508	\$383,508
<b>Indicators of Success</b>	<b>5-year Goal</b>	<b>Year 1 Goal</b>	<b>Year 1 ACTUAL</b>	<b>Year 2 Goal</b>	<b>Year 3 Goal</b>	<b>Year 4 Goal</b>	<b>Year 5 Goal</b>
# of tenants receiving emergency rental assistance to stabilize their housing (also in 1Di)	18,730	730		4,500	4,500	4,500	4,500
# of tenants facing eviction able to stay in their current unit (also in 1Di)	6,100	900		1,300	1,300	1,300	1,300
# of households receiving tenant education and counseling	5,700	900		1,200	1,200	1,200	1,200
# of households receiving full-scope eviction defense	9,800	1,800		2,000	2,000	2,000	2,000
# of households receiving other eviction defense services	5,800	1,000		1,200	1,200	1,200	1,200
# of households whose housing crisis was resolved with emergency rental assistance	18,730	730		4,500	4,500	4,500	4,500
# of existing businesses assisted	225	45	52	45	45	45	45
# of eligible Legacy Businesses assisted	50	10	3	10	10	10	10
# existing leases strengthened and businesses stabilized	125	25	39	25	25	25	25
# of activities or projects completed that sustained a neighborhood's art, culture, tradition, way of life, history or overall ecosystem	165	31		32	34	34	34
<b>Priority Need 4B: Ensure economic growth offers benefits to existing communitiesmeasures for residents and businesses</b>							
<b>Goal 4Bi: Require local hiring to the greatest extent possible in MOHCD's projects and programs</b>							
<b>Funding Source</b>							
No funding to sub-recipients							

Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 3 Goal	Year 4 Goal	Year 5 Goal
# of participants who receive job readiness services in HOPE SF and RAD sites	250	50	45	50	50	50	50
# of participants who are placed in jobs at HOPE SF and RAD sites	125	25	19	25	25	25	25
<b>Goal 4Bii: Ensure adequate City services in neighborhoods where MOHCD's affordable housing is located</b>							
Funding Source							
No funding to sub-recipients							
Indicators of Success							
No Indicators of Success							
<b>Goal 4Biii: Implement programs that provide direct benefits resulting from neighborhood-based economic growth to local communities</b>							
Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount
General Fund	\$2,500,000	\$500,000		\$500,000	\$500,000	\$500,000	\$500,000
Other	\$1,500,000	\$300,000		\$300,000	\$300,000	\$300,000	\$300,000
Total	\$4,000,000	\$800,000		\$800,000	\$800,000	\$800,000	\$800,000
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 3 Goal	Year 4 Goal	Year 5 Goal
# of meetings attended by Cultural District stakeholders to provide input and advice to City Departments	70	14		14	14	14	14
# of plans developed to address stabilization and economic growth needs in communities and neighborhoods	24	5		5	2	6	6

Objective 5: The City Works to Eliminate the Causes of Racial Disparities							
Priority Need 5A: Ensure racially equitable access to programs and services, in coordination with other City departments							
Goal 5Ai: Develop specific funding, policies and practices to ensure equitable access to MOHCD and OEWD programs							
Funding Source							
No funding to sub-recipients							
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 3 Goal	Year 4 Goal	Year 5 Goal
# of City staff who attend GARE training workshops	35	7		7	7	7	7
# of staff trained in trauma informed systems and self-care activities	150	50		50	50		
Execution of racial equity analysis in MOHCD RFQ/RFP selection criteria	1	1					
Creation of MOHCD community outreach strategies that address racial disparities, historically underserved populations,cultural competency, and cultural humility	5	1		1	1	1	1
Priority Need 5B: Instill racial equity and trauma-informed values and practices in the work of MOHCD and its partners							
Goal 5Bi: Incorporate cultural competency, trauma-informed systems, and other equity training and resources for MOHCD's partners							
Funding Source							
No funding to sub-recipients							
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 3 Goal	Year 4 Goal	Year 5 Goal
# of partner staff trained in implicit bias, cultural competency, trauma informed systems and equity trainings	50	10	12	10	10	10	10
# of HIV-specific education seminars and trainings	5	1	0	1	1	1	1

# of trainings for community partners hosted by MOHCD and OEWD	5	1	4	1	1	1	1
<b>Goal 5Bii: Incorporate racial equity principles in MOHCD's hiring and promotion practices</b>							
<b>Funding Source</b>							
No funding to sub-recipients							
<b>Indicators of Success</b>	<b>5-year Goal</b>	<b>Year 1 Goal</b>	<b>Year 1 ACTUAL</b>	<b>Year 2 Goal</b>	<b>Year 3 Goal</b>	<b>Year 4 Goal</b>	<b>Year 5 Goal</b>
Execute MOHCD Racial Equity plan	3	1		1	1		
<b>Goal 5Bii: Incorporate racial equity principles in MOHCD's hiring and promotion practices</b>							
<b>Funding Source</b>							
No funding to sub-recipients							
<b>Indicators of Success</b>	<b>5-year Goal</b>	<b>Year 1 Goal</b>	<b>Year 1 ACTUAL</b>	<b>Year 2 Goal</b>	<b>Year 3 Goal</b>	<b>Year 4 Goal</b>	<b>Year 5 Goal</b>
Execute MOHCD Racial Equity plan	3	1		1	1		
Implement changes to MOHCD internal policies	5	1		1	1	1	1
Inclusion of Trauma Champions, Catalysts, and Leaders in MOHCD's Racial Equity Working group	15	3	3	3	3	3	3

**Table 1 - Accomplishments – Program Year & Strategic Plan to Date**

**Assess how the jurisdiction's use of funds, particularly CDBG, addresses the priorities and specific objectives identified in the plan, giving special attention to the highest priority activities identified.**

In program year 2020-2021, CDBG, ESG, HOME and HOPWA investments were made in the following program areas:

- CDBG and HOME Affordable Housing Development;
- CDBG Capital Projects;
- CDBG Economic Development;
- CDBG Planning and Capacity Building;
- CDBG Public Services;
- ESG Rapid Re-Housing, Homeless Prevention and Emergency Shelter; and
- HOPWA Capital Projects, Rental Assistance Program and Supportive Services and Operating Subsidies.

Over the course of the 2020-2021 program year, San Francisco strategically used housing and community development funds, including CDBG, ESG, HOME and HOPWA funds, to support affordable housing; support public housing developments; support housing for people with AIDS; renovate and develop community facilities; improve ADA access to community facilities; deliver timely, relevant and effective social services; provide low-income residents with employment readiness skills; support the placement of residents in jobs that pay living wages; provide housing-related services including tenant rights counseling, eviction prevention counseling, tenant-based rental assistance and homeownership counseling; deliver services that help to prevent homelessness; provide shelter and essential social services to homeless individuals and families; and assist small businesses and micro-enterprises. Additionally, CDBG funds were used to support nonprofit organizational capacity building.

Select highlights of the 2020-2021 program year specific to the use of federal funding include:

- 687 units of affordable housing were funded to be created
- 391 existing affordable housing units were funded to be preserved
- Two capital projects were funded, of which one was funded with CDBG
- More than 40,000 individuals received a wide range of services, including eviction prevention, assistance with finding and applying for housing, and housing and homebuying counseling;
  - 9,816 individuals received CDBG-funded public services;
  - 505 households received HOPWA-funded housing assistance, of which 402 were in San Francisco;
- Significant progress towards the five-year goals for the six NRSAs;
- The City's leveraging of significant resources through public, private and not for profit support of programs that strengthen and optimize federal funds;
- Increased coordination of services; and
- Improved monitoring and management of sub-recipients.

In general, housing and community development activities that were implemented during program year 2020-2021 served the identified needs. The five-year funding and indicators of success table above shows 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.

## CR-15 - Resources and Investments 91.520(a)

Identify the resources made available

Sources of Funds	Resources Made Available
CDBG	\$10,267,179
CDBG-CV	\$1,740,016
HOME	\$0
HOPWA	\$3,440,728
HOPWA-CV	\$659,637
HOPWA Competitive	\$463,667
HOPWA Competitive-CV	\$53,153
ESG	\$1,423,716
Other - General Obligation Bond	\$102,333,612
Other - Housing Impact Fees	\$21,884,931
Other - Low-Mod Income Housing Asset Fund	\$7,301,604
Other - Local General Fund	\$132,645,289
Other - Local Housing Trust Fund	\$12,000,917
Other - Treasury Rental Assistance	\$3,004,706
Other Funds	\$13,941,120
<b>Total</b>	<b>\$311,160,277</b>

Table 2a – Resources Made Available by Funding Source

Program Areas	Resources Made Available
Capital Improvements to Public Facilities	\$791,134
Downpayment Assistance	\$6,837,381
Economic Development	\$2,515,717
Multi-Family Housing Development	\$210,474,779
Planning and Organizational Capacity Building	\$5,081,102
Public Services	\$85,460,164
<b>Total</b>	<b>\$311,160,277</b>

Table 3b – Resources Made Available by Program Area

### Narrative

Tables 3a and 3b above show all resources that were made available during program year 2020-2021 by funding source and by program area, respectively.



## Identify the geographic distribution and location of investments

Target Area	Planned Percentage of Allocation	Actual Percentage of Allocation	Narrative Description
Bayview Hunters Point	10%	6%	See below
Chinatown	10%	1%	See below
Mission	10%	18%	See below
South of Market	10%	18%	See below
Tenderloin	10%	14%	See below
Visitacion Valley	10%	0%	See below

**Table 3 – Identify the geographic distribution and location of investments**

## Narrative

### Bayview Hunters Point

The following are the priority activities that will be carried out under the 2020-2024 Consolidated Plan in the Bayview Hunter's Point NRSA, organized by the Plan's Objectives and Priority Needs.

#### Objective 1: Families and Individuals are Stably Housed

- Priority Need 1A: Develop and maintain accessible and affordable housing
  - Continue to implement affordable housing components of HOPE SF at Hunters View and Alice Griffith
  - Complete 28 new affordable housing projects currently in the development pipeline for the neighborhood, which will add 1,513 of affordable housing
- Priority Need 1B: Made housing more affordable
  - Robustly funded Homeownership counseling programs based in the neighborhood
  - Robustly funded home modification programs that focus on helping low-income homeowners (a significant population in Bayview Hunters Point) modify and be able to stay in their homes
  - Robustly funded Rental Housing Counseling programs based in the neighborhood
- Priority Need 1C: Worked to prevent and reduce homelessness
  - Reduced the inflow of households entering the homeless response system by engaging in diversion or funding prevention services
  - Maintained support to homeless outreach, shelters and social services for people actively experiencing homelessness in the southeast sector
  - Increased the outflow from the homeless response system by supporting the development of affordable housing and rental assistance
- Priority Need 1D: Provided services to maintain housing stability
  - Provided robust support for RAD Family Services projects at Hunters Point East, Hunters Point West, and Westbrook housing developments
  - Provided robust support for HOPE SF Housing Retention and Case Management services

- Locate other key services, such as tenant counseling and eviction prevention, legal services, financial education and counseling, on-site at HOPE SF and RAD projects
- Continued to support community building and resident leadership development programs
- Supported Tenant Right to Counsel providers based in the neighborhood, to ensure that residents have access to full scope legal representation when facing eviction

Objective 2: Families and Individuals are Resilient and Economically Self-Sufficient

- Priority Need 2A: Promote workforce development
  - Provide a full range of employment and training services through The Bayview-Hunters Point Job Center, including
    - o Job readiness workshops, job search assistance, career planning and connections to employment.
    - o Certifications and license(s) attainment assistance to enhance employment.
    - o Outreach, hiring and training of residents for HOPE SF housing sites in BVHP.
    - o Open computer lab with staff assistance available.
    - o Targeted outreach to neighborhood seniors and older adults for employment assistance.
  - Support Bayview-Hunters Point organizations for youth workforce services. This includes sector services, youth development for the workforce, barrier removal services and paid internship opportunities.
- Priority Need 2B: Increased opportunities through improved language access and core skills development
  - Supported skills development programs in areas including life skills and personal effectiveness, educational skills (including GED and diploma programs), English as a Second Language training, and workplace readiness skills
  - Supported programs that create clear pathways to more advanced training opportunities, including post-secondary educational programs, more advanced ESL programming at San Francisco City College, and sector-specific job training programs through OEWD and other entities
  - Ensured that skill development programs based in Bayview Hunters Point are funded, and that these programs are accessible to RAD and HOPE SF residents,
  - Supported financial counseling and education, including intensive one-on-one financial coaching; ensure that these services are located in Bayview Hunters Point including on-site at HOPE SF and RAD housing sites
  - Supported digital literacy programs, including programs that provide Internet access and assist with digital literacy for affordable housing residents and sites, especially at HOPE SF and RAD housing sites
- Priority Need 2C: Provided equitable access to civil legal services for immigration and other critical issues
  - Ensured that a comprehensive civil legal services provider is located in Bayview Hunters Point, and that residents have access to legal counseling and representation in a wide range of crucial legal areas
- Priority Need 2D: Helped households connect to services

- Supported a comprehensive continuum of services including enhanced information and referral, service connection to identify and meet short-term client goals, case management to address more complex and/or longer term needs, and case coordination to coordinate services for a client between multiple providers and systems. Ensure that these services are located in the Bayview.

#### Objective 3: Communities Have Healthy Physical, Social and Business Infrastructure

- Priority Need 3A: Enhanced community facilities
  - Ensured nonprofit service providers have high quality, stable facilities
- Priority Need 3B: Strengthen small businesses and commercial corridors
  - Continue to provide business technical assistance through community partners
  - Support economic revitalization and façade improvement efforts along the Third Street Commercial Corridor- Evans to Jamestown Avenues
  - Led 6 month community engagement process to develop and prioritize goals in the Cultural District strategy
- Priority Need 3C: Supported community-driven comprehensive strategies
  - Through the African American Arts and Cultural District in Bayview Hunters Point, provided infrastructure for the community to launch, lead, and determine its own cultural stabilization strategies, with extensive support from City Agencies
  - Supported neighborhood planning processes focused on Bayview Hunters Point, including supporting convening of nonprofits services in Southeast San Francisco, and collaboratives of organizations led by underrepresented populations (including African-American led organizations)
- Priority Need 3D: Supported capacity needs of community-based organizations and MOHCD professional partners
  - Built organizational capacity of MOHCD's Bayview Hunters Point grantees/providers through outreach, relationship building and recruitment, organizational assessments, trainings and coaching, cohort-based and project-based work, subject matter experts, and other technical assistance methodologies

#### Objective 4: Communities At Risk of Displacement are Stabilized

- Priority Need 4A: Address inequitable impacts of economic growth through anti-displacement measures for residents and businesses
  - Leverage African-American Arts & Cultural District to support anti-displacement policies
  - Play a key role in strategy and program development, coordinating resources for small businesses and property owners, supporting inter-agency and community collaborations, and facilitate community engagement for the Bayview/Third Street Corridor merchants
- Priority Need 4B: Ensure economic growth offers benefits to existing communities
  - Coordinate with OEWD for job readiness and job placement on affordable housing projects
  - Continue to support job readiness and placement for RAD and HOPE SF projects
  - Coordinated Cultural District programming with other community development

initiatives to provide maximum economic benefit to neighborhood residents

### **Chinatown**

The following are the priority activities that will be carried out under the Consolidated Plan in the Chinatown NRSA, organized by the Plan's Objectives and Priority Needs.

#### **Objective 1: Families and Individuals are Stably Housed**

- **Priority Need 1A: Develop and maintain accessible and affordable housing**
  - Completed Ping Yuen North RAD rehabilitation project, providing 199 affordable units
  - Complete 772 Pacific Avenue project, providing an estimated 49 affordable units
- **Priority Need 1B: Made housing more affordable**
  - Robustly funded Homeownership counseling programs that can serve neighborhood residents, including monolingual Chinese speakers
  - Robustly funded Rental Housing Counseling programs based in the neighborhood, and ones that can serve neighborhood residents, including monolingual Chinese speakers
- **Priority Need 1C: Worked to prevent and reduce homelessness**
  - Reduced the inflow of households entering the homeless response system by engaging in diversion or funding prevention services
  - Maintained support to homeless outreach, shelters and social services for people actively experiencing homelessness in the northwest sector
  - Increased the outflow from the homeless response system by supporting the development of affordable housing and rental assistance
- **Priority Need 1D: Provided services to maintain housing stability**
  - Provided robust support for RAD Family Services projects at Ping Yuen and Ping Yuen North
  - Ensured that other key services, such as tenant counseling and eviction prevention, legal services, financial education and counseling, are accessible to residents of these RAD projects
  - Continued to support community building and resident leadership development programs
  - Supported Tenant Right to Counsel providers based in the neighborhood, to ensure that residents have access to full scope legal representation when facing eviction
  - Supported tenant counseling and education organizations based in the neighborhood

#### **Objective 2: Families and Individuals are Resilient and Economically Self-Sufficient**

- **Priority Need 2A: Promote workforce development**
  - Provide employment and training services to local residents through the Chinatown Job Center, including:
    - o Job readiness workshops, job search assistance, career planning and connections to employment opportunities.
    - o Services in English, Spanish, Cantonese, and Mandarin.
    - o Career pathways programs for older adults
    - o Additional targeted outreach in two public housing sites in Chinatown.

- Sector trainings in both Health Care and Hospitality, to provide residents with skills and training to enter these industries.
  - Additional Workforce partners specialize in providing general workforce services to newly arrived immigrants to help them successfully integrate in the workforce.
- Priority Need 2B: Increased opportunities through improved language access and core skills development
- Supported skills development programs in areas including life skills and personal effectiveness, educational skills (including GED and diploma programs), English as a Second Language training, and workplace readiness skills, and that these are accessible to recent immigrants, LEP and monolingual residents
  - Supported programs that create clear pathways to more advanced training opportunities, including post-secondary educational programs, more advanced ESL programming at San Francisco City College, and sector-specific job training programs through OEWD and other entities
  - Ensured that skill development programs based in Chinatown are supported, and that these programs are accessible to RAD residents
  - Supported financial counseling and education, including intensive one-on-one financial coaching; ensure that financial counseling services are available in Chinatown
  - Supported digital literacy programs, including programs that provide Internet access and assist with digital literacy for affordable housing residents and sites, especially at RAD housing sites
- Priority Need 2C: Provided equitable access to civil legal services for immigration and other critical issues
- Ensured that civil legal services providers are located in Chinatown, and that residents have access to legal counseling and representation in a wide range of crucial legal areas, and in the necessary languages
- Priority Need 2D: Helped households connect to services
- Supported a comprehensive continuum of services including enhanced information and referral, service connection to identify and meet short-term client goals, case management to address more complex and/or longer term needs, and case coordination to coordinate services for a client between multiple providers and systems; ensure that these services are available in needed languages, and that appropriate translation services are accessible; ensure that services are based in Chinatown.

### Objective 3: Communities Have Healthy Physical, Social and Business Infrastructure

- Priority Need 3B: Strengthen small businesses and commercial corridors
- Expand services to existing businesses to help them stay and grow in the Central Subway Station and Grant Avenue area
  - Provide support to and invest in local revitalization and marketing initiatives
- Priority Need 3C: Supported community-driven comprehensive strategies
- Supported work of the API Council to convene and coordinate efforts of organizations that serve Chinatown and other API communities

- Supported work of the API Council to convene and coordinate efforts of organizations that serve Chinatown and other API communities
- Priority Need 3D: Supported capacity needs of community-based organizations and MOHCD professional partners
  - Built organizational capacity of MOHCD's Chinatown grantees/providers through outreach, relationship building and recruitment, organizational assessments, trainings and coaching, cohort-based and project-based work, subject matter experts, and other technical assistance methodologies

#### Objective 4: Communities At Risk of Displacement are Stabilized

- Priority Need 4A: Address inequitable impacts of economic growth through anti-displacement measures for residents and businesses
  - OEWD Corridor Manager will provide business engagement and vacancy tracking
- Priority Need 4B: Ensure economic growth offers benefits to existing communities
  - Coordinate with OEWD for job readiness and job placement on affordable housing projects
  - Continue to support job readiness and placement for RAD projects
  - Economic Development activities focusing on vacancy activation, including short-term "pop up" businesses and improvements to attract long-term tenants

### **Mission**

The following are the priority activities that will be carried out under the Consolidated Plan in the Mission NRSA, organized by the Plan's Objectives and Priority Needs.

#### Objective 1: Families and Individuals are Stably Housed

- Priority Need 1A: Develop and maintain accessible and affordable housing
  - 34 new affordable housing projects currently in development in the neighborhood, which will add 1,429 units of affordable housing
  - This includes primarily new construction, along with small sites acquisition, rehabilitation, and inclusionary housing
- Priority Need 1B: Made housing more affordable
  - Robustly funded Homeownership counseling programs based in the neighborhood
  - Robustly funded Rental Housing Counseling programs based in the neighborhood
  - Continue and complete Bernal Dwellings RAD rehabilitation project, providing affordable 160 units
- Priority Need 1C: Prevented and reduced homelessness
  - Reduced the inflow of households entering the homeless response system by engaging in diversion or funding prevention services
  - Maintained support to homeless outreach, shelters and social services for people actively experiencing homelessness in the Mission
  - Increased the outflow from the homeless response system by supporting the development of affordable housing and rental assistance

- Priority Need 1D: Provided services to maintain housing stability
  - Supported Tenant Right to Counsel providers based in the neighborhood, to ensure that residents have access to full scope legal representation when facing eviction
  - Support tenant counseling and education organizations based in the neighborhood

Objective 2: Families and Individuals are Resilient and Economically Self-Sufficient

- Priority Need 2A: Promote workforce development
  - Provided virtual employment and training services to local residents, through the Mission Job Center due to COVID, including:
    - o Job readiness workshops, job search assistance, career planning and connections to employment opportunities.
    - o Services in English and Spanish.
    - o Career pathways programs for public housing residents, and targeted outreach in five public housing sites in the Mission.
    - o Training for tech careers and office administration.
  - Additional Mission-based Workforce partners specialize in providing workforce and training services in hospitality and healthcare.
- Priority Need 2B: Increased opportunities through improved language access and core skills development
  - Supported skills development programs in areas including life skills and personal effectiveness, educational skills (including GED and diploma programs), English as a Second Language training, and workplace readiness skills
  - Supported programs that create clear pathways to more advanced training opportunities, including post-secondary educational programs, more advanced ESL programming at San Francisco City College, and sector-specific job training programs through OEWD and other entities
  - Ensured that skill development programs based in the Mission are funded, and that these programs are accessible to RAD residents
  - Supported financial counseling and education, including intensive one-on-one financial coaching; ensure that these services are located in the Mission
  - Supported digital literacy programs, including programs that provide Internet access and assist with digital literacy for affordable housing residents and sites, especially at RAD housing sites in the Mission
- Priority Need 2C: Provided equitable access to civil legal services for immigration and other critical issues
  - Ensured that civil legal services providers are located in the Mission, and that residents have access to legal counseling and representation in a wide range of crucial legal areas, and in the necessary languages
  - Due to large number of immigrant families, ensured that legal services are available to them in the neighborhood, and in the necessary languages
- Priority Need 2D: Helped households connect to services
  - Supported a comprehensive continuum of services including enhanced information and referral, service connection to identify and meet short-term client goals, case

management to address more complex and/or longer term needs, and case coordination to coordinate services for a client between multiple providers and systems; ensure that these services are available in needed languages (including Spanish as well as Mayan and other indigenous languages), that appropriate translation services are accessible, and that providers are located in the Mission

#### Objective 3: Communities Have Healthy Physical, Social and Business Infrastructure

- Priority Need 3A: Enhanced community facilities
  - Ensured Mission nonprofit service providers have high quality, stable facilities
- Priority Need 3B: Strengthen small businesses and commercial corridors
  - Provide small businesses with individualized technical assistance through community partners
  - Support neighborhood events to attract people to the corridor, fill vacancies, improve business storefronts, and conduct business outreach and tailored business services
- Priority Need 3C: Supported community-driven comprehensive strategies
  - Leveraged Mission 2020 and Mission Promise Zone planning processes
  - Strengthened economic development strategies and activities in community-driven plans
- Priority Need 3D: Supported capacity needs of community-based organizations and MOHCD professional partners
  - Built organizational capacity of MOHCD's Mission neighborhood grantees/providers through outreach, relationship building and recruitment, organizational assessments, trainings and coaching, cohort-based and project-based work, subject matter experts, and other technical assistance methodologies

#### Objective 4: Communities at Risk of Displacement are Stabilized

- Priority Need 4A: Addressed inequitable impacts of economic growth through anti-displacement measures for residents and businesses
  - Leverage Calle 24 Latino/a Cultural District to support anti-displacement policies
  - Look to the Mission Action Plan as a guide for implementing strategies that reduce displacement and seek stabilization
- Priority Need 4B: Ensured economic growth offers benefits to existing communities
  - Calle 24 Latino/a Cultural District will be an economically vibrant community that is inclusive of diverse income households and businesses that together compassionately embrace the unique Latino/a heritage and cultures of 24th Street and that celebrate Latino/a cultural events, foods, businesses, activities, art and music.
  - Coordinate with OEWD for job readiness and job placement on affordable housing projects
  - Continue to support job readiness and placement for RAD projects



## **South of Market**

The following are the priority activities that will be carried out under the Consolidated Plan in the South of Market NRSA, organized by the Plan's Objectives and Priority Needs.

### **Objective 1: Families and Individuals are Stably Housed**

- **Priority Need 1A: Develop and maintain accessible and affordable housing**
  - Complete 31 new affordable housing projects currently in development in the neighborhood, which will add 1,170 units of affordable housing
  - Includes new construction, rehabilitation, and inclusionary units
  - Includes both rental and homeownership opportunities
- **Priority Need 1B: Made housing more affordable**
  - Robustly funded Homeownership counseling programs based in the neighborhood
  - Robustly funded Rental Housing Counseling programs based in the neighborhood
- **Priority Need 1C: Worked to prevent and reduce homelessness**
  - Reduced the inflow of households entering the homeless response system by engaging in diversion or funding prevention services
  - Maintained support to homeless outreach, shelters and social services for people actively experiencing homelessness in SOMA
  - Increased the outflow from the homeless response system by supporting the development of affordable housing and rental assistance
- **Priority Need 1D: Provided services to maintain housing stability**
  - Supported Tenant Right to Counsel providers based in the neighborhood, to ensure that residents have access to full scope legal representation when facing eviction
  - Supported tenant counseling and education organizations based in the neighborhood

### **Objective 2: Families and Individuals are Resilient and Economically Self-Sufficient**

- **Priority Need 2A: Promote workforce development**
  - Provided employment and training services virtually to local residents through the SOMA Job Center, due to COVID including:
    - o Job readiness workshops, job search assistance, career planning and connections to employment opportunities.
    - o Access to paid training and on the job training opportunities.
    - o Partnerships with other city/state agencies that offer public assistance, disability and unemployment services.
  - Additional SOMA-based Workforce partners specialized in providing workforce and training services to veterans and those with developmental disabilities.
- **Priority Need 2B: Increased opportunities through improved language access and core skills development**
  - Supported skills development programs in areas including life skills and personal effectiveness, educational skills (including GED and diploma programs), English as a Second Language training, and workplace readiness skills
  - Supported programs that create clear pathways to more advanced training opportunities, including post-secondary educational programs, more advanced ESL

programming at San Francisco City College, and sector-specific job training programs through OEWD and other entities

- Ensured that skill development programs based in SOMA are funded
- Priority Need 2C: Provided equitable access to civil legal services for immigration and other critical issues
  - Ensured that civil legal services providers are located in SOMA, and that residents have access to legal counseling and representation in a wide range of crucial legal areas, and in the necessary languages
- Priority Need 2D: Helped households connect to services
  - Supported a comprehensive continuum of services including enhanced information and referral, service connection to identify and meet short-term client goals, case management to address more complex and/or longer term needs, and case coordination to coordinate services for a client between multiple providers and systems; ensure that these services are available in needed languages, and that appropriate translation services are accessible; ensure that these providers are located in SOMA

#### Objective 3: Communities Have Healthy Physical, Social and Business Infrastructure

- Priority Need 3A: Enhanced community facilities
  - Ensured SOMA nonprofit service providers have high quality, stable facilities
- Priority Need 3B: Strengthen small businesses and commercial corridors
  - Provide business retention & attraction services for neighborhood-serving businesses on the Sixth Street action zone
  - Complete 6<sup>th</sup> Street Pedestrian Safety Project, to make street safer, more accessible, and more attractive; provide construction mitigation support
  - Foster events and activations to strengthen foot traffic and build community
- Priority Need 3C: Supported community-driven comprehensive strategies
  - Implemented and refreshed Mayor's Central Market/Tenderloin Strategy, which includes SOMA
  - Supported Cultural District planning and strategies
  - Supported block specific groups and strategies, such as on Stevenson and Jessie Street
- Priority Need 3D: Supported capacity needs of community-based organizations and MOHCD professional partners
  - Built organizational capacity of MOHCD's SOMA neighborhood grantees/providers through outreach, relationship building and recruitment, organizational assessments, trainings and coaching, cohort-based and project-based work, subject matter experts, and other technical assistance methodologies

#### Objective 4: Communities At Risk of Displacement are Stabilized

- Priority Need 4A: Addressed inequitable impacts of economic growth through anti-displacement measures for residents and businesses
  - Leveraged two cultural districts in this neighborhood:

- o SoMa Pilipinas – Filipino Cultural District, whose mission is to prevent the displacement of the Filipino community, protect its historic and cultural assets, help develop and sustain its legacy institutions and support its anchor community organizations, while improving the living conditions of the whole community.
  - o Leather and LGBTQ+ Cultural District, whose mission is to preserve, advance, and promote San Francisco’s Leather and LGBTQ+ Cultural District as a local, national, and international resource, and as a culturally and commercially enriched neighborhood and district.
- Priority Need 4B: Ensure economic growth offers benefits to existing communities
    - Leveraged Central SOMA cultural preservation and community services for current residents
    - Coordinate with OEWD for job readiness and job placement on affordable housing projects
    - Continue to support job readiness and placement for RAD projects

### **Tenderloin**

The following are the priority activities that will be carried out under the Consolidated Plan in the Tenderloin NRSA, organized by the Plan’s Objectives and Priority Needs.

#### **Objective 1: Families and Individuals are Stably Housed**

- Priority Need 1A: Develop and maintain accessible and affordable housing
  - Complete 22 new affordable housing projects currently in development in the neighborhood, which will add 1,265 units of affordable housing
  - Includes new construction, rehabilitation, and inclusionary units
  - Includes both rental and homeownership opportunities
- Priority Need 1B: Made housing more affordable
  - Robustly funded Homeownership counseling programs based in the neighborhood
  - Robustly funded Rental Housing Counseling programs based in the neighborhood
- Priority Need 1C: Worked to prevent and reduce homelessness
  - Reduced the inflow of households entering the homeless response system by engaging in diversion or funding prevention services
  - Maintained support to homeless outreach, shelters and social services for people actively experiencing homelessness in the Tenderloin
  - Increased the outflow from the homeless response system by supporting the development of affordable housing and rental assistance
- Priority Need 1D: Provided services to maintain housing stability
  - Supported Tenant Right to Counsel providers based in the neighborhood, to ensure that residents have access to full scope legal representation when facing eviction
  - Supported tenant counseling and education organizations based in the neighborhood

#### **Objective 2: Families and Individuals are Resilient and Economically Self-Sufficient**

- Priority Need 2A: Promote workforce development

- Provide employment and training services to local residents through the Tenderloin Job Center, including:
    - o Job readiness workshops, job search assistance, career planning and connections to employment opportunities.
    - o Services/information in English, Spanish and Vietnamese.
    - o Assistance with employment barrier removal such as basic computer, substance abuse and temporary housing.
  - Additional Tenderloin-based Workforce partners specialize in providing workforce and training services to the Vietnamese community, to residents wanting tech training/employment and working the hotel lobby/hospitality industry.
- Priority Need 2B: Increased opportunities through improved language access and core skills development
- Supported skills development programs in areas including life skills and personal effectiveness, educational skills (including GED and diploma programs), English as a Second Language training, and workplace readiness skills
  - Supported programs that create clear pathways to more advanced training opportunities, including post-secondary educational programs, more advanced ESL programming at San Francisco City College, and sector-specific job training programs through OEWD and other entities
  - Ensured that skill development programs based in the Tenderloin are funded
- Priority Need 2C: Provided equitable access to civil legal services for immigration and other critical issues
- Ensured that civil legal services providers are located in the Tenderloin, and that residents have access to legal counseling and representation in a wide range of crucial legal areas, and in the necessary languages
- Priority Need 2D: Helped households connect to services
- Supported a comprehensive continuum of services including enhanced information and referral, service connection to identify and meet short-term client goals, case management to address more complex and/or longer term needs, and case coordination to coordinate services for a client between multiple providers and systems; ensure that these services are available in needed languages, and that appropriate translation services are accessible; ensure that these providers are located in the Tenderloin

### Objective 3: Communities Have Healthy Physical, Social and Business Infrastructure

- Priority Need 3A: Enhanced community facilities
- Ensured Tenderloin nonprofit service providers have high quality, stable facilities
- Priority Need 3B: Strengthen small businesses and commercial corridors
- Continue to increase efficiency of technical business assistance
  - Continue business attraction efforts that provide affordable goods and services; use SF Shines façade and tenant improvement grants to help facilitate this.
  - Support efforts to upgrade the exterior of commercial buildings and undertake efforts to bring positive activation to storefronts and sidewalks

- Priority Need 3C: Support community-driven comprehensive strategies
  - Participation on block groups, such as Golden Gate Safety Group, to support small businesses and residents and address safety and security concerns
- Priority Need 3D: Supported capacity needs of community-based organizations and MOHCD professional partners
  - Built organizational capacity of MOHCD's Tenderloin neighborhood grantees/providers through outreach, relationship building and recruitment, organizational assessments, trainings and coaching, cohort-based and project-based work, subject matter experts, and other technical assistance methodologies

**Objective 4: Communities At Risk of Displacement are Stabilized**

- Priority Need 4A: Addressed inequitable impacts of economic growth through anti-displacement measures for residents and businesses
  - Leveraged Compton's Transgender Cultural District to address displacement of this community
  - The mission of the district is to create an urban environment that fosters the rich history, culture, legacy, and empowerment of transgender people and its deep roots in the southeastern Tenderloin neighborhood.
  - The transgender district aims to stabilize and economically empower the transgender community through ownership of homes, businesses, historic and cultural sites, and safe community spaces.
- Priority Need 4B: Ensure economic growth offers benefits to existing communities
  - Coordinate with OEWD for job readiness and job placement on affordable housing projects
  - Continue to support job readiness and placement for RAD projects

**Visitation Valley**

The following are the priority activities that were carried out under the Consolidated Plan in the Visitation Valley NRSA, organized by the Plan's Objectives and Priority Needs.

**Objective 1: Families and Individuals are Stably Housed**

- Priority Need 1A: Develop and maintain accessible and affordable housing
  - Continue phased construction and development of Sunnydale HOPE SF mixed-income housing
    - 775 public housing replacement units will be constructed within 12 buildings on site, along with 196 affordable units (set at 60% AMI, selected through lottery process)
    - Each building will be 75% replacement units and 25% affordable units
    - Completed leasing up Parcel Q, the first development, with 55 units
    - Continue and complete Block 6 construction and lease up with 167 units
    - Block 3, with about 150 units of affordable housing, and the Community Center will both start construction in 2023
- Priority Need 1C: Prevented and reduced homelessness
  - Reduced the inflow of households entering the homeless response system by engaging in diversion or funding prevention services

- Maintained support to homeless outreach, shelters and social services for people actively experiencing homelessness in Visitacion Valley
- Increased the outflow from the homeless response system by supporting the development of affordable housing and rental assistance
- Priority Need 1D: Provided services to maintain housing stability
  - Supported Tenant Right to Counsel providers based in the neighborhood, to ensure that residents have access to full scope legal representation when facing eviction
  - Supported tenant counseling and education organizations based in the neighborhood

Objective 2: Families and Individuals are Resilient and Economically Self-Sufficient

- Priority Need 2A: Promote workforce development
  - Provided employment and training services virtually to local residents through the Visitacion Valley Job Center due to COVID, including:
    - o Job readiness workshops, job search assistance, career planning, public computer access, and connections to employment opportunities.
    - o Services/information in English, Spanish and Chinese.
    - o Assistance with employment opportunities at San Francisco Airport.
    - o Assistance with driving opportunities with San Francisco Muni.
  - OEWD partners with Visitacion Valley based partners who prioritized providing workforce and training services to residents under the HOPE SF program.
- Priority Need 2B: Increased opportunities through improved language access and core skills development
  - Supported skills development programs in areas including life skills and personal effectiveness, educational skills (including GED and diploma programs), English as a Second Language training, and workplace readiness skills
  - Supported programs that create clear pathways to more advanced training opportunities, including post-secondary educational programs, more advanced ESL programming at San Francisco City College, and sector-specific job training programs through OEWD and other entities
  - Ensured that skill development programs are based in Visitacion Valley, and can provide services to diverse population (including services in English, Spanish and Chinese)
- Priority Need 2C: Provided equitable access to civil legal services for immigration and other critical issues
  - Ensured that civil legal services providers have regular presence in Visitacion Valley, and that residents have access to legal counseling and representation in a wide range of crucial legal areas, and in the necessary languages
- Priority Need 2D: Helped households connect to services
  - Supported a comprehensive continuum of services including enhanced information and referral, service connection to identify and meet short-term client goals, case management to address more complex and/or longer term needs, and case coordination to coordinate services for a client between multiple providers and systems; ensure that these services are available in needed languages, and that appropriate translation services are accessible; ensure that these providers are located in Visitacion

## Valley

### Objective 3: Communities Have Healthy Physical, Social and Business Infrastructure

- Priority Need 3A: Enhanced community facilities
  - Ensured Visitacion Valley nonprofit service providers have high quality, stable facilities
- Priority Need 3B: Strengthen small businesses and commercial corridors
  - Continue to provide small businesses with individualized technical assistance through community partners
  - Continue supporting neighborhood events to attract people to the Leland Street corridor, fill vacancies, improve business storefronts, and conduct business outreach and tailored business services
- Priority Need 3D: Support capacity needs of community-based organizations and MOHCD professional partners
  - Build organizational capacity of MOHCD's Visitacion Valley neighborhood grantees/providers through outreach, relationship building and recruitment, organizational assessments, trainings and coaching, cohort-based and project-based work, subject matter experts, and other technical assistance methodologies

### Objective 4: Communities At Risk of Displacement are Stabilized

- Priority Need 4A: Address inequitable impacts of economic growth through anti-displacement measures for residents and businesses
  - Leveraged Cultural Districts to support anti-displacement policies
  - Increase access to resources for small businesses in low-income neighborhoods that want to stay in San Francisco
  - Provide technical assistance and access to resources to existing business to support their stabilization and growth within the neighborhood.
- Priority Need 4B: Ensure economic growth offers benefits to existing communities
  - Coordinate with HOPE SF and OEWD for job readiness and job placement on affordable housing projects, particularly on the Sunnydale HOPE SF site
  - Continue to support job readiness and placement for HOPE SF and RAD projects

## Leveraging

**Explain how federal funds leveraged additional resources (private, state and local funds), including a description of how matching requirements were satisfied, as well as how any publicly owned land or property located within the jurisdiction that were used to address the needs identified in the plan.**

Federal funds were leveraged with all of the additional resources that were originally indicated in the 2020-2021 Action Plan, and MOHCD provided certifications for consistency for other HUD programs.

### **City and County of San Francisco Local General Fund**

In 2020-2021, the City invested additional General Fund dollars to expand the City's community development portfolio. MOHCD disbursed more than \$52 million of local grant funding to support a diverse range of programs, including legal services, eviction prevention, service connection, services to transitional age youth, organizational capacity building, and services to residents of HOPE SF public housing sites. In addition, MOHCD disbursed more than \$6.5 million of charitable donations to mitigate COVID-19 impacts through the City's Give2SF program.

During FY 2020-21, OEWD's Invest in Neighborhoods Initiative provided over \$6 million in local funds to local non-profits to support catalytic projects and programs in opportunity neighborhoods. These funds contribute to neighborhood vitality, increase economic activity and leverage and build local leadership and social capital.

- **Healthy Retail SF:** Since legislation in 2013 OEWD and DPH, have helped over 20 corner stores in Tenderloin, Bayview, and the OMI through our Healthy Retail SF program to sell more healthy food options. Twelve corner stores in the Tenderloin, Bayview-Hunters Point, and Oceanview neighborhoods have participated in the program. Five stores graduated from the program, and an additional seven stores have already undergone their redesign and are on track to graduate. Stores participate in Healthy Retail SF for an average of three to five years before graduating from the program. In fiscal year 20-21 the seven Healthy RetailSF stores saw an average of 15% increase in sales - \$2000 a month per store - and over 7,000 units of produce being sold.
- **Disaster Relief Fund:** Disaster Relief Fund: When a disaster occurs, OEWD works with individual businesses to determine the resources and support they might need. This includes the Small Business Disaster Relief Fund that allows businesses impacted by the fire to access up to \$10,000 in funds for inventory replacement, equipment purchases, security deposits for a new lease, employee salaries, or other expenses to stabilize cash flow, and connecting affected employees to job placement services so that there is a minimal gap in employment. This year, the program supported 7 businesses for a total of \$64,500.00 in funding
- **Access to Capital:** By supporting the loan programs, we will be able to address the increasing needs for affordable and fair capital for the City's low-income, minority, and women-owned micro-entrepreneurs and small businesses. The need was even greater this last year, were businesses were heavily impacted by the pandemic; in particular, disadvantaged businesses. In FY20-21, San Francisco's loan programs provided 381 loans totaling more than \$13,500,000 to small businesses, creating and retaining 1,364 jobs.
- **Women Entrepreneurship Programs:** The SF Women Entrepreneurship Fund (SFWEF) successfully completed it's pilot year and funded 18 women-owned small businesses with a \$5,000 grant to expand their business. SFWEF joins OEWD's suite of programs assisting women entrepreneurs launch and grow in the City. Other long-standing programs include Bayview



Women/Ren Tank, Established Women, La Cocina's Food Incubator Program, and Wu Yee Family Child Care Small Business Development Program.

- Round 2 of the Central Subway Directed Business Support Grant has disbursed to date \$446,250 to 74 small businesses. Beginning in 2021, the Van Ness Directed Business Support Grant program has provided (to date) full grant awards to 15 businesses for a total disbursement of \$120,000. All businesses are able to receive one-on-one business assistance, resources and grants in the amount of \$5,000 or \$10,000 based on direct or indirect construction impact to help them improve their revenue and business operations. This year for both grant programs we did take into consideration the impacts of COVID-19 and allowed for reimbursements for COVID-19 related expenses to be used as a use for Phase 2 funds (25% of grant award)
- San Francisco Small Business Development Center (SBDC): OEWD applied and was awarded a Small Business Administrations (SBA) grant of \$207,704 to implement the SBDC program, a program that provided no-cost business training and business consulting to San Francisco-based businesses. OEWD was awarded an additional \$267,500 by the State of California to implement an Access to Capital Program and Expand Technical assistance under the SBDC.
  - Fiscal Year 2020-21 Milestones:
    - Counseled 1,401 Unique Clients
    - Provided 5,908 Hours of Consulting
    - Trained 1,390 Workshop Participants
    - Offered 72 Workshops
    - Change in Sales: \$25,289,064.28
    - Dollar Amount of Loans: \$24,572,470.09
    - Dollar Amount of Equity: \$14,470,380
    - Jobs Created: 342
    - Jobs Retained: 5,609
    - New Businesses Created: 7
- Business Retention / Strengthening: Our top priority has been to deploy targeted programs that retain and strengthen our small businesses including real estate and legal assistance, business planning, façade and tenant improvements, and continuation of the Women Entrepreneurship's Fund programs.
- Retention / Relocation: The Retention and Relocation program is a collaboration with Working Solutions and the Small Business Development Center (SBDC) focused on the proactive outreach to neighborhood-serving small businesses to strengthen their operations and leases to stay in the City. In Fiscal year 2020-21, the program assisted 91 clients, reviewed 47 leases, submitted 19 letters of intent, and signed 8 new leases. Additionally, the program helped clients access \$522,358 in loans.

### **City and County of San Francisco Local Housing Trust Fund**

In 2012, the voters of San Francisco approved the creation of the Housing Trust Fund, with funding to begin in 2013. The Housing Trust Fund began with a set aside of \$20 million in general fund revenue and will increase to \$50 million over time. An estimated \$1.1 billion will be invested in affordable housing production over the next 30 years, with more than \$34 million disbursed or encumbered in FY20-21. The Housing Trust Fund will:

- Develop thousands of units of permanently affordable housing for residents whose average median income (AMI) is 60 percent or below. Those projects include the HOPE SF rebuild of Sunnysdale and Potrero;

- Preserve the affordability of existing rent-controlled housing by acquiring the properties through MOHCD's Small Sites Program and enforcing affordability restrictions while not displacing any current residents;
- Invest in the conversion of over 3,400 distressed public housing to stable nonprofit private ownership and management under HUD's Rental Assistance Demonstration Program;
- Invest in a down payment assistance program for residents to purchase a home in San Francisco with no-interest loans to first-time homebuyers, with more than \$24 million dedicated to this use through June 2021;
- Create a Complete Neighborhoods program that invests in improved community amenities in neighborhoods impacted by increased housing density;
- Support increased access to rental and ownership housing services;
- Support increased eviction prevention services, and
- Fund a Homeowner Emergency Loan Program to help distressed homeowners remain in their homes.

### **San Francisco General Obligation Bonds**

In November 2015, San Francisco voters approved a \$310 million General Obligation Bond to finance the construction, acquisition, improvement, rehabilitation, preservation and repair of affordable housing for low and middle-income households. The entire amount of the bonds has been issued, with \$80 million allocated to public housing revitalization; \$150 million for low-income housing with \$50 million of that dedicated to the Mission neighborhood and \$25 million dedicated to the Small Sites program; and \$80 million for middle income housing (80%-175% AMI), funding downpayment assistance and development of new middle income housing units, including units specifically targeted to public school teachers. As of June 2021, approximately \$224 million of the bond proceeds have been spent on projects. A total of 1,515 affordable units are anticipated to be produced or preserved by bond proceeds. As of June 2021, 456 units are in predevelopment, 543 units are in construction, and 516 units are completed.

In November 2016, San Francisco voters approved Proposition C which repurposed existing bond authority to issue up to \$260.7 million to address critical housing needs, protect residents and stabilize communities. These bonds are being used to fund MOHCD's Preservation and Seismic Safety Program (PASS), which 1) preserves affordability in existing housing at risk of market-rate conversion, 2) protects San Franciscans living in apartments at risk of displacement, and 3) improves the earthquake resilience of San Francisco's building stock. PASS provides MOHCD's borrowers with low-cost and long-term access to debt financing to acquire, rehabilitate, and preserve existing buildings as permanently affordable housing. Eligible projects may be small buildings like those typically funded by the City's Small Sites Program (e.g. 5 to 25 units), larger multifamily structures (e.g. 25+ units), or Single Room Occupancy hotels (SROs) of all sizes. The first two issuances totaling \$175 million have been completed and as of June 2021 the funds are anticipated to support 45 projects with 1,048 residential and 49 commercial units.

In November 2019, San Francisco voters approved a \$600 million General Obligation Bond for affordable housing, with \$150 million dedicated to public housing, \$220 million for low-income housing, \$60 million for preservation and middle income housing, \$150 million for senior housing, and \$20 million for educator housing. The first issuance of these bonds in the amount of \$254 million occurred in March 2021. Through June 30, 2021, over \$62 million has been spent or encumbered.

### **Housing Impact Fees**

MOHCD receives various housing impact fees paid by market rate housing developers as a means to meet their inclusionary housing obligations. MOHCD also receives housing impact fees from developers of non-residential development under the Jobs-Housing Linkage ordinance. Additional housing impact fees in specific plan areas are developed by the Planning Department and approved by the Board of Supervisors. Percentages of some fees are dedicated to MOHCD's Small Sites Program. In 2020-2021, MOHCD spent or encumbered almost \$58 million of impact fees. These loans will support for the construction of 203 new affordable housing units for low-income families and preconstruction activities for 257 units for families, seniors, transition-age youth, and formerly homeless households.

#### **Program Income from former Redevelopment Agency Assets (Low-Mod Income Housing Asset Fund)**

With the dissolution of redevelopment agencies in 2011, MOHCD assumed responsibility of all former San Francisco Redevelopment Agency housing assets, including administration of any program income received from those assets. In 2020-2021 MOHCD expended or encumbered over \$18M of these funds, primarily supporting public housing projects at Sunnydale, Potrero, and Hayes Valley.

#### **Office of Community Investment and Infrastructure (OCII) Funding**

The sources of funding for OCII's affordable housing include taxable housing bonds authorized under Redevelopment Dissolution law, "pay-go" tax increment, and developer fees such as jobs-housing linkage fees.

#### **South of Market Community Stabilization Fund (SoMa Fund)**

The SoMa Fund was created in 2005 to mitigate the impacts of residential development and provide community stabilization benefits in the South of Market (SoMa) neighborhood. Funds are used to address the impacts of rapid development and gentrification on residents and businesses in SoMa, including affordable housing, workforce and economic development, community cohesion, capital projects and physical infrastructure. A Community Advisory Committee, comprised of seven members representing various stakeholder groups in the neighborhood, makes recommendations to the San Francisco Board of Supervisors on the SoMa Fund's priorities and expenditures.

In 2020-2021, the SoMa Fund expended \$2.44 million on services and community facilities, including trauma informed services for the local public school, improvements to a cultural and small business space and the acquisition of a community facility for an anchor nonprofit that has been serving low income vulnerable residents in the neighborhood for more than fifty years.

#### **Programmatic Agreement for Compliance with National Historic Preservation Act**

The City and County of San Francisco, acting through the Mayor's Office of Housing and Community Development, negotiated a Programmatic Agreement (PA) with the California State Historic Preservation Officer (SHPO) and the Advisory Council on Historic Preservation (ACHP) in January 2007. The PA ensures that the City and County of San Francisco meets its obligations under Section 106 of the National Historic Preservation Act and establishes the standards, stipulations and procedures which govern the Section 106 review of City and County of San Francisco projects subject to 24 CFR Part 58. The agreement allows for the expedited review of construction projects which have the potential to affect cultural resources and which are subject to 24 CFR Part 58. Projects subject to 24 CFR Part 58 include the Community Development Block Grant, Emergency Solutions Grant, HOME Investment Partnership, Housing Opportunities for Persons with AIDS, and other numerous HUD programs.

The review process contemplated by the PA also allows for the exemption of routine capital projects necessary to maintain public facilities in good repair and ensure they comply with existing building codes. Examples of such projects include the replacement of roofing materials, the upgrading of electrical wiring and the repair of fencing. In addition, the PA sets forth methodology for the determining the eligibility of cultural resources for listing on the National Register of Historic Places, consultation with Native Americans, and setting the boundaries of the Area of Potential Effects of different types of projects. The PA does not reduce the level of protection afforded by the National Historic Preservation Act to cultural resources; the PA expedites and streamlines review under the National Environmental Policy Act. The PA is authorized by 36 CFR §800.14(b).

The PA has been used to successfully conduct Section 106 reviews on projects ranging from routine rehabilitation to the construction of housing developments of over 3,600 units. The programmatic agreement has considerably reduced project implementation time and costs. Every six months, the City files a Programmatic Agreement Compliance Report (PACR) with the California Office of Historic Preservation and the Advisory Council on Historic Preservation. The PACR summarizes Part 58 activities subject to the PA during the previous six months. To date, 27 PACRS have been filed with the SHPO and the ACHP.

### **ESG Match**

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.

### **HOME Match**

HOME regulations also require that localities provide a 25% match for HOME project expenditures. The City met its HOME Match amount by committing \$5,617,528 in local funds to HOME-funded projects in FY2020-2021.

### **CDBG Program Income**

MOHCD receives CDBG program income from repayments of economic development or housing loans, or from sale/rental of real property purchased with CDBG or Urban Renewal funds. All program income is receipted in the corresponding revolving loan pool in IDIS and is used for CDBG-eligible activities. In 2020-2021, a total of \$4.0M in CDBG program income expenditures were reported in IDIS, with approximately \$2.7M spent on development of new facilities at Shoreview Park in the Bayview, including a children's play area, picnic area, outdoor fitness area, and new landscaping, irrigation and lighting and the balance spent on public services in the Bayview.

In addition, pursuant to the Yerba Buena Center Redevelopment Project Closeout Agreement that was executed in 1983 between the former Redevelopment Agency and the City, with HUD concurrence, any income generated from Yerba Buena Gardens (YBG) leasehold revenue or disposition of YBG properties is treated as CDBG program income. Income generated from leases is used exclusively by YBG to cover CDBG-eligible operating costs as described in the closeout agreement. Below is a summary of income and expenses for YBG for program year 2020-21. The City's Real Estate Department maintains both a cash flow and a capital expenditures database for YBG that document the ongoing capital needs that program income balances will be used for.

### **Publicly Owned Land and Property**

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. 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.

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 (SFMTA), and the Port of San Francisco.

In 2020-2021, MOHCD continued construction on surplus Federal property, completed construction on Port-owned property and continued preconstruction activities on property owned by the school district and SFMTA and land formerly owned by the California Transportation Agency. These projects include affordable housing for low-income and homeless families or special need populations such as very low-income seniors or transition-age youth as well as low and moderate-income households.

<b>Fiscal Year Summary – HOME Match</b>	
1. Excess match from prior Federal fiscal year	23,684,423
2. Match contributed during current Federal fiscal year	5,617,528
3. Total match available for current Federal fiscal year (Line 1 plus Line 2)	29,301,951
4. Match liability for current Federal fiscal year	0
5. Excess match carried over to next Federal fiscal year (Line 3 minus Line 4)	29,301,951

**Table 4 – Fiscal Year Summary - HOME Match Report**

Match Contribution for the Federal Fiscal Year								
Project No. or Other ID	Date of Contribution	Cash (non-Federal sources)	Foregone Taxes, Fees, Charges	Appraised Land/Real Property	Required Infrastructure	Site Preparation, Construction Materials, Donated labor	Bond Financing	Total Match
500 Turk GOB	6/30/2021	5,617,528	0	0	0	0	0	5,617,528

Table 5 – Match Contribution for the Federal Fiscal Year

### HOME MBE/WBE report

Program Income – Enter the program amounts for the reporting period				
Balance on hand at begin-ning of reporting period \$	Amount received during reporting period \$	Total amount expended during reporting period \$	Amount expended for TBRA \$	Balance on hand at end of reporting period \$
2,666,950	308,234	2,431,853	0	543,331

Table 6 – Program Income

Minority Business Enterprises and Women Business Enterprises – Indicate the number and dollar value of contracts for HOME projects completed during the reporting period						
	Total	Minority Business Enterprises				White Non-Hispanic
		Alaskan Native or American Indian	Asian or Pacific Islander	Black Non-Hispanic	Hispanic	
Contracts						
Dollar Amount	0	0	0	0	0	0
Number	0	0	0	0	0	0
Sub-Contracts						
Number	0	0	0	0	0	0
Dollar Amount	0	0	0	0	0	0
	Total	Women Business Enterprises	Male			
Contracts						
Dollar Amount	0	0	0			
Number	0	0	0			
Sub-Contracts						
Number	0	0	0			
Dollar Amount	0	0	0			

**Table 7 – Minority Business and Women Business Enterprises**

<b>Minority Owners of Rental Property – Indicate the number of HOME assisted rental property owners and the total amount of HOME funds in these rental properties assisted</b>						
	<b>Total</b>	<b>Minority Property Owners</b>				<b>White Non-Hispanic</b>
		<b>Alaskan Native or American Indian</b>	<b>Asian or Pacific Islander</b>	<b>Black Non-Hispanic</b>	<b>Hispanic</b>	
Number	0	0	0	0	0	0
Dollar Amount	0	0	0	0	0	0

**Table 8 – Minority Owners of Rental Property**

<b>Relocation and Real Property Acquisition</b> – Indicate the number of persons displaced, the cost of relocation payments, the number of parcels acquired, and the cost of acquisition						
Parcels Acquired		0		0		
Businesses Displaced		0		0		
Nonprofit Organizations Displaced		0		0		
Households Temporarily Relocated, not Displaced		0		0		
Households Displaced	Total	Minority Property Enterprises				White Non-Hispanic
		Alaskan Native or American Indian	Asian or Pacific Islander	Black Non-Hispanic	Hispanic	
Number	0	0	0	0	0	0
Cost	0	0	0	0	0	0

**Table 9 – Relocation and Real Property Acquisition**



## CR-20 - Affordable Housing 91.520(b)

Evaluation of the jurisdiction's progress in providing affordable housing, including the number and types of families served, the number of extremely low-income, low-income, moderate-income, and middle-income persons served.

	One-Year Goal	Actual
Number of homeless households to be provided affordable housing units	279	
Number of non-homeless households to be provided affordable housing units		
Number of special-needs households to be provided affordable housing units	0	
<b>Total</b>	<b>279</b>	

Table 10 – Number of Households

	One-Year Goal	Actual
Number of households supported through rental assistance	2,713	1,342
Number of households supported through the production of new units	1,364	857
Number of households supported through the rehab of existing units	388	282
Number of households supported through the acquisition of existing units	171	109
<b>Total</b>	<b>4,636</b>	<b>2,590</b>

Table 11 – Number of Households Supported

**Discuss the difference between goals and outcomes and problems encountered in meeting these goals.**

MOHCD did not meet its overall housing production goals due to numerous project approval delays and the lack of state and tax-exempt bond financing to fill funding gaps.

**Discuss how these outcomes will impact future annual action plans.**

As discussed above, any projects delayed from funding in 2020-2021 will be applied toward the 2021-2022 Action Plan and its affordable housing goals.

Include the number of extremely low-income, low-income, and moderate-income persons served by each activity where information on income by family size is required to determine the eligibility of the activity.

Number of Persons Served	CDBG Actual	HOME Actual
Extremely Low-income	0	0
Low-income	0	0
Moderate-income	0	0
<b>Total</b>	<b>0</b>	<b>0</b>

Table 12 – Number of Persons Served

### Narrative Information

MOHCD did not use CDBG or HOME funds for affordable housing activities in 2020-2021.

## **CR-25 - Homeless and Other Special Needs 91.220(d, e); 91.320(d, e); 91.520(c)**

**Evaluate the jurisdiction's progress in meeting its specific objectives for reducing and ending homelessness through:**

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

In August 2016, Mayor Edwin M. Lee launched the Department of Homelessness and Supportive Housing (HSH) to fundamentally change the way San Francisco addresses homelessness. HSH's vision is to make homelessness a rare, brief, and one-time event. The Department's aim is a significant, sustained reduction in homelessness in San Francisco. HSH will accomplish this by partnering with the City's many stakeholders to achieve the five-year goals outlined in the 5-Year Strategic Framework

The San Francisco Homeless Outreach Team (SFHOT) was formed in May 2004 as part of a joint initiative by the Mayor's Office, health, social services, and community stakeholders. Fifteen years later, SFHOT continues to evolve to meet various population needs. Over 3,000 chronically homeless severely vulnerable and high-needs individuals have been care managed by SFHOT, with nearly 50% securing Permanent Supportive 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 Supportive 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 assessed through Coordinated Entry as Housing Referral Status, and not able to navigate health and human services system on their own. Care Managers accept referrals from SFHOT First Responders, through HSH coordinated services, and through high user treatment programs. Within 90 to 120 days, the goals are to: (1) Stabilize individuals from the street into shelter/supportive housing, (2) Remove personal barriers to attaining Permanent Supportive Housing; e.g., attain benefits, primary care linkage, behavioral health care linkage, IDs, legal aid, etc., (3) Secure and place into Permanent Supportive Housing, (4) Assess and serve as care coordinators for San Francisco Health Network (SFHN) 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 respond 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. They also facilitate education sessions in group or individual settings for library staff, in order to improve understanding of behaviorally vulnerable patrons of the library. The 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. A dedicated 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 SFHOT'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.

**Healthy Streets Operations Center:** In January of 2018, HSH joined with the Departments of Emergency Management, Public Works, Public Health, and the Police Department and 9 other City agencies to develop an emergency command center staffed by each department to quickly triage and provide a coordinated response to unsheltered homelessness and street conditions. HSOC triages requests from numerous sources and dispatches teams from each agency as needed. HSH dispatches HOT Emergency Responders for urgent individual cases, and its Encampment Response Team for larger encampments. The goal is to connect people quickly to needed services, working as a multi-disciplinary team. During COVID-19, HSOC has focused their resources on resolving large encampments by offering appropriate resources to individuals and educating unsheltered individuals on COVID-informed public health guidance.

### **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. In 2017, HSH published its first 5-Year Strategic Framework based on the six core components of the Homelessness Response System: Street Outreach, Problem Solving, Coordinated Entry, Temporary Shelter, Housing and the Housing Ladder. The Strategic Framework also identifies clear goals with benchmarks that include reduce chronic homelessness by 50%, end homelessness for families with minor children, end unsheltered family homelessness, and reduce homelessness among Transitional Aged Youth by 50% by 2023. HSH publishes an annual Implementation Plan that provides updates on each Strategic Framework goal.

Since the Strategic Framework was published, HSH has significantly expanded its Navigation Center programs, a type of Temporary Shelter. Navigation Centers are low-barrier shelters with flexible hours and mealtimes. They provide services specifically geared to navigate people to housing, and allow people to enter with partners, pets, and property. As of 2020, there are six active Navigation Centers with more than 570 beds, with another two Navigation Centers in development that will open in early 2021, including San Francisco's first ever Navigation Center serving Transitional Aged Youth (TAY). The Department of Public Health has built and expanded its Behavioral Health Navigation Center, providing 29 beds.

The emergency shelter system for adults has remained stable at 1,203 beds. HSH has recently added a team of Housing Navigators to better reach and assess people staying in shelter and provide problem solving (diversion) services along with care management and housing navigation. Since February 2014,

people experiencing homelessness can make 90-day shelter reservations by calling the City's 311 System. The 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 adults experiencing homelessness 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 Supportive 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, transitional housing is a necessity until the stock of housing affordable to people with extremely low incomes can accommodate the demand. Interim Transitional 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. HSH has worked to make Transitional housing safe and easily accessible and structured to provide services that assist people in accessing treatment and housing as quickly as possible.

Problem Solving engages the person or household in identifying possible solutions that will work best for them. It is a strengths-based and empowerment-driven approach: it recognizes and affirms the resiliency and resources of the person or household experiencing the housing crisis. Problem Solving maintains that the person or household drives their own solutions. By engaging all people seeking assistance in exploratory conversations around resources they may be able to access outside of shelters and the Homelessness Response System, Problem Solving helps to ensure that all safe, alternate resources have been explored prior to accessing the limited resources of the system. This intervention preserves shelter and housing programs for those with highest needs who have no other options. Problem Solving also increases the efficiency of the Homelessness Response System. Through connections to alternate mainstream and personal resources that help people maintain or regain housing, Problem Solving approaches support resolutions of homelessness at much lower costs and with greater timeliness than Temporary Shelter or Housing. In recognition that the Homelessness Response System's financial resources to address housing crises is limited, the integration of lower-cost solutions is critical to the overall system's capacity to make an impact in significantly reducing homelessness.

Coordinated Entry is a key component, tying all the system's programs together. Like a triage nurse in an emergency room, Coordinated Entry assesses needs and prioritizes available resources, while keeping track of all who seek assistance. Coordinated Entry provides an equitable, standardized assessment that matches the household in need with the most appropriate available resource. Coordinated Entry also prioritizes households seeking assistance to ensure that those with highest need do not fall through the cracks or get lost navigating the complexities of different programs.

HSH has opened 12 community-based Access Points to Provide Coordinated Entry Problem Solving to all people experiencing homelessness in San Francisco, and assess all people experiencing homelessness for housing solutions if Problem Solving is unable to resolve their homelessness. This year, HSH and our partners have provided Problem Solving and Assessment to 8,000 households in San Francisco.

**Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: likely to become homeless after 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); and, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs**

HSH's Strategic Framework outlines the components of a new Homelessness Response System. The elements of this system include a focus on Coordinated Entry, Prevention, Problem Solving and Rapid Rehousing Assistance. Homelessness Prevention is a key component of achieving HSH's Strategic Framework goals. Prevention strategies include targeted eviction preparation for people as well as working with larger systems like criminal justice, child welfare and public health systems to reduce returns to homelessness.

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) implementation of prioritization tools in eligibility processes that target vulnerability factors related to homelessness in order to focus assistance on household at the most risk of becoming homeless.

**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 experiencing homelessness or at-risk of entering homelessness, 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 experiencing homelessness who are 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 on-going 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 Supportive 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 Supportive Housing outcomes of those discharged should be collected and included as part of ongoing evaluations of these public institutions.

## **CR-30 - Public Housing 91.220(h); 91.320(j)**

### **Actions taken to address the needs of public housing**

In 2015, MOHCD closed the financing for Phase 1 of the City's Rental Assistance Demonstration Program (RAD), a HUD initiative that allows for the transfer of public housing buildings to nonprofit ownership. Through this transfer, selected affordable housing teams undertook substantial rehabilitation and preservation work at the properties. In 2016, MOHCD closed RAD Phase 2, bringing the total number of public housing units rehabilitated and preserved to 3,480, and the total value of new resources employed in the effort, including public and private funding, to over \$2 billion. As of September 2020, all 28 projects have completed rehabilitation. A historic transformation effort, San Francisco's RAD program ensures that thousands of the City's most vulnerable residents can permanently enjoy safe, decent, and affordable housing, with new and comprehensive supportive services in every building.

Since 2017, MOHCD has provided technical assistance to owners of 23 San Francisco projects originally subsidized by HUD's Section 8 Moderate Rehabilitation program, in support of RAD conversions that will result in increased operating income for these projects. Comprising a total of 1,052 units, these legacy projects date from the 1980s and 1990s and primarily house formerly homeless individuals. Only one of the 23 projects remains to convert under RAD.

MOHCD is also supporting the transition of six existing HOPE VI projects out of the public housing program and into Housing Choice Vouchers, including a five-site, 70-unit scattered sites project that is currently in predevelopment and will commence rehabilitation beginning in early 2022. While not technically a RAD project, the scattered sites transaction incorporates key RAD principles including a right to return for all residents, the provision of new supportive services for residents, and the opportunity to transfer to other RAD units in case of any emergency.

### **HOPE SF**

#### ***Background***

Launched in 2007 and now spanning four mayoral administrations, HOPE SF is a twenty-year human and real estate capital commitment aimed at creating racially equitable, mixed-income communities in which the original public housing residents can experience the benefits of neighborhood transformation. Leveraging MOHCD's investments in public housing and affordable housing transformation, HOPE SF takes a place-based approach by expanding conditions of inclusion and the re-enfranchisement of public housing residents through deep investments in education, economic mobility, health, and community leadership across four of the largest and most historically isolated former public housing communities in the City: Hunters View, Alice Griffith, Potrero Terrace & Annex, and Sunnydale.

#### ***Real Estate Development and Infrastructure***

Hunters View. With the completion of Block 10, the final 54 former public housing households at Hunters View were successfully re-housed in their community bringing the percentage of legacy families successfully relocated and retained to 70%, a remarkable achievement compared to the national rate of return of 27.6% for all public housing residents in HOPE VI developments from 1993 to 2014. A total of 286 units have been built. Block 10 also houses both a childcare facility and a health and wellness center; it will serve as the community hub of the Hunters View development. The market-rate developer City Ventures is close to finalizing a deal to build 80 for-sale townhomes in the community, advancing the mixed-income vision of HOPE SF. Predevelopment on Phase III, which will bring another



118 affordable units to the community, including 53 public housing replacement units, is underway, with construction on the infrastructure starting in Fall 2021 and the housing portion scheduled to start in 2022.

Alice Griffith. Across four phases, 333 units of newly built affordable housing were completed in Double Rock successfully housing all of the former public housing households, and bringing the retention rate to 82%. Phases 5 and 6, which will provide another 30 public housing replacement units, will begin predevelopment in 2023, pending completion of infrastructure improvements by the master developer.

Potrero Hill. In January 2019, for the first time in three generations, new construction at Potrero Hill was complete, with 1101 Connecticut delivering 72 state-of-the-art affordable units, 53 of which are set aside for residents of Potrero's public housing units. Infrastructure construction is underway in Phase 2 in preparation for Block B, the next vertical development, which is scheduled to start construction in 2022. Block B will deliver up to 167 affordable units, 75% of which will be public housing replacement units, as well as a child care center and a new park. Block A, a market rate project adjacent to Block B, is in its planning stages and will proceed as a rental housing project in 2022.

Sunnydale. The first public housing replacement project at Sunnydale, called Casala (55 units), completed construction and leased up in Fall 2019. 41 Sunnydale public housing residents have been rehoused in brand new units. Construction on Block 6 (167 units) began in November 2019 and will be complete in October 2022, delivering 125 public housing replacement units. Blocks 3A and 3B are in predevelopment and between them will start construction on 172 affordable units in 2023 and 2022, respectively. These blocks will also contain 30,000 square feet of community serving space including a child care center. The next infrastructure "megaphase" is in predevelopment, as are the next replacement housing projects, Blocks 7 and 9.

#### Rental Assistance Demonstration (RAD)

MOHCD, San Francisco's affordable housing developers, and the San Francisco Housing Authority (SFHA) successfully joined forces to preserve public housing through HUD's Rental Assistance Demonstration (RAD) program. Our San Francisco initial "RAD Portfolio" included:

- 28 projects in 8 neighborhood clusters
- 3,480 units
- 2 phases

Conversion to nonprofit ownership and operations under RAD meant new project ownership and property management, rehabilitation, and onsite service providers. RAD converted existing public housing funding to long term Section 8 operating subsidies, using both RAD and non-RAD subsidies made available through the disposition of eight SFHA buildings. The combination of RAD and Section 18 rental subsidies allowed the City to leverage over \$720 million in tax credit equity and an additional \$240 million in debt to address rehabilitation needs for 3,480 units of public housing. All 28 projects have finished their rehabilitation and are fully operational with their new owners/operators. Below are the annual updates for FY20-21:

- City supplemental Services Contracts awarded for all 28 projects in July 2020
- Quarterly meetings for RAD Housing Retention working group (property management teams) with a focus on housing stability support
- Quarterly meetings for RAD Services working group (services partners) with a focus on community building, health and wellness, economic self-sufficiency and housing stability
- Legal Status update

- o Phase 1 (from January – December 2019) = 1422 Households
  - 16 Legal Cases (1.1%)
    - 2 evictions
    - 6 stipulated/ mediated agreements
    - 8 pending
  - 54 Repayment Agreements (3.8%)
  - 50 Voluntary Move Outs – (3.5%) (primarily death, higher level of care, moving to next opportunity, etc.)
- o Phase 2 (January – December 2019) = 2066 households
  - 35 Legal Cases – (1.7%)
    - 2 evictions
    - 23 stipulated/ mediated agreements
    - 10 pending
  - 55 Repayment Agreements (2.6%)
  - 54 Voluntary Move Outs (2.6%) (primarily death, higher level of care, moving to next opportunity, etc.)

Other RAD conversions outside of the 28-unit portfolio were completed in 2015-2017 and include new units at Alice Griffith and Hunters View HOPE SF sites, as well as a turnkey conversion of Valencia Gardens, San Francisco's most recently completed HOPE VI project, which required no rehabilitation to convert.

In FY20-21 the City moved forward with RAD conversions of three additional HOPE VI projects – Bernal Homes, Hayes Valley North, and Hayes Valley South -- in order to move them from public housing to Section 8 and support full rehabilitation of the property. These projects have followed the same process as our Initial RAD projects by adopting timelines and best practices for conversion and occupied rehabilitation projects. Below are some highlights:

- Applications submitted to and approved by SFHA for non-RAD PBV vouchers
- All three projects received bond allocations and tax credit awards
- All three projects received City approved soft financing commitments
- All three projects submitted Relocation plans, Housing Retention plans, and Tenant Selection plans
- All three projects are in contract with a relocation consultant, Overland Pacific & Cutler, Inc
- Family Briefings completed with all residents
- HAP contracts completed for both properties
- City supplemental Services Contracts awarded for projects in July 2020
- MOU established between the Tenant Council and Owners
- Construction is currently underway
- Owner has subcontracted with John Stewart Company for property management operations
- Legal Status update (Valencia Gardens, Bernal Homes, and Hayes Valley North and South)
- Hope 6 projects - 614 Households
  - o 1 Legal Cases (.0016%)
    - 0 evictions
    - 0 stipulated/ mediated agreements
    - 1 pending
  - o 10 Repayment Agreements (1.6%)
  - o 6 Voluntary Move Outs – (.0097%) (primarily death, higher level of care, moving to next opportunity, etc.)

RAD conversions are also being explored for San Francisco's two remaining HOPE VI projects – Plaza East and North Beach Apartments.

### **Actions taken 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. The RAD Services Model and Engagement strategies follows below. At HOPE SF properties, this level of connection is exceeded, with deep case management services and community building supports available to all residents, as further described below.

#### RAD Services Model

##### **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 staff can begin recruiting peers and engaging them in leadership and skills building activities. This then establishes them as part of the team. Work at this level also includes activities to reduce social isolation, celebrations, and educational/ informational workshops or classes.

##### **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 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. Important key element is for onsite providers to have a relationship with offsite city service providers.

#### RAD Engagement Strategies

- Weekly meetings between Property Management and Services to coordinate efforts to support tenants to remain stably housed.
- Monthly meetings between Services and Tenant Councils for coordination of activities and to gather insight into outreach and engagement of tenants.
- Monthly community meetings to inform tenants about what is happening in their development and provide opportunities for community voice
- Monthly newsletters
- Monthly calendar of activities
- Door to door outreach

#### HOPE SF Resident Services and Community Building

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 resident leadership, housing stability, economic advancement, public safety, health and wellness, and education.

In program year 2019-2020, the final two HOPE SF sites (Sunnydale and Potrero Hill) have completed phase one construction of replacement and affordable housing units, and successful relocation of 95 (42 Sunnydale and 53 Potrero Hill) original families into new units. As such, there continues to be services investments in housing stability activities across the four sites to ensure the successful transition and retention in new housing. New investments in Sunnydale and Potrero will leverage learnings from Hunters View and Alice Griffith, encouraging a collaborative approach to tenant education and intensive housing stability supports at the sites.

Across the HOPE SF portfolio, providers will continue to coordinate the training and placement of residents in construction jobs occurring on site. Developers will continue to engage Residents in community space planning efforts across all four sites, managed by the non-profit developers. 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 continue to build on past success of the Peer Health Leadership program and pilot Health & Wellness Centers, with 4 DPH-led on-site wellness centers and activities launched. 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.

At Hunters View, the Bayview YMCA has successfully transitioned on-site households into new units. The YMCA will continue to support housing stability activities, as well as act as lead agency for community building and resident engagement activities at the site.

At Alice Griffith, we continue to support and intensify resident focused programs as we have fully transitioned from CHOICE Neighborhoods funding. The Bayview Hunters-Point Multi Services team will continue to link residents with senior programs, family support programming, youth and education programming, afterschool activities, health and wellness activities, and workforce development opportunities. Bayview YMCA will provide support for belonging and community engagement activities. Bayview Association for Youth will more intensively provide education supports to Alice Griffith residents, through the HOPE SF Education Liaison program.

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 parenting groups,

gardening/sustainability programs, social activities. Potrero Hill Family support Center (Urban Services YMCA) works with residents to assess, connect and support them in workforce, family support, and educational opportunities. The Potrero Hill Neighborhood House will focus primarily on case management and workforce development of transitional-aged youth. Shanti will work as lead agency in a collaborative intended to support housing stability at the site.

At Sunnydale, Mercy Housing, the Bayview YMCA, APA/Visitation Valley Strong Families, and Sunnydale Teen Center work collaboratively to provide outreach, family support, service connections, health and wellness, and educational activities and community convenings to Sunnydale residents. Mercy will work as lead agency in a collaborative intended to support housing stability at the site.

### **Actions taken to provide assistance to troubled PHAs**

By a letter from HUD to the Authority dated March 7, 2019, HUD determined that the SFHA was in default under its HCV Consolidated Annual Contributions Contract (“HCV ACC”) and its Low Rent Public Housing Consolidated Annual Contributions Contract (“LRPH ACC”). After a determination of default, HUD has the authority to take possession of all or a part of the Authority or require the Authority to make other arrangements consistent with HUD requirements that are in the best interests of the public housing residents and families assisted by HUD.

Under the Default Letter, HUD determined that it is in the best interests of the Authority’s public housing residents and assisted families to allow the Authority the opportunity to cure the SFHA Default as follows: (i) the City’s assumption of responsibility of the programmatic and financial functions under the HCV ACC and LRPH ACC, including financial management, program management, wait list and admissions, inspections, eligibility determinations, and lease and grievance procedures, and (ii) outsourcing programmatic and financial administration of the HCV program and LRPH program, including continued outsourcing of Authority’s financial management.

The City approved a Memorandum of Understanding (MOU) between SFHA and the City in December 2019, and reviewed by HUD, outlining the preliminary terms of the City’s assumption of Housing Authority functions as shown below:

#### **Labor Relations**

SFHA gave notice to its existing employees on the reduction in Housing Authority staffing, resulting from the City’s assumption of and contracting out of SFHA functions, as required by HUD. SFHA developed severance packages for employees who were impacted and is partnering with the City to assist with finding City jobs for these employees when possible.

#### **Restructuring of the Housing Authority**

The MOU provided a preliminary restructuring plan that included:

- Appointment of City staff to provided executive management oversight of Housing Authority functions;
- Plan to contract out the Housing Authority’s public housing and HCV programs; and
- Development of a specific timeline to integrate the Housing Authority’s systems, processes, and the policies with the City for financial oversight, information technology, human resources, real estate, purchasing, and legal oversight. The MOU further provided for the parties (HUD, Housing

Authority, City) to commit to the capital funding necessary to redevelop the public housing under HOPE SF; and to continue to convert the public housing units to project based vouchers.

#### Shortfall Funding

HUD maintains a fund to annually augment local housing authorities' budgets that have a shortfall in their housing voucher programs. HUD provided \$10 million in shortfall funding to the Housing Authority in 2018. According to the MOU, the Housing Authority will apply for HUD's shortfall funding annually, or as frequently as needed.

#### Executive Management and Shared Services

- The City will provide executive management staff to the Housing Authority, including a chief executive officer reporting to the Mayor or the Mayor's designee.
  - The Housing Authority will integrate with City services over time, including information technology, human resources, purchasing, real estate, financial systems, and other services. The timing and process of integration will be developed in consultation with MOHCD, Controller, and General Services Agency. Administration and Oversight
  - The annual Housing Authority budget will be submitted to the Mayor and the Board of Supervisors, who may accept or reject the budget. The budget submission will be consistent with City procedures and HUD timelines and requirements.
  - Administration of the HCV program and public housing will be contracted to third parties, as required by HUD and discussed above. The Housing Authority will work with the City to procure third-party contractors, but the contracting process must conform to HUD requirements. Contracts for property transactions will be subject to third-party appraisal with the exception of properties conveyed for development of affordable housing.
  - Financial management of the Housing Authority will be contracted to a third party with expertise and experience in HUD financial Introduction Budget and Legislative Analyst's Office 10 reporting and requirements. Currently, the Housing Authority contracts with BDO USA LLP for financial management and reporting.
  - Issuance of debt by the Housing Authority must be approved by the Authority and the Board of Supervisors.
  - Any material amendment to the MOU is subject to prior approval by the Board of Supervisors.
- Housing Authority Commission
- The Housing Authority Commission is authorized by state law to have seven members, appointed by the Mayor, two of whom must be Housing Authority residents. Under the proposed MOU, the Mayor would appoint four members directly, and three members recommended by motion at the sole discretion of the Board of Supervisors. Of the Mayor's four appointments, at least one must be a Housing Authority resident. Of the Board's three appointments, at least one must be a Housing Authority resident 62 years of age or older.

#### Non-Housing Assets

- The Housing Authority will (a) inventory non-housing assets, including the building at 1815 Egbert Street, vehicles, and other assets; (b) identify which assets are needed for ongoing operations; and (c) plan disposition of surplus assets in accordance with HUD requirements. Loans made by the City to the Housing Authority will be repaid from surplus funds from the disposition of assets, subject to HUD requirements.

In 2020 and 2021, SFHA will convert its 1,911 remaining units of public housing to the HCV program via HUD's disposition programs: the Rental Assistance Demonstration (RAD) program and the Section 18 Demo/Dispo program. Given SFHA's financial difficulties, HUD has approved the early conversion of these units to HCV in order to stabilize the agency's finances and operations.

## CR-35 - Other Actions 91.220(j)-(k); 91.320(i)-(j)

**Actions taken 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. 91.220 (j); 91.320 (i)**

### **Addressing Barriers to Housing Production<sup>1</sup>**

#### 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, as well as areas that can be zoned for housing development, all City agencies subject to the Surplus Property Ordinance annually report their surplus properties and those properties are evaluated with regard to their potential for affordable housing development. To the extent that land is not suitable for housing development, the City sells surplus property and uses the proceeds for affordable housing development.

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.

Furthermore MOHCD worked closely with the Planning Department to enhanced the State Density Bonus law to fit the San Francisco context, ultimately developing an affordable housing density bonus program for San Francisco whereby additional residential density above what is permitted by regular zoning would be permitted if the development is 100% affordable 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.

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<sup>1</sup> The following section on Addressing Barriers to Housing Production is cited from the June 2010 Draft Housing Element. The role of the Housing Element is to provide policy background for housing programs and decisions and broad directions towards 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 will explore recommendations of the Housing Element as they pertain to findings from the 2013 Analysis of Impediments to Fair Housing Choice.



### *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 has explored where secondary units can occur without adversely affecting the neighborhood. To that end the Board of Supervisors approved legislation making it easier to legalize in-law units in certain neighborhoods in San Francisco.

### *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 uses 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. As stated above MOHCD work with the Planning Department to develop a local affordable housing density program that will allow increased density, including 3 additional residential floors above the site's height limit if the housing is 100% affordable.

### *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 will monitor the construction of middle income housing under new provisions included within the inclusionary requirements of the Eastern Neighborhoods Area Plans and may consider expanding those provisions Citywide if they are successful.

### 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 (subsidy of \$275,000-\$350,000 required per unit), financing is amongst the most challenging barriers to affordable housing production. Federal and State programs that historically have supported affordable housing development are not being funded. 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 to affordable housing, the City of San Francisco has stepped up with solutions to finance affordable housing production and preservation with local legislation and bond measures.

### *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 where appropriate, 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 shall 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 funding source and began using funds from the Housing Trust Fund in July 2013.

#### *2015 Proposition A General Obligation Bond Proceeds*

San Francisco voters approved Proposition A in November 2015, which approved the sale of \$310 million in general obligation bonds to finance the construction, acquisition, improvement, rehabilitation, preservation and repair of affordable housing for low and middle income households, including funding specifically for new development in the Mission neighborhood. Please see the section above for more detail about uses of the bond in 2019-2020.

#### 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 implementing of a San Francisco-specific density bonus program expanding upon the State Density Bonus law, which enables a more expeditious land use entitlement process for projects that are 100% affordable housing than

required by local law and granting unlimited zoning exceptions including an increase in height by 3 floors and substantial increase in residential density.

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.

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.

#### **Actions taken to address obstacles to meeting underserved needs. 91.220(k); 91.320(j)**

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 HSH 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, 43% speak a language other than English at home, with the largest language groups being Chinese, Spanish, and Filipino. Fifty-seven percent of the population that speak an Asian language at home are of limited English proficiency (LEP), meaning that they speak English less than "very well." Thirty percent of Asian children are identified as LEP. Twelve percent of San Francisco households are "linguistically isolated" as of 2015 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 21% of all San Franciscans in the 2018 ACS five-year survey indicated that they did not speak English "very well."

In response to this particular obstacle, San Francisco uses CDBG and general fund 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 these funds to neighborhood-based multi-service community centers.

Another action that will be taken will be granting those households displaced by Ellis Act evictions, owner move-in evictions, fire damage, 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 taken to reduce lead-based paint hazards. 91.220(k); 91.320(j)**

The City's 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. 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. DPH collaborates 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 DPH.

Fundamental to the response system, the DPH code enforcement unit 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 remediation services of lead hazards as part of its single-family home rehab loan program.

Any housing built before 1978 that are or could be occupied by families and will be rehabilitated with MOHCD’s financial assistance is required to be assessed for lead-based paint hazards. Should lead-based paint hazards be found then remediation becomes part of the rehabilitation scope of work.

In addition, MOHCD requires 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 Home Rehab program.

## **Actions taken to reduce the number of poverty-level families. 91.220(k); 91.320(j)**

### **Coordinated Entry**

In August 2016, Mayor Edwin M. Lee launched HSH to fundamentally change the way the City and County of San Francisco addresses homelessness. HSH—relying on guidance from people experiencing homelessness, service providers, and other stakeholders in San Francisco—developed a Five-Year Strategic Framework outlining specific goals for HSH’s vision to make homelessness a rare, brief, and one-time event with the overall aim of significant, sustained reductions in homelessness. To accomplish this goal, HSH will coordinate alignment of all programs into a Homelessness Response System (HRS) that treats homelessness as an emergency to be responded to quickly and effectively. Please note that the Homelessness Response System covers the entire geographic region defined as the San Francisco CoC.

Coordinated Entry (CE) is a key component of this response system. CE is a consistent, community wide intake process to match people experiencing homelessness to available community resources that are the best fit for their situation. CE includes a clear set of entry points, a standardized method to assess and prioritize people needing assistance, and a streamlined process for rapidly connecting people to a housing solution. All homeless individuals and families in San Francisco will complete a standardized assessment process that considers the household’s situation and identifies the best type of housing intervention to address their needs. Permanent housing programs—including permanent supportive housing (PSH) and rapid rehousing (RRH)—will fill spaces in their programs from a community pool of eligible households generated from the standard assessment process. CE will also fully integrate into the Online Navigation and Entry (ONE) System—San Francisco’s implementation of the Homeless Management and Information System (HMIS). The assessment will build upon the standard intake and

be entered directly into ONE and referrals to transitional and permanent housing will be made through the ONE System. This coordinated process will dramatically reduce the burden placed on people experiencing homelessness by removing the necessity to seek assistance from every provider separately and instead streamline access to all the resources in our Homelessness Response System.

HSH has launched Adult Coordinated Entry, Family Coordinated Entry and Coordinated Entry for Youth and their Community Access Points.

### **Healthy Retail SF**

The grassroots activism to provide healthy food options in the Bayview District and the Tenderloin has led to institutional change within city government. In 2013, Supervisor Eric Mar introduced legislation that created Healthy Retail SF, which is led by OEWD's Invest in Neighborhoods division, in conjunction with the DPH. San Francisco has about 1,150 food retail stores, about 1,000 are corner stores. This program supports these mom-and-pop businesses while providing healthy and affordable food access, especially to underserved neighborhoods.

In certain parts of the City, there is a lack of quality full-service neighborhood markets with fresh produce, and an overabundance of corner stores selling alcohol, tobacco, and highly processed foods that are high in salt, fat, and sugar and low in nutrients. In communities that lack supermarkets, families depend on corner stores for food purchases, and the choices at those stores are often limited to packaged food and very little, if any, fresh produce. For example, a 2011 assessment of 19 corner stores in the City's Bayview Hunters Point neighborhood found that 20% of the stores stocked a variety of fresh fruits and vegetables, only 11% stocked whole grain bread, and only 37% stocked low-fat milk. The presence of a large number of stores selling low quality foods in a community can undermine public efforts to promote health and send a message that normalizes the use of unhealthy products in that neighborhood, placing these communities at greater risk for obesity and chronic disease. A high number of convenience stores per capita is associated with higher rates of mortality, diabetes, and obesity. Proximity to convenience stores within a neighborhood is associated with higher rates of obesity and diabetes. The impact of convenience stores on health is even greater in low-income neighborhoods.

Healthy Retail SF created an expert healthy retail advisory group, designed program structures and tools, and implements neighborhood wide outreach meetings with store owners. Each participating store receives an assessment and tailored 13-page Individualized Development Plan (IDP) that outlines activities, timelines, persons responsible and budget in three areas: business operations, physical changes to the store, and community engagement and marketing. Community Food Advocates called Food Guardians and Food Justice Leaders are a critical element of the model.

Healthy Retail SF provides funds for participating businesses to make improvements based on their IDP. Improvements include installation of equipment, community engagement and marketing support, technical assistance with sustainable business practices, and store space redesign. Participating businesses commit 35% of its selling area to fresh produce, whole grains, lean proteins, and low-fat dairy products, while limiting the sale of tobacco and alcohol to 20% of the selling space.

### **Homeowner Emergency Loan Program (HELP)**

The purpose of the MOHCD HELP program is to assist San Francisco homeowners in need of a one-time emergency financial assistance loan due to an unforeseen financial hardship.

HELP Funds may be used for:

- Past due mortgage Payments
- Past due HOA monthly dues
- Past due property taxes
- Special assessments (e.g. renovation costs passed down to residents)
- BMR homeowners in need of financial assistance to complete necessary repairs in order to sell property

## **HOPE SF**

HOPE SF is an ambitious cross-sector initiative to transform San Francisco's most distressed public housing sites into vibrant and healthy communities.

It began with a study. In 2005, the HSA released an analysis of at-risk families known as the "Seven Street Corners Study." The study came out of an effort to create a consolidated youth database with data from the child welfare and juvenile justice systems. When the data was walking distance of just seven street corners in the city — street corners that overlapped with obsolete public housing sites where families were living geographically, socially, and economically cut off from San Francisco's robust resources.

In response, Mayor Gavin Newsom set a bold vision of rebuilding dilapidated public housing developments into thriving mixed-income communities that integrated holistic family services, high quality schools, new businesses, public transportation, and green buildings. HOPE SF drew on more than 15 years of learning from HUD's HOPE VI housing revitalization program. However, unlike the HUD projects in which only a small percentage of residents returned to redeveloped housing sites, San Francisco committed to the principle that families would not be displaced.

In 2007, the mayor and Board of Supervisors secured \$95 million in local bond funding, an amount that eclipsed the nationwide HOPE VI funding for that year, to launch HOPE SF. From the beginning, the initiative brought together expertise from the public, nonprofit, and philanthropic sectors, working together to improve the lives of public housing residents and break the cycle of poverty.

Today, the City and County of San Francisco, the San Francisco Foundation, and Enterprise Community Partners collaborate on HOPE SF with the involvement of many organizations and longtime residents.

HOPE SF will rebuild four housing developments in three southeastern San Francisco neighborhoods: Hunters View and Alice Griffith in the Bayview, Potrero Terrace and Annex in Potrero Hill, and Sunnydale-Velasco in Visitacion Valley. Located in isolated and mostly undeveloped areas, these sites were originally built to temporarily house shipyard workers during and after World War II.

By tripling density, HOPE SF will replace 1,900 public housing units one-for-one and add low-income and market-rate units, ultimately building more than 5,300 homes at multiple levels of affordability. Construction is phased so that residents can remain on site and take part in the transformation of their communities.

### Alice Griffith

Originally built in 1962 adjacent to the now-demolished Candlestick Park, Alice Griffith received a \$30.5 million HUD Choice Neighborhood Award in 2012 and is part of the Hunters Point Shipyard/Candlestick

Point Neighborhood Development plan. In 2019, all original residents had been rehoused, achieving nearly 90% retention. Two more affordable projects, including 30 public housing replacement units, will be constructed in 2024-2025. Five Point, the Master developer, is responsible for developing market rate, inclusionary and workforce units. When completed, there will be expanded transit, retail and office space, a research and development campus, and over 300 acres of open space. The proposed total number of units will be 1,150.

#### Hunters View

Hunters View, originally built in 1956, was the first HOPE SF site to undergo revitalization. Perched on a grassy hill above the old naval shipyard, it has spectacular views of the San Francisco Bay. Of the original families, 70% were retained through the transition between public housing and mixed-income development. Amenities include open spaces, a community center, a childcare facility, a wellness center, a sound studio, and playgrounds. The Phase 3 — affordable and the first two phases of market-rate homes will break ground in 2020. The proposed total number of units will be 600.

#### Potrero Terrace and Annex

Home to nearly 1,300 people, Potrero Terrace and Potrero Annex — together known as Potrero — are two of the oldest public housing developments in San Francisco. Located at the southeastern edge of the Potrero Hill neighborhood, they were hastily constructed in 1941 and 1955. HOPE SF will rebuild both sections of the 38-acre site into a unified mixed-income development with buildings of varying heights and a park. Phase 1 — construction of the first 72 units was completed in February 2019. The proposed total number of units will be 1,400-1,600.

#### Sunnydale/Velasco

Sunnydale, San Francisco's largest public housing community, is undergoing a transformation into a mixed-income development of new affordable and market rate housing, street and utility infrastructure, and open spaces. Located at the foot of McLaren Park, the 50-acre site will also include an exciting neighborhood hub and the city's first recreation center in decades, a Boys & Girls Club, and early childhood education centers. The proposed total number of units will be 1,400-1,770.

#### **Opportunities for All**

Opportunities for All is a mayoral initiative to address economic inequality by ensuring that all young people can be a part of San Francisco's thriving economy. The initiative serves thousands of high school-aged youth who are ready and interested in working, as well as provides opportunities for youth who might need additional support, as part of Mayor Breed's efforts to provide paid internships for youth in San Francisco.

Opportunities for All connects young people to employment, training and post-secondary opportunities. Youth work an average of four weeks and earn \$15 per hour for up to 20 hours a week, receive mentorship, and visit local businesses to help them identify careers of interest and begin to plan for their future. Opportunities for All builds on existing work-based learning programs and funding. Across the globe, work-based programs are celebrated for preparing young people for work, keeping them engaged in school and promoting self-efficacy.

Opportunities for All works with the SFUSD, OEWD and DCYF to align efforts and recruit youth participants. This initiative also develops a framework where non-profit service providers and employers



have shared understanding and language around work expectations for youth, track youth progress, and provide tools that help youth plan for their future.

### **Our Children Our Families Initiative**

In November 2014, San Francisco voters approved Proposition C, the Children and Families First Initiative, which created the OCOF Council with the purpose of aligning strategies across City agencies, the School District, and community partners to improve the lives of children, youth, and their families. Prop C outlines OCOF's mandates in addition to extending the Public Education Enrichment Fund and the Children's Fund for another 25 years respectively.

OCOF Council knows that the challenges facing our children, youth and families; safety, housing stability, economic security, health, education, and employment, are interconnected and cannot be addressed in isolation. In order to achieve the impact we seek, we must work in partnership across all sectors. Our strategies involve a collective impact approach, where we work together in three key areas: data and research, training and capacity building and service delivery system improvement. These strategies will serve as a roadmap for our collaboration across the City, District and Community.

### Data and Research

Data and research is at the heart of OCOF's work. We aim to use data to inform all decision making for OCOF's work but also to encourage and promote the use of data across all child and family serving systems.

#### Focus Areas:

- Convene a Data and Research Advisory Group: The purpose of this group will be to serve as an advisory body to OCOF around measuring the outcomes in the framework, as well as identifying data and research projects that align with OCOF outcomes.
- Monitoring outcomes measures: Develop a plan for monitoring the measures in the Outcomes Framework and informing policy and practice change.
- Support use of shared data for policy and program development: OCOF will use targeted data sharing across the city, school district and community to improve research, policy and/or practice. Work with various experts and stakeholders to develop policies and protocols that facilitate data sharing, as well as identifying existing shared data projects across the city that align and advance OCOF outcomes.

### Training and Capacity Building

Strengthening the existing workforce and developing a strong pipeline of new employees across San Francisco through curriculum designed to build capacity and skills of the workforce to understand the impact of trauma on the lives of children, youth and families and develop the skills to build resilience and connection is critical to impacting the outcomes we seek to improve.

#### Focus Areas:

- Develop curriculum and pilot implementation plans: Develop implementation plans for 5 Training and Capacity Building pillars with a primary focus on a Healing City and a Welcoming City.
- Establish an evaluation plan for each pilot: Along with each pilot plan, the development of an evaluation plan will be necessary to demonstrate the challenges and successes for each pilot. This will inform the scaling and sustainability of the pilot.

### Service Delivery System Improvement

Service delivery system improvement is at the heart of much of OCOF's mission. The activities for this strategy will focus on changes to systems in addition to service delivery and programs.

#### Focus Areas:

- Advance strategies that support service navigation: The goals of the service navigation focus area are to identify gaps and redundancies in services and to help families and service providers easily access available services from all agencies. Within this focus area, there are two components: a service inventory for system navigators and a family friendly service navigating website – [www.sffamilies.org](http://www.sffamilies.org).
- Coordinating budgets to achieve shared outcomes: The goal of ultimately coordinating budgets across systems is so that efforts are coordinated to generate additional funding and blended resources are integrated into budget planning. An integral part of achieving coordinated budgets will be the Citywide Spending Analysis, which will determine where resources are spent on child and family serving programs. This will include a landscape of services that link the identified spending categories to specific services.
- Identify and support family friendly City policies and protocols: The goal of advancing protocols and policies that designate San Francisco a "Family Friendly City" is so that families are put at the center of decision making across the city, school district and community.
- Improve Citywide service coordination: The goal of this focus area is to identify gaps and redundancies across various collective impact efforts working with vulnerable children, youth and families in order to improve connections and eliminate duplication of efforts. OCOF will lead and participate in efforts that bring together key decision makers to develop strategies to address service overlap and gaps related to service coordination within San Francisco.

### **San Francisco Financial Justice Project**

The [San Francisco Financial Justice Project](#) is the nation's first effort embedded in government to assess and reform fines and fees that have a disproportionate and adverse impact on low-income residents and communities of color. Since its inception in 2016, the Project has worked with partners to eliminate or adjust dozens of fines and fees, and to lift millions of dollars in debt off of tens of thousands of low-income people. Housed in the Office of the San Francisco Treasurer, the Financial Justice Project has two main goals: First, to listen to community groups and local residents to identify fine and fee pain points. Second, to identify and implement doable solutions for government and the courts. Over the last three years, The Financial Justice Project has worked with dozens of community partners, city departments and the courts to enact a range of reforms. Read more [here](#) about The Financial Justice Project's reforms; and [here](#) is a list of fine and fee discounts for low-income San Franciscans.

### **Sector Based Approach to Workforce Development**

The Workforce Development Division of OEWD connects job seekers in San Francisco with employment opportunities in growing industries such as Technology, Health Care, Hospitality and Construction. We provide industry aligned job training and access to job search assistance at community-based neighborhood access points throughout the City, to help provide employers with skilled workers. See

### Construction Training Programs

#### *The CityBuild Academy (CBA)*

CityBuild Academy aims to meet the demands of the construction industry by providing comprehensive pre-apprenticeship and construction administration training to San Francisco residents. CityBuild began in 2006 as an effort to coordinate City-wide construction training and employment programs and is administered by OEWD in partnership with City College of San Francisco, various community non-profit organizations, labor unions, and industry employers.

#### *Construction Administration & Professional Service Academy (CAPSA)*

The Construction Administration and Professional Service Academy (CAPSA) is a semester-long program offered at the City College of San Francisco, Mission Campus. The program prepares San Francisco residents for entry-level careers as professional construction office administrators.

#### *CityBuild Women's Mentorship Program*

The CityBuild Women's Mentorship Program is a volunteer program that connects women construction leaders with experienced professionals and student-mentors who offer a myriad of valuable resources: professional guidance; peer support; life-skills coaching; networking opportunities; and access to community resources.

#### Health Care Training Program

Launched in January 2010, the HealthCare Academy falls under OEWD's sector strategy and is designed to improve the responsiveness of the workforce system to meet the demands of the growing industry. Through a dual customer approach, the HealthCare Academy provides employers with skilled workers while expanding employment opportunities for local residents.

The health care industry and health care occupations have been identified both nationally and locally as a priority for workforce investment due to stable and/or increasing demand for new workers, replacement of retirees, and skills development in response to new technologies and treatment options, as well as evolving service delivery options (including local and federal health care initiatives, such as the Affordable Care Act). Because the health care sector encompasses occupations in such a wide variety of settings and requires various levels of education and skill, it presents excellent opportunities for a broad spectrum of local jobseekers.

The HealthCare Academy engages with industry partners to identify key needs of the industry, including skill requirements, vetting and approving a programmatic framework, review of training curriculum, identifying partnership opportunities, and providing programmatic oversight of any workforce programs related to the health care sector. Collaborative partners include the San Francisco Hospital Council, the DPH (and affiliated hospitals), SEIU-UHW West, UC Berkely's Center for the Public Health Practice, California Health Workforce Initiative, and industry employers: California Pacific Medical Center, Dignity Health, Kaiser Permanente, San Francisco Community Clinics Consortium, Chinese Hospital and Homebridge.

#### Hospitality Training Program

The Hospitality Initiative, launched in 2011, was designed to effectively coordinate training and employment resources that support the growth of a diverse and well-qualified hospitality sector workforce in San Francisco. In support of this goal are the following objectives: To prepare San Francisco residents for training and employment opportunities in the hospitality sector; to fulfill hiring needs of hospitality sector employers with qualified candidates that are job ready, possess the skills and abilities to perform job duties, and hold knowledge and passion for the industry; to educate workforce system

service providers and jobseekers about the hospitality industry and to provide them with relevant and current information on connecting to jobs, careers, and/or relevant training.

Industry partnerships play a critical role in establishing sector programming. Collaborative partners include San Francisco Hotel Council (and affiliated members), Golden Gate Restaurant Association (and affiliated members), San Francisco Travel, Moscone Center, City College of San Francisco, SFUSD, Unite Here Local 2, and community based organizations and industry employers.

#### Technology Training Program

Launched in 2012, TechSF is an initiative of OEWD designed to provide education, training and employment assistance to locals who are interested in landing a job within San Francisco's tech sector.

TechSF is committed to:

- Providing tech training, free of charge, to San Francisco residents who are interested in landing a job in a tech occupation;
- Partnering with educators, training organizations and employers to ensure our participants have opportunities to skill up and land in a job;
- Ensuring our trainings meet local employer demand; and
- Ensuring our participants are trained not only in in-demand technical skills, but also receive career readiness supports.

TechSF aims to ensure that a highly-skilled and diverse talent pool connects to, and thrive in, opportunities in tech while meeting industry talent needs. Careers in tech are not solely isolated to the tech sector. TechSF believes that the skills learned in TechSF training programs can open doors to working in a tech job in many different industries.

TechSF provides opportunities for anyone interested in a career in technology. From the exploratory tech learner to the well-versed programmer who is looking to gain a competitive edge, TechSF has opportunities to step outside your comfort zone.

The TechSF Apprenticeship Accelerator offers job seekers the unique opportunity to acquire essential experience and training to get established in a career in tech.

TechSF provides the opportunity to connect directly with Tech Sector employers through exposure and networking events.

#### **Smart Money Coaching Program**

The Smart Money Coaching program by the Office of Financial Empowerment provides free, confidential, one-on-one, personalized financial guidance. A certified financial coach helps households to address financial challenges and goals, including reducing debt, establishing and improving credit score, opening a safe and affordable bank account, and increasing savings. Smart Money Coaching has locations throughout San Francisco and is available to anyone living, working or receiving services in San Francisco. This initiative is funded through MOHCD, HSA, DAAS, and the Treasurer's Office. These services are available at over twenty sites on a regular basis, including HOPE SF and RAD housing sites, the San Francisco Main Library, and at nonprofit partners of MOHCD and other city departments.

### **Tenant Right to Counsel: San Francisco's Eviction Defense System**

San Francisco voters passed the "No Eviction Without Representation Act of 2018," then-known as Proposition F, on June 5, 2018. This local law went into effect on July 11, 2019. It establishes a policy that all residential tenants facing eviction have a right to legal representation, known as a tenant right to counsel. The ballot initiative that brought about the local law did not create a revenue source to fund the Tenant Right to Counsel (TRC) program. However, through the City's budget process, the Mayor and Board of Supervisors have significantly increased funding for the TRC program since its passage. MOHCD allocated \$9.6 million in Fiscal Year 2019-2020 (July 1, 2019-June 30, 2020) to the TRC program.

Legal representation is provided by a network of nine City-funded legal services organizations (with a combined 47 attorneys supported by social workers & paralegals) and is subject to availability. During the first six months of implementation (July-December 2019), the TRC program provided the mandated full-scope legal representation to approximately two-thirds of all tenant households who availed themselves of assistance. The remaining one-third received limited legal services, including *pro per* assistance with completing the prescribed court form that must be filed at the court within five calendar days of being served with the eviction lawsuit in order to assert their defense, and limited-scope representation during the mandatory, pre-trial settlement conference.

The TRC program is providing full-scope legal representation to an unprecedented number of tenants facing eviction. Program-level data and other relevant studies suggest that full-scope legal representation get far superior results for clients than limited legal services. In San Francisco, approximately 67% of clients receiving full-scope legal representation stay in their homes, as compared to less than 40% of clients receiving limited-scope legal representation.

### **Actions taken to enhance coordination between public and private housing and social service agencies. 91.220(k); 91.320(j)**

The Director of MOHCD meets on a weekly basis with the Director of Planning, the Director of the Building Inspection, the Executive Director of the Office of Community Investment and Infrastructure, the Mayor's Senior Advisor on Housing, staff from the Mayor's Budget Office, 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, Sunnysdale, 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 Committee 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 Homelessness and Supportive Housing, and the Office of Community Investment and Infrastructure as successor to the San Francisco Redevelopment Agency (OCII). MOHCD also works closely with OCII and the Department of Homelessness and Supportive Housing 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 Department of Homelessness and Supportive Housing also meet on a bi-monthly basis to coordinate the development and operation of the City's permanent supportive housing pipeline and portfolio. 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.

MOHCD also coordinates its HOPWA housing activities closely with the San Francisco Housing Authority, in particular when a HOPWA subsidized unit is also supported by a project-based Section 8 voucher.

### **Identify actions taken to overcome the effects of any impediments identified in the jurisdictions analysis of impediments to fair housing choice. 91.520(a)**

MOHCD has worked on various initiatives to address the impediments identified in the City's Analysis of Impediments to Fair Housing Choice report, including addressing the Impediments to Affordable Housing Development, Impediments to Utilization of Assisted Housing Programs, and Impediments Facing People With a Criminal Record. MOHCD has focused its efforts on increasing affordable housing

production through site placement, working with other city agencies to remove regulatory barriers, and creating new financing sources all in order to increase the production of affordable housing as discussed above. In an attempt to overcome the impediment of utilizing assisted housing programs, MOHCD is developing a centralized online housing notification and application system called DAHLIA. This will centralize how people learn about affordable housing opportunities. It will also simplify and centralize how people apply to those housing opportunities. Additionally MOHCD continued to work closely with the Human Rights Commission to implement San Francisco's Fair Chance Ordinance in all City-assisted affordable housing in order to address the impediment facing people with a criminal record. The Fair Chance Ordinance requires that affordable housing providers must first screen housing applicants for all other resident selection criteria before reviewing an applicants criminal record.

## **CR-40 - Monitoring 91.220 and 91.230**

**Describe the standards and procedures used to monitor activities carried out in furtherance of the plan and used to ensure long-term compliance with requirements of the programs involved, including minority business outreach and the comprehensive planning requirements**

### **Monitoring for Community Development Activities**

#### Managing Grants and Loans

In program year 2020-21, the Community Development Division of MOHCD administered CDBG public facility, non-workforce development public service and organizational planning/capacity building activities; and HOPWA rental assistance and supportive services programs. MOHCD's Housing Division administered the housing activities of the CDBG and HOPWA programs; and all HOME activities. The Office of Economic and Workforce Development (OEWD) administered CDBG economic development and workforce development activities. The Department of Homelessness and Supportive Housing administered all of the ESG activities.

Activities under the CDBG, ESG and HOPWA community development programs were provided primarily through grant agreements with community-based non-profit organizations which provide a range of services, including legal, job training and placement, case management, information and referral, technical assistance to small businesses and micro-enterprises, homeless, homeless prevention and housing services.

MOHCD and OEWD provided fiscal and programmatic monitoring of each project that received CDBG, ESG and/or HOPWA funds. Monitoring included both internal and on-site reviews. In addition, MOHCD monitored construction projects for labor standards compliance related to the Davis-Bacon regulations. MOHCD also monitored for access requirements related to Section 504 of the Rehabilitation Act and the Americans With Disabilities Act. Fair Housing, EEO and Local Business Enterprise (LBE) contracting is monitored by the City's Contract Monitoring Division.

Since program year 2006-2007, MOHCD has been part of the steering committee for the City's Joint Fiscal and Compliance Monitoring Task Force, which serves to consolidate fiscal and compliance monitoring among various City departments. This consolidation effort increases communication among city departments, reduces multiple fiscal and compliance site visits to a single joint site visit or self-assessment, and decreases the administrative burden on both non-profit entities and City departments.

#### For CDBG, ESG and HOPWA Grants

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



For each grant, a MOHCD/OEWD grant coordinator/community builder was responsible for providing technical assistance, reviewing progress reports, conducting on-site visits when appropriate, and evaluating performance outputs and program outcomes. The grant coordinator/community builder was also responsible for reviewing monthly expenditure reports and monitoring for fiscal compliance with regulations and accounting policies. In 2020-21, MOHCD continued to dedicate a full-time staff person to focus exclusively on fiscal and compliance monitoring for all of its federally-funded grants.

#### For COVID-19 Emergency Business Loans

The COVID-19 Emergency Business Loan programs targeted low-income, women-owned, and minority-owned businesses by design, but in particular during outreach. Moreover, each loan recipient was required to enter into an agreement that stipulates the loan conditions and repayment schedule.

#### Capacity Building for MOHCD/OEWD Staff and Delegate Agencies

In 2020-2021, MOHCD and OEWD continued to invest in the training of its staff to build internal capacity so that MOHCD and OEWD could better assist its delegate agencies on both organizational and programmatic development. Organizational capacity building needs of delegate agencies include financial management, human resource management, technical assistance with compliance with federal and local regulations, Board of Directors development and program evaluation. MOHCD and OEWD collaborated on aligning requests for proposals to minimize administrative burden for delegate agencies.

During the program year, MOHCD and OEWD staff worked closely with the Controller's Office and other City departments in assisting grantees to build internal capacity and to ensure compliance with all city, state and federal requirements.

### **Monitoring for Housing Activities**

#### Multifamily Properties

MOHCD monitors the compliance of 377 City-assisted multifamily rental projects, including 134 CDBG- and HOME-funded rental housing projects to assure compliance with program requirements. Monitoring activities included review of: (1) tenant income and rent schedules; (2) management and maintenance reports; and (3) income and expense statements, including financial statements and use of program income. MOHCD continues to work with rental property owners and their property management agents to ensure ongoing compliance with tenant income and rent restrictions as well as HUD housing quality standards and local code.

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

MOHCD suspended all HOME inspections for 2020-2021 due to COVID-19 shelter-in-place orders. MOHCD informed HUD of its suspension of HOME inspections on March, 31, 2020 and on April 1, 2020 received acknowledgement and acceptance of the inspection suspension by HUD-CPD staff.

**Citizen Participation Plan 91.105(d); 91.115(d)****Describe the efforts to provide citizens with reasonable notice and an opportunity to comment on performance reports.**

The Draft 2020-2021 CAPER is available to the public for review and comment between September 10, 2021 and September 24, 2021. The City published a notice on the MOHCD, OEWD and HSH websites on September 3, 2021 informing the public of the availability of the draft document for review and comment. The notice was also emailed to MOHCD's list of community organizations and stakeholders that is used for outreach purposes. The draft document is available for public review and comment on the MOHCD, OEWD and HSH websites.

**CR-45 - CDBG 91.520(c)**

**Specify the nature of, and reasons for, any changes in the jurisdiction's program objectives and indications of how the jurisdiction would change its programs as a result of its experiences.**

No changes.

<b>Does this Jurisdiction have any open Brownfields Economic Development Initiative (BEDI) grants?</b>	No
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**[BEDI grantees] Describe accomplishments and program outcomes during the last year.**

## CR-50 - HOME 91.520(d)

**Include the results of on-site inspections of affordable rental housing assisted under the program to determine compliance with housing codes and other applicable regulations**

**Please list those projects that should have been inspected on-site this program year based upon the schedule in §92.504(d). Indicate which of these were inspected and a summary of issues that were detected during the inspection. For those that were not inspected, please indicate the reason and how you will remedy the situation.**

In 2020-2021, MOHCD was scheduled to inspect 12 HOME- funded properties, but suspended all HOME inspections due to coronavirus shelter-in-place directives starting in March 2020. MOHCD staff informed HUD of the inspection suspension on March 31, 2020. Please see CR-40 for a specific list of HOME-funded properties originally scheduled to be inspected.

MOHCD designates all units as HOME-assisted units in any project that receives HOME funding.

MOHCD requires the owner of each HOME-assisted project to submit a signed certification annually that includes the following statements:

The project has met affordability and other leasing provisions set forth in the funding agreement/s entered into with CCSF during the entire reporting period. As of the end date of the reporting period, _____ units ( <i>supply exact number</i> ) were occupied or held vacant and available for rental by low-income tenants meeting the income qualifications pursuant to the funding agreement/s entered into with CCSF.
The undersigned has obtained a tenant income certification and/or third party documentation to support that certification from each tenant household occupying a unit restricted to occupancy by income-qualified tenants. All income certifications are maintained onsite with respect to each qualified tenant who resides in a unit or resided therein during the immediately preceding business year.
The total charges for rent and a utility allowance to each income-qualified tenant in a restricted unit do not exceed the maximum rent specified in the funding agreement/s entered into with CCSF as adjusted by the most recent HUD income and rent figures, which have been taken from the figures that are supplied by MOHCD on its website.

## **Provide an assessment of the jurisdiction's affirmative marketing actions for HOME units. 92.351(b)**

MOHCD continues to rigorously review the affirmative marketing efforts of all of its borrowers at initial marketing and when developers open their wait lists. Monitoring marketing efforts continued to improve greatly and became even more efficient in 2020-2021 with MOHCD expanding its online application and listing system called Database of Affordable Housing Listings and Applications (DAHLIA) for new rental opportunities and the replenishment of waitlists for existing affordable housing.

**Refer to IDIS reports to describe the amount and use of program income for projects, including the number of projects and owner and tenant characteristics**

MOHCD did not commit any HOME Program funding in Fiscal Year 2020-2021.

**Describe other actions taken to foster and maintain affordable housing. 91.220(k) (STATES ONLY: Including the coordination of LIHTC with the development of affordable housing). 91.320(j)**

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.

## CR-55 - HOPWA 91.520(e)

Identify the number of individuals assisted and the types of assistance provided

Table for report on the one-year goals for the number of households provided housing through the use of HOPWA activities for: short-term rent, mortgage, and utility assistance payments to prevent homelessness of the individual or family; tenant-based rental assistance; and units provided in housing facilities developed, leased, or operated with HOPWA funds.

<b>Number of Households Served Through:</b>	<b>One-year Goal</b>	<b>Actual</b>
Short-term rent, mortgage, and utility assistance payments	107	103
Tenant-based rental assistance	187	184
Units provided in transitional housing facilities developed, leased, or operated with HOPWA funds	28	152
Units provided in permanent housing facilities developed, leased, or operated with HOPWA funds	232	66
<b>Total</b>	<b>554</b>	<b>505</b>

**Table 13 – HOPWA Number of Households Served**

### Narrative

San Francisco's Mayor's Office of Housing and Community Development (MOHCD) is the lead agency to apply for, accept and expend HOPWA funds on behalf of the San Francisco EMSA, which includes the county of San Mateo.

For both the Five-Year Consolidated Plan and the 2020-2021 annual performance periods, HOPWA program goals and objectives were substantially met as evidenced by maximum occupancy of capital projects and rental assistance programs, service utilization, and program stability. HOPWA funds were disbursed and utilized in a timely way.

Outside of COVID-19 business closures and work from home mandates, no other challenges impacted overall HOPWA Program delivery or success, the exorbitant cost of living and inflated San Francisco housing market continually provided barriers, such as longer and more competitive housing searches, for HOPWA tenants. San Francisco's FMR was increased substantially based on a regional rent study whose findings were accepted by HUD, which has resulted in a significant number of landlords asking for an increase in rent and further depleting our limited HOPWA funds that support long-term rent subsidies.

The HOPWA Program is effectively meeting the local needs of the AIDS housing community to the extent that funding has allowed. MOHCD continues to be very involved with HOPWA contractors to get mutual feedback and collaboration regarding any changing needs or program improvements that need to be made. MOHCD's HIV Housing programs manager has worked to expand the community organizations

that partner in ensuring HIV Housing services are provided in a fair and equitable manner. This has culminated in the recent publication of the HIV Housing plan for 2020-2025.

For fiscal year 2020-2021, MOHCD entered into an inter-governmental fiscal agreement with the San Mateo County AIDS Program which determines priorities for funding, selects project sponsors, administers the HOPWA funds, and ensures that all HOPWA regulations have been satisfied for their jurisdiction.

Funding for 2020-2021 is summarized as follows:

<b>County</b>	<b>Funding Per Action Plan</b>	<b>FY 20-21 Expenditures</b>	<b>CARES funding per Action Plan</b>	<b>FY 20-21 CARES Expenditures</b>
San Francisco	\$6,255,164	\$7,328,191	\$910,304	\$526,630
San Mateo	\$812,065	\$812,065	\$118,179	\$118,179
Total – San Francisco EMSA	\$7,067,229	\$8,140,256	\$1,028,483	\$644,809

The following sections (by county) provide an overview of the grantee and community, annual performance under the Action Plan, and barriers and trends as required under Part 1, Sections 5a through 5c, of the HOPWA CAPER Measuring Performances Outcomes. All required charts and certifications are located at Appendix B.

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

The U.S. Department of Housing and Urban Development (HUD) estimates that, in 2017, 2,280 individuals in California were simultaneously living with HIV/AIDS and experiencing homelessness. Ensuring HIV/AIDS households are able to navigate housing resources and secure housing is critical to preventing homelessness for the PLWHA community. The San Francisco Department of Public Health noted in the 2019 HIV Epidemiology report that 18% of new HIV diagnosis' were among those that are homeless.<sup>2</sup>

Due to the nature of transmission, the conditions of homelessness can create further spread of HIV. According to data from Ward 86, the largest clinic in San Francisco serving PLWHA, nearly a third of the 2,600 patients who visit the clinic are extremely impacted by housing instability. According to San Francisco's Department of Public Health (SFDPH), the rates of viral suppression are far lower for individuals with HIV who are also experiencing homelessness.

Community input was an integral part of the strategic planning process; In a series of focus groups conducted by MOHCD, PLWHA and HIV/AIDS service providers pointed out several characteristics that can improve the housing environments of PLWHA. These include safety, quiet and personal outdoor space, having a liaison between building management and tenants, and management being respectful and knowledgeable about HIV/AIDS.

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<sup>2</sup>2019 SF HIV Epidemiology Report:

[https://www.sfdph.org/dph/files/reports/RptsHIVAIDS/AnnualReport2019\\_Indigo\\_20200914\\_Web\\_fixed.pdf](https://www.sfdph.org/dph/files/reports/RptsHIVAIDS/AnnualReport2019_Indigo_20200914_Web_fixed.pdf)

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

- Housing in San Francisco has become increasingly expensive, exceeding the values established by HUD's Fair Market Rents (FMR) and making it difficult for subsidy programs to be implemented effectively.
- As of December 31, 2019, 69% (N=10,939) of persons living with HIV were aged 50 years and older.<sup>3</sup>
- Persons with HIV/AIDS are living longer and have more stable health status due to antiretroviral therapy.

Some key insights emerging from the unmet needs analysis include the following:

- Among HIV+ homeless individuals, the estimates are highest for subpopulations with co-occurring disorders, disabling HIV/AIDS, and chronic homelessness. Comparing and contrasting these subpopulations reveals that a higher proportion of individuals experience co-occurring disorders than either disabling HIV/AIDS or chronic homelessness.
- Among HIV+ individuals at-risk for being homeless, estimates are highest for seniors and those not receiving care. Current and future support services should tailor their efforts to meet the needs of these subpopulations, and expanding the supportive housing services available would be one mean of doing so.

Examining the time trends of financial support available for HIV/AIDS housing services suggests a discouraging outlook. Ryan White CARE and General Fund support have remained approximately the same since 2007. Given inflation, significant increases in housing costs and increasing costs of service delivery over time, plateaus in funding effectively amount to fewer resources available for HIV/AIDS housing. Support from HOPWA funding in 2021 is less than that available in 2007, although costs have increased in every area of housing over the past 10 years.

Looking forward, a new HOPWA funding formula has been signed into law as a result of the Housing Opportunity Through Modernization Act of 2016 that was signed into law on July 29, 2016. This new formula is based in part on the number persons living with HIV/AIDS rather than cumulative AIDS cases, and incorporates local housing costs and poverty rates into the formula. The combination of these factors will negatively impact San Francisco's allocation significantly. The projection released by HUD in August, 2017 indicated that this new formula could result in a reduction in HOPWA funding to San Francisco of as much as \$1.3 million by 2022. The impact of this formula change in San Francisco has the potential to further reduce the number of HOPWA funded subsidies as well as reductions in capital.

The strategic planning process also focused on system improvements to make the current array of programs and services more responsive to client needs and the current housing market. System change discussions focused on:

- Matching clients with the best housing program to meet their need.
- Developing a more agile system to respond to clients' changing housing and health needs, as well as other changes to their situations (e.g. income changes).

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<sup>3</sup> SF HIV Epidemiology Report:

[https://www.sfdph.org/dph/files/reports/RptsHIV/AIDS/AnnualReport2019\\_Indigo\\_20200914\\_Web\\_fixed.pdf](https://www.sfdph.org/dph/files/reports/RptsHIV/AIDS/AnnualReport2019_Indigo_20200914_Web_fixed.pdf)



- Ensuring that the array of housing programs more proportionally matches the needs of the current HIV+ population.

Since the creation of the initial Five-Year Plan, the annual HOPWA budget has been developed in consultation with DPH's HIV Health Services Office and the Planning Council. The FY 2020-2021 annual budget was presented to the public through the MOHCD website, at a public hearing for citizens and consumers, and before San Francisco's Board of Supervisors prior to final approval.

The FY 2020-2021 Action Plan anticipated \$8,267,229 in HOPWA funding from annual formula allocation of \$7,067,229 and program income of \$1,200,000. Expenditures during FY 20-21 totaled \$7,328,191 of which \$7,328,191 was funded from annual formula funds. CARES expenditures during FY20-21 totaled \$526,630.

	Funding Per Action Plan	FY 20-21 Expenditures	Funding Per Action Plan CARES	FY 20-21 Expenditures CARES
Capital Improvement Projects	\$100,992	\$97,817	\$0	\$0
Rental Assistance Program	\$3,414,182	\$3,453,381	\$180,016	\$1,575
Supportive Services and Operating Costs	\$2,641,676	\$3,375,809	\$730,288	\$525,055
Housing Information/Referral Services	\$48,000	\$53,940	\$0	\$0
Grantee Administration and Other Activities	\$187,654	\$347,244	\$0	\$0
Total	\$7,067,229	\$7,328,191	\$910,304	\$526,630

The priorities and objectives of the HOPWA program as reflected in the 2020-2021 Action Plan included:

- Rental Assistance Program (183 tenant based rental assistance subsidies)

During 2020-2021, \$3.5 million was spent on rental assistance (47% of total expenditures). The program provided monthly rental subsidies and housing advocacy services to 183 households during FY 2020-21. In addition, case management services and employment assistance/training were provided to 60 clients through the Second Start Program. Partial rent subsidies for the 60 households were funded by a separate HOPWA Competitive Grant.

The cost per unit for tenant based rental assistance (TBRA) continues to be above the national average for this category. This is mainly due to very high housing costs in San Francisco.

- Services and operating subsidies for five licensed residential care facilities for people with HIV/AIDS and two other facilities for people with HIV/AIDS (102 transitional short-term housing facilities).

During 2020-2021, \$3.4 million was spent on supportive services and operating subsidies at these 7 facilities (46% of total expenditures) with 228 unduplicated residents assisted. This program was also supplemented with \$1.6 million in San Francisco General Funds during the fiscal year. All residents are

required to have an income below HUD's very low-income standard—50% of Area Median Income (AMI).

Case managers at the programs coordinate care for residents ensuring maximum usage of available resources. HOPWA provides the largest percentage of funding to these projects, covering supportive services (including nursing care) and a portion of operating expenses. Funding for these programs and facilities are supplemented with federal Ryan White funds, Section 8 project-based vouchers, project sponsor contributions, and private sector funding including grants and donations.

- **Capital Improvement Projects:**

During FY 2020-2021, \$97,817 was spent on two capital improvement projects approved in prior years of which none of the projects were completed. Two projects are in progress with completion projected in the next year. There are three other capital improvement projects which have been approved for funding through the Request for Proposal (RFP) process, but not yet started.

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

The HIV Housing Referral List (HHRL), a waitlist managed by the SF Department of Public Health, served persons with HIV/AIDS for programs including HOPWA's Housing Subsidy Assistance Services. HHRL has been closed to new applicants, but in the fall of 2017, a new housing access placement program, called "Plus Housing" was created as part of MOHCD's new affordable housing data portal, Database for Affordable Housing Listings, Information, and Applications (DAHLIA). Since its creation the Plus Housing access placement program has provided a waitlist in which HIV positive households are able to request assistance obtaining a HOPWA subsidized unit as well as a HOPWA full or partial subsidy. As of August 2021, there were over 900 applicants requesting assistance; this highlights the difficulty HOPWA programs face with little to no increase in funding within the last 5 years.

#### COVID-19 and CARES Act:

Beginning in January 2020, the San Francisco Bay area began to feel the effects, as did the world, noting work from home mandates. Many business closed their doors and began operating at a very limited capacity. Unfortunately, many people have lost their lives due to COVID-19 and at the time of publication of this document people continue to be effected by COVID-19 infections, including the delta variant.

As a result, US Congress in early Spring 2020, passed the CARES Act legislation providing funding to assist households served that have been adversely effected by COVID-19 and in an effort to reduce continued transmission and infection.

MOHCD reached out to all current HOPWA grantees via email and phone the week of April 6<sup>th</sup> once HUD announced that it would be awarding funding from the recently passed CARES act to help support HOPWA participants in San Francisco that have been adversely affected by COVID-19. MOHCD requested from each program to have the program manager and their teams talk with all participants

being served through each HOPWA program to ask how they had been adversely impacted by COVID-19 and what resources could be helpful and supportive during this crisis. Through several meetings by phone and by video conference each grantee communicated to MOHCD the needs that HOPWA participants requested due to COVID-19.

**HOPWA Entitlement:**

San Francisco	\$910,304
San Mateo	\$118,179
	<b>\$1,028,483</b>

<b>Proposed Use</b>	<b>\$ Amount</b>	<b>Notes</b>
PPE	\$240,000	Provides funding for subgrantees to purchase Personal Protective Equipment (PPE) for staff and residents.
Nutrition Services	\$80,000	Provides funding to provide meals, groceries, delivery of food to tenants. May also provide funding to supplement food pantry services currently being provided by subgrantees.
Infection Control	\$ 200,685.00	Provides funding for prevention and education to residents in alignment with the COVID-19 prevention efforts of the City and County of SF/DPH.
Rental Assistance	\$ 200,685.00	Provides funding to assist with tenant due to income loss related to COVID-19, meant to allow for increase in monthly subsidy as well as utility overages.
Administrative Costs	\$54,618	These funds will be redistributed as a reserve pool for any overages unforeseen as the crisis changes.
	<b>\$910,304</b>	

**HOPWA Competitive**

<b>Proposed Use</b>	<b>\$ Amount</b>	
PPE	\$10,000	Provides funding for subgrantees to purchase Personal Protective Equipment (PPE) for staff and residents.
Nutrition Services	\$54,964	Provides funding to provide meals, groceries, delivery of food to tenants. May also provide funding to supplement food pantry services currently being provided by subgrantees.
Rental Assistance	\$80,000	Provides funding to assist with tenant due to income loss related to COVID-19,

		meant to allow for increase in monthly subsidy as well as utility overages.
Administrative Costs	\$14,496	up to 6% is allowed, as opposed to regular 3%
	<b>\$159,460</b>	

### Brief Description of Funding Activities, Work Process and Accessibility of Assistance:

#### Type of Activity and Funding Amount:

- (\$10,000) **Personal Protective Equipment (PPE)** – Project Sponsor will purchase PPE for staff and project participants in order to limit the transmission of COVID-19. PPE can include face masks, disposable gloves, face shields/eye protection, cleaning/sanitizing equipment, air purifying respirators, isolation gowns. (reference: <https://www.cdc.gov/coronavirus/2019-ncov/hcp/ppe-strategy/index.html>)
- (\$54,964) **Nutrition Services** – In order to ensure food security, project sponsor will purchase grocery cards, reimburse participants transportation in the form of private car service to and from the grocery/markets, reimbursement for meal delivery.
- (\$80,000) **Rental Assistance** – Several project participants have unfortunately lost income or have experienced a dramatic decrease in their income sources due to COVID-19. Project sponsor will provide supplemental rental assistance to ensure participants do not become evicted due to their inability to pay rent. Rental assistance will be given to tenants in the form of subsidy increases up to the full rent in some cases, reimbursement to tenants for utility overages due to having to stay-at-home per city ordinances directly related to COVID-19.
- (\$14,496) **Administrative Costs** – Project sponsor will receive funding to offset any additional staffing charges related to COVID-19 that is required to meet the needs of participants.

#### Process to Carry Out the Work:

- Project sponsors will conduct email and/or phone communication on a weekly basis to ensure documentation of all participant needs/questions/concerns related to COVID-19.
- Project sponsors will document all participant COVID-19 related needs and requests to ensure funding is appropriate and given in a timely manner to support project participants.
- Project sponsors will meet with project participants over the phone or web to ensure participants know how to request assistance and when/how they will receive said assistance (ex: reimbursement, obtainment of gift cards, etc.)
- Project sponsors will only reimburse participants for COVID-19 related costs/services once participant has provided receipt of COVID-19 related purchase, copy of utility bill, etc.
- A written policy and procedure letter specific to COVID-19 relief services will be given to each project participant for record purposes and to ensure timely communication of service accessibility.
- Grantee will communicate with project sponsor via email, web or phone at minimum every two weeks to ensure procedures are followed and to support any challenges faced with services rendered.

- As COVID-19 prevention continues to evolve, updates to project sponsors Policies and Procedures will be necessary necessary to ensure services are rendered in a timely manner. Grantee will provide an update to Policies and Procedures for project sponsors by July 1<sup>st</sup>, 2020.

#### Accessing Assistance for Project Participants:

- Although many businesses are still closed to the public due to COVID-19 related city ordinances, project sponsors are making every effort to ensure timely communication and service updates to tenants by email, phone and web technology (video conferencing, etc.).
- Grantee remains available by phone and email. Project sponsors are available by phone and email. Project sponsors have increased email and phone communication with project participants to ensure availability.
- A communication/service protocol guide will be developed to detail how clients can access services and support during COVID-19 by July 1<sup>st</sup>, 2020. Until then project sponsors will remain available to project participants by phone and email.

Projects selected to receive HOPWA funding are required to provide supportive services and to demonstrate the ability to access community-based HIV services, such as those funded under the Ryan White Care Act and other public and private sources.

The following barriers were encountered during the program year:

- |   |  |  |  |
|---|--|--|--|
| <input checked="" type="checkbox"/> HOPWA/HUD Regulations | <input type="checkbox"/> Planning                      | <input checked="" type="checkbox"/> Housing Availability | <input checked="" type="checkbox"/> Rent Determination and Fair Market Rents |
| <input type="checkbox"/> Discrimination/Confidentiality   | <input checked="" type="checkbox"/> Multiple Diagnoses | <input type="checkbox"/> Eligibility                     | <input type="checkbox"/> Technical Assistance or Training                    |
| <input checked="" type="checkbox"/> Supportive Services   | <input checked="" type="checkbox"/> Credit History     | <input checked="" type="checkbox"/> Rental History       | <input checked="" type="checkbox"/> Criminal Justice History                 |
| <input checked="" type="checkbox"/> Housing Affordability | <input type="checkbox"/> Other, please explain further |  |  |

HOPWA/HUD Regulations: Since the full housing needs of very low income people living with HIV/AIDS have never been fully met with HOPWA funds, increased HOPWA formula funds would best serve the community. In San Francisco, primarily due to access and adherence to anti-retrovirals, there are more people living with HIV/AIDS every year, meaning that there are more people who need housing assistance provided by HOPWA funds each year. It is very difficult to sustain our current programs, let alone meet the increasing need within the current and recent HOPWA funding allocations. Additional HOPWA funding is needed for capital improvements, repairs of existing projects, and for rental subsidies that are lost over time to attrition due to rising costs. Due to the recent decline in HOPWA funding, San Francisco's ability to provide support for capital improvements will come at the cost of direct services to individuals, a reduction in rental subsidies, and/or a reduction to operating cost support of residential facilities. The flexibility to use a portion of HOPWA formula funds for shallow rent subsidy programs would allow the HOPWA program in San Francisco to lose fewer rental subsidies to attrition over time.

Supportive Services: Long-term residential programs often struggle with the need to provide ongoing mental health support services to long-time survivors with intensive mental health needs. Because these mental health needs often exceed the capacity of existing supportive services offered in these facilities, providers often struggle to balance the needs of the individual who may be struggling with mental and behavioral issues, and the needs of the other facility residents who may have difficulty dealing with the resident as he or she works through their complicated issues. Substance abuse treatment has also been a supportive service area in which providers have asked for more assistance.

Housing Affordability and Availability: Securing subsidies to remain in housing is a key solution to achieving healthy outcomes for PLWHA. In San Francisco, non-payment of rent is the leading cause of

eviction. The aforementioned stigma and cost associated with HIV/AIDS care and treatment can create situations that interrupt the ability to pay a fixed rent. A 2012 analysis conducted by the Centers for Disease Control and Prevention found that housing status is the strongest predictor of HIV/AIDS health outcomes. Preserving the housing of PLWHA is a fundamental support to ensure positive health outcomes.

Multiple Diagnoses: The overwhelming majority of HOPWA-served people are multiply diagnosed with substance abuse and/or mental health issues. For those living in or seeking independent subsidized housing, these issues can be barriers to finding and maintaining appropriate housing. While services are available at all HOPWA-funded housing programs, participants must be able to locate housing to participate. For those living in supportive HOPWA-funded housing, mental health and substance abuse issues can make living within a community more difficult for those affected by these issues and others living at the sites. HOPWA-funded housing programs do an excellent job in providing services to people who are multiply diagnosed, but these issues can still present barriers to people as they try to live within a supportive community or the greater community.

Long Term Survivor Health Issues: Though antiretroviral medications continue to sustain and enhance the lives of people living with AIDS, AIDS-related health issues, such as the high prevalence of Hepatitis C and cancers, such as lymphoma, continue to make living with AIDS an unpredictable medical experience. These health issues and the fear and anxiety regarding possible loss of benefits in returning to work continue to be barriers for those already very disabled with AIDS to be able to increase their incomes. Most recently, individuals are beginning to outlive their long-term disability insurance policies, putting their housing status at risk because of the imminent loss of income.

Credit, Rental, and Criminal Justice History: Credit, rental, and criminal justice history can be a barrier for many HOPWA-eligible people, particularly those who are seeking independent housing. As was previously mentioned, San Francisco's rental housing market is extremely competitive, so prospective landlords can be highly selective when choosing tenants. Often HOPWA-eligible people without stellar rental histories have difficulty finding housing even once they have received a rental subsidy.

Fair Market Rents: San Francisco is one of the most expensive and competitive rental housing markets in the country. This further limits the pool of housing available to people who have received HOPWA subsidies. Appropriate increases to FMR's should also be considered when determining the amount of HOPWA funding available to an area.

#### Program Contact

Mayor's Office of Housing and Community Development – Manuel S. Vasquez, HIV Housing Programs Manager (415-701-5253, [manuel.s.vasquez@sfgov.org](mailto:manuel.s.vasquez@sfgov.org))

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

San Mateo County's share of HOPWA funding for FY 2020-21 totaled \$812,065, and San Mateo County's share of HOPWA CARES totaled \$118,179 for a grand total of \$930,244 and was fully expended during the fiscal year.

Categories	Funding Per Action Plan	FY 20-21 HOPWA Expenditures	FY 20-21 HOPWA CARES Expenditures
Rental Assistance Program	\$719,440	\$619,004	\$100,440
Supportive Services	\$159,561	\$149,382	\$10,179
Project Sponsor Administrative Exp	\$25,000	\$25,000	\$0
Total	\$930,244	\$812,065	\$118,179

From the total amount of the award, \$744,440 or 80% was utilized to provide housing services including, short-term rent, mortgage, emergency financial assistance, move-in costs, housing information and related project sponsor administrative expenses. \$159,561 or 17% of funding was used to provide case management services.

Housing affordability has turned out to be a long-term challenge for residents of San Mateo County. Housing affordability in the County continues to decline every year, while market average rents continue to climb higher and higher. According to July 2021 County-Level Historic Estimates reports from Apartmentlist.com (<https://www.apartmentlist.com/research/category/data-rent-estimates>), San Mateo's median rent for a single bedroom unit was \$2,225 and for two bedrooms was \$2,827. This is a 4% decrease from the previous year. Policymakers, state and county legislators have been trying to come up with legislation to help alleviate the housing crisis.

Some proposed bills to help finance affordable housing may eventually help, but at the present time our clients are not getting a lot a relief. According to a recent study by the National Low Income Housing Coalition (NLIHC), a "fair-market" one-bedroom rate of \$2,500 rent would require at least an annual income of \$99,960 or an hourly rate of \$48.06. These amounts are too high for clients of the program to be able to afford; the difficulty of clients finding employment in general further increases the challenges of affordable housing.

In the past few years, the Housing Authority and some shelters had arrangements/contracts for some units of affordable housing. The number of those units has also decreased due to the demand from the population at large, leaving our clients with even less choices. The effect of the high cost of housing has also affected the price of inexpensive hotels/motels, which are also having a higher demand and are able to increase their prices. All of these factors have had a negative impact on clients of the program. They are having to wait longer for the few housing options available, having to pay more from their disposable income for their housing, sometimes travel farther away to their medical appointments, and some have decided to move to other counties where housing has not been impacted as hard as the bay area and San Mateo County.

**A. Rental Assistance Program:**

103 households were assisted during this fiscal year with short-term/emergency rental assistance and 14 of these households also received housing placement services. The 2020-2021 Action Plan

anticipated that 90 households would be served during the fiscal year. Also, 158 households received housing information services during the year.

One Hundred percent (100%) of clients who responded to a survey reported that the services they received from the program helped them maintain or improve their quality of live.

One hundred percent (100%) of clients who responded to a survey reported being satisfied, or very satisfied with the services they received during the previous year. During the year, announcements of openings at three new apartment complexes were sent to clients, as well as to the social workers at Edison Clinic (most referrals to our program come from Edison Clinic).

The program made use of CARES Act funds to pay rents for people whose income had been reduced because of COVID-19 precautions (e.g. workplace closures), resulting in recipients not having to worry about how to pay rent that was withheld, due to lack of income, during the pandemic.

The Mental Health Association of San Mateo County took COVID-19 precautions early in the pandemic for the safety of clients and staff. One of the precautions was to work with clients remotely, via Zoom, email, texts and the U.S. mail, instead of meeting face-to-face. No one who doesn't live, or work, on the property is permitted to enter the buildings or grounds. As a result, we no longer needed a receptionist, which has reduced program staffing by .80 FTE.

#### B. Supportive Services:

For the 2020-21 Action Plan, Supportive Services/Medical Case management projected that 180 persons would receive case management services. 417 individuals received case management for need assessments, information and referrals and comprehensive case management, including treatment adherence and community-based services aimed to increase their access to care, improve their opportunities of achieving a more stable living environment, and reduce their risk of becoming homeless.

Our 2020 San Mateo County STD/HIV Program Client Satisfaction Survey had a smaller sample size of 49 due to COVID-19. In general 91% are satisfied with their social work and 100% are satisfied with their benefits counseling services. 69% responded that the benefits counselor or social worker improved their access to medical care with 30% stating "I don't know". 45% said the support services they received at the clinic reduced their risk of homelessness with 29% stating "I don't know".

#### Barriers and Trends

The following barriers were encountered during the program year:

- |   |   |  |   |
|---|---|--|---|
| <input checked="" type="checkbox"/> HOPWA/HUD Regulations | <input type="checkbox"/> Planning                                 | <input checked="" type="checkbox"/> Housing Availability | <input type="checkbox"/> Rent Determination and Fair Market Rents |
| <input type="checkbox"/> Discrimination/Confidentiality   | <input checked="" type="checkbox"/> Multiple Diagnoses            | <input type="checkbox"/> Eligibility                     | <input type="checkbox"/> Technical Assistance or Training         |
| <input type="checkbox"/> Supportive Services              | <input checked="" type="checkbox"/> Credit History                | <input checked="" type="checkbox"/> Rental History       | <input type="checkbox"/> Criminal Justice History                 |
| <input checked="" type="checkbox"/> Housing Affordability | <input checked="" type="checkbox"/> Other, please explain further |  |   |

#### HOPWA/HUD Regulations

HOPWA regulations limit service to 21 weeks per year. This isn't always practical as it can take more time than that for clients to make progress toward stability. For example, it regularly takes 6 months to receive a response to a Social Security Disability application and clients rarely have enough income to pay rent while they wait.

#### Unemployment Insurance and COVID-19



We had hoped that the people who received CARES Act-funded services would be able to pay their own rents after receiving State Unemployment Insurance (UIB), which we assumed would take about a month. It turned out to be a longer process than anyone anticipated. MHA used STRMU funds to support these people, along with the resources of local agencies that had received substantial amounts of CARES Act funds.

#### Housing Affordability/Availability

The high cost and unavailability of housing in San Mateo County continue to be barriers to stable housing for our clients. The average, annual gross income for the people who received services last year was just over \$14,100. According to Statista, (<https://www.statista.com/statistics/203399/us-two-bedroom-housing-wage-by-county/>) someone living in San Mateo County must have an hourly wage of \$68.33, or \$132,000 annually, to be able to afford a 2 bedroom apartment. Business Insider (<https://www.businessinsider.com/san-francisco-bay-area-rent-least-affordable-housing-in-us-2021-7>) reports that it takes an hourly wage of between \$31 and \$68 to be able to afford a one-bedroom apartment. At an average income of \$14,100, our clients are making the equivalent of about \$7.50 per hour, far below the estimated amount needed to pay rent for a one or two bedroom apartment in San Mateo County.

#### COVID-19

COVID-19 precautions have had an impact on working MHA clients. The majority have jobs in businesses that have closed, or that have reduced work hours (e.g. restaurants). Many are not eligible for benefit or insurance programs, which makes HOPWA one of the few resources that they can turn to. Additionally, because of the high cost of living in the County, many share their apartment or house with several people, putting them at increased risk of contracting the disease than if they lived alone or with fewer people. Fortunately, with insight, San Mateo County has created a program to house people who have been exposed to COVID-19 and who need help isolating. This should reduce the burden on family members when someone needs to isolate.

#### Need for more boards and care facilities

There is a continuing need of more, and affordable, boards and care facilities for people who would benefit from supported housing and, especially, a board and care. Both are in short supply in San Mateo County; our clients cannot afford the rents charged by boards and care.

#### Program Contacts

San Mateo County STD/HIV Program - Matt Geltmaker, STD/HIV Program Director

Mental Health Association of San Mateo County - Susan Platte, Program Coordinator