

# **Executive Summary**

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

### **1. Introduction**

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

The 2019-2020 Action Plan addresses the goals established in the 2015-2019 Consolidated Plan and represents the annual implementation plan for the fifth and final year of the 2015-2019 Consolidated Plan. The Action Plan identifies specific programs and projects that have been recommended for funding for the 2019-2020 program year with CDBG, ESG, HOME and HOPWA funds, as well as projects that are supported by resources other than the four federal funding sources. These additional projects are included because they are directly related to the needs that were identified in the 2015-2019 Consolidated Plan.

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

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

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

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

### **3. Evaluation of past performance**

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

### **4. Summary of citizen participation process and consultation process**

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

community problems.

As part of the strategic planning process for the 2015-2019 Consolidated Plan, MOHCD and OEWD conducted a thorough needs assessment, collecting data from a variety of city stakeholders.

In addition to providing forums for residents to comment on housing and community needs for the next five years, MOHCD and OEWD staff consulted with public and private agencies.

During the development of the 2019-2020 Action Plan, MOHCD and OEWD convened public hearings to receive public input. MOHCD and OEWD continue to meet and consult with City departments and community-based organizations in an effort to better coordinate and deliver services.

## **5. Summary of public comments**

In preparation for the 2019-2020 program year, the CCCD, MOHCD and OEWD conducted a public hearing on January 22, 2019 to solicit feedback and ideas from residents and the community at large concerning the five-year Consolidated Plan. Notes from the January 22, 2019 community needs hearing can be found in the Citizen Participation Comments Attachment.

The Draft 2019-2020 Action Plan was available to the public for review and comment between March 20, 2019 and April 18, 2019. The City published a notice in the San Francisco Examiner on March 14 and March 24, 2019 informing the public of the availability of the draft document for review and comment. The public had access to review the document at the Main Branch of the Public Library and at the offices of MOHCD and OEWD. The document was also posted on the MOHCD, OEWD and HSH websites. The CCCD, MOHCD, OEWD and HSH held a public hearing on March 26, 2019 to receive comments on the Draft 2019-2020 Action Plan. Persons who could not attend the public hearing or who did not want to speak at the public hearings were encouraged to provide written comments to MOHCD. No written comments were received by MOHCD. Notes from the March 26, 2019 public hearing can be found in the Citizen Participation Comments Attachment.

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

Not applicable

## **7. Summary**

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

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

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

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

**Table 1 – Responsible Agencies**

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

### Narrative

In San Francisco, the Mayor's Office of Housing and Community Development (MOHCD) is the lead agency responsible for the consolidated planning process and for submitting the Consolidated Plan, annual Action Plans and Consolidated Annual Performance Evaluation Reports to HUD. MOHCD administers the CDBG housing, public facility, non-workforce development public service and organizational planning/capacity building activities; and all HOME and HOPWA. The Office of Economic and Workforce Development (OEWD) is responsible for economic development and workforce development activities of the CDBG program. Starting with program year 2018-2019, the Department of Homelessness and Supportive Housing (HSH) administers ESG activities and oversees HIMIS reporting.

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

### Consolidated Plan Public Contact Information

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## **AP-10 Consultation - 91.100, 91.200(b), 91.215(l)**

### **1. Introduction**

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

As part of the strategic planning process for the 2015-2019 Consolidated Plan, MOHCD and OEWD conducted a thorough needs assessment, collecting data from a variety of city stakeholders.

San Francisco's approach to community engagement was multi-layered to ensure that the various sectors were provided the opportunity to raise their concerns and provide valuable insight. In addition to providing forums for residents to comment on housing and community needs for the next five years, MOHCD, HSH and OEWD staff consulted with public and private agencies. MOHCD, HSH and OEWD continue to meet and consult with City departments and community-based organizations in an effort to better coordinate and deliver services.

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

The Director of MOHCD meets on a weekly basis with the Director of Planning and the Director of Development for the Office of Economic and Workforce Development to discuss affordable and market-rate housing development issues citywide.

The City's HOPE SF initiative, focusing on the revitalization of four selected public housing sites at Hunters View, Alice Griffith, 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.

The MOHCD Director is a member of the Our Children, Our Families Council, an inter-agency body that is co-chaired by the Mayor and the Superintendent of the San Francisco Unified School District. The Our Children, Our Families Council consists of up to 42 members, with leaders from the City & County of San Francisco, the San Francisco Unified School District, and the community. The Mayor and Superintendent of SFUSD chair the Council. The Council is comprised of 13 City Department heads, up to 13 leaders from San Francisco Unified School District, and 14 community representatives appointed by the Mayor. The Council is charged with promoting coordination, increasing accessibility, and enhancing the effectiveness of programs and services for children, youth and families.

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. Loan 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 (HSH) and the Office of Community Investment and Infrastructure as successor to the San Francisco Redevelopment Agency (OCII). MOHCD also works closely with OCII and HSH 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, and HSH also meets on a bi-monthly basis to coordinate the development and operation of the City's permanent supportive housing pipeline and portfolio. Like the Health and Human Services Cluster meeting, this bi-monthly convening provides a regular forum to discuss issues of services coordination, policy, new initiatives, funding opportunities, and emerging needs specific for permanent supportive housing funded by these departments.

MOHCD and HSH are also members 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 and Community Development, San Francisco Housing Authority, and the San Francisco Municipal Transportation Agency, plus one non-voting slot to enable representation of the Mayor's Office. The LTCCC evaluates how service delivery systems interact to serve people, and recommends ways to improve service coordination and system interaction. Workgroups responsible for carrying out the activities in the plan provide periodic progress reports through presentations to the LTCCC.

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

The San Francisco Local Homeless Coordinating Board (Local Board) is the lead entity for the San Francisco Continuum of Care. The Local Board is staffed by HSH. HSH staff provides updates to the LHCB on ESG changes. The Mayor's Office of Housing and Community Development (MOHCD) has been working closely with HSH staff and the Local Board to align the city's ESG program with the intent of the HEARTH Act. MOHCD and HSH staff consulted with the Local Board during the creation of the Consolidated Plan to get its specific feedback on housing and homeless issues, the Local Board's priorities, and how the City's ESG programs and homeless housing programs can best align with the

City's continuum of care.

Former Mayor Ed Lee created the department of Homeless and Supportive Housing (HSH) in 2016. The new Department has approximately 115 staff members, largely transferring from the Department of Public Health and the Human Service Agency. HSH brings together under one roof the multitude of City services from outreach – including the Homeless Outreach Team – to shelter and supportive housing, along with Coordinated Entry. The Department of Homelessness and Supportive Housing's budget is approximately \$239 million annually and was introduced as part of the Mayor's proposed FY 2016-17 and 2017-18 budget. It encompasses the majority of homeless spending in the City which is primarily expended through contracts to non-profits to provide services and interventions including outreach, shelter, coordinated entry access points, rapid rehousing, and supportive housing.

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

MOHCD staff meets regularly with staff of the Department of Homelessness and Supportive Housing (HSH) as HSH is overhauling the City's HMIS and Coordinated Entry systems to assist with prioritization and placement; capture performance standards and client outcomes of ESG sub-recipients; and to serve as a case management tool. HSH has been working to train all ESG sub-recipients in the requirements of HMIS required data fields, and has developed coordinated data collection systems that align HMIS to MOHCD's internal contract monitoring system, and sub-recipient data management systems to ensure the capture of all relevant and required outcomes and outputs. MOHCD additionally met with the senior management of HSA prior to the formation of HSH during the creation of the Consolidated Plan to solicit input into MOHCD's homeless and homelessness prevention objectives and strategies, and convenes regular meetings of all HSH and MOHCD homeless service providers to coordinate strategies, review policy initiatives, review systems of service, and discuss funding allocations to coordinate ESG, McKinney, and City General Funds as they support these program areas.

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

**Table 2 – Agencies, groups, organizations who participated**

|   |  |   |
|---|--|---|
| 1 | <b>Agency/Group/Organization</b>   | San Francisco Immigrant Legal and Education Network   |
|   | <b>Agency/Group/Organization Type</b>  | Services-Immigrant Legal  |
|   | <b>What section of the Plan was addressed by Consultation?</b>   | Market Analysis<br>Non-housing Community Development Needs  |
|   | <b>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</b> | MOHCD receives monthly grant reporting narratives which include progress of activities and outcomes, examples of impact/success and description on emerging trends. |
| 2 | <b>Agency/Group/Organization</b>   | San Francisco Youth Homeless Demonstration Project  |
|   | <b>Agency/Group/Organization Type</b>  | Housing   |

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|   |  | Services-homeless<br>Services-TAY   |
|   | <b>What section of the Plan was addressed by Consultation?</b>   | Market Analysis<br>Non-housing Community Development Needs  |
|   | <b>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</b> | MOHCD staff tracks this working group focusing on TAY Housing for the homeless. MOHCD is working in partnership with the Department of Homelessness and Supportive Housing and other departments, to work together to create community plans addressing youth homelessness. |
| 3 | <b>Agency/Group/Organization</b>   | HIV Community Planning Council  |
|   | <b>Agency/Group/Organization Type</b>  | Services-Persons with HIV/AIDS  |
|   | <b>What section of the Plan was addressed by Consultation?</b>   | Non-Homeless Special Needs<br>Market Analysis<br>Non-housing Community Development Needs  |
|   | <b>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</b> | A MOHCD staff member is a full voting member of the HCPC and is designated the Housing Seat on the Council. At the bi-monthly meetings, emerging needs and responses are discussed.   |
| 4 | <b>Agency/Group/Organization</b>   | Housing Counseling Network  |
|   | <b>Agency/Group/Organization Type</b>  | Services - Tenant Counseling/Eviction Prevention  |
|   | <b>What section of the Plan was addressed by Consultation?</b>   | Housing Need Assessment<br>Market Analysis<br>Non-housing Community Development Needs   |
|   | <b>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</b> | MOHCD staff convenes and facilitates bi-monthly groups of legal service and tenant counseling services to coordinate services and better inform housing policy.   |
| 5 | <b>Agency/Group/Organization</b>   | Homeownership/Family Economic Success Coordinating Council  |
|   | <b>Agency/Group/Organization Type</b>  | Services-Financial Literacy   |
|   | <b>What section of the Plan was addressed by Consultation?</b>   | Anti-poverty Strategy<br>Non-housing Community Development Needs  |
|   | <b>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</b> | MOHCD staff participates in quarterly FES Coordinating Council meetings, sharing best practices and information about new programs from governmental and nonprofit agencies focusing on financial education.  |
| 6 | <b>Agency/Group/Organization</b>   | HOPE SF Network   |
|   | <b>Agency/Group/Organization Type</b>  | Services - Housing  |
|   | <b>What section of the Plan was addressed by Consultation?</b>   | Public Housing Needs<br>Market Analysis<br>Non-housing Community Development Needs  |
|   | <b>How was the Agency/Group/Organization consulted</b>   | MOHCD staff participates in monthly HOPESF Network meetings. MOHCD staff facilitates the  |

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|    | <b>and what are the anticipated outcomes of the consultation or areas for improved coordination?</b>   | implementation of monthly newsletters and community calendars to encourage better coordination of services. MOHCD receives monthly grant reporting narratives which include progress of activities and outcomes.   |
| 7  | <b>Agency/Group/Organization</b>   | Homeownership SF   |
|    | <b>Agency/Group/Organization Type</b>  | Housing  |
|    | <b>What section of the Plan was addressed by Consultation?</b>   | Market Analysis<br>Non-housing Community Development Needs   |
|    | <b>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</b> | MOHCD staff meets with Homeownership SF on a quarterly basis to help plan appropriate services to prepare low and moderate income San Franciscans to become homeowners.  |
| 8  | <b>Agency/Group/Organization</b>   | Neighborhood Economic Development Partners   |
|    | <b>Agency/Group/Organization Type</b>  | Services - Small Business Technical Assistance   |
|    | <b>What section of the Plan was addressed by Consultation?</b>   | Economic Development   |
|    | <b>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</b> | OEWD staff conduct monitoring and evaluation site visits and self-assessments every Spring with community-based partners. OEWD receives monthly grant reporting narratives, which include progress of activities and outcomes. Our partners' monthly reports also highlight recent successes, challenges, and plans for continuous improvements to service. Areas of improved coordination include technical assistance and troubleshooting online reporting tools with new hires and support in promoting services to the public. |
| 9  | <b>Agency/Group/Organization</b>   | Long Term Care Coordinating Council Housing and Services Workgroup   |
|    | <b>Agency/Group/Organization Type</b>  | Housing<br>Services - Housing<br>Services-Elderly Persons<br>Services-Persons with Disabilities<br>Services-Long Term Care   |
|    | <b>What section of the Plan was addressed by Consultation?</b>   | Housing Need Assessment<br>Non-Homeless Special Needs<br>Non-housing Community Development Needs   |
|    | <b>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</b> | MOHCD has a membership slot on this council, which works to improve community-based long term care and supportive services for older adults and adults with disabilities.  |
| 10 | <b>Agency/Group/Organization</b>   | Local Homeless Coordinating Board  |
|    | <b>Agency/Group/Organization Type</b>  | Housing<br>Services-homeless   |



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|    | <b>What section of the Plan was addressed by Consultation?</b>   | Housing Need Assessment<br>Homelessness Strategy<br>Homeless Needs - Chronically homeless<br>Homeless Needs - Families with children<br>Homelessness Needs - Veterans<br>Homelessness Needs - Unaccompanied youth  |
|    | <b>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</b> | A MOHCD staff member attends the monthly meetings of the LHCB, which is the governing board for the Continuum of Care (COC); and thus the MOHCD staff member is there as part of ongoing consultation with the COC.  |
| 11 | <b>Agency/Group/Organization</b>   | South of Market Community Advisory Committee   |
|    | <b>Agency/Group/Organization Type</b>  | Housing<br>Services – Housing<br>Services – Elderly<br>Services – Youth<br>Services - Veterans<br>Services - Workforce   |
|    | <b>What section of the Plan was addressed by Consultation?</b>   | Housing Need Assessment<br>Non-Homeless Special Needs<br>Non-housing Community Development Needs   |
|    | <b>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</b> | MOHCD attended monthly meetings to listen to community discussion of housing and non-housing community development needs, focusing on affordable housing, employment, community convening, youth services, infrastructure, and displacement.   |
| 12 | <b>Agency/Group/Organization</b>   | Workforce Investment San Francisco   |
|    | <b>Agency/Group/Organization Type</b>  | Services-Employment  |
|    | <b>What section of the Plan was addressed by Consultation?</b>   | Market Analysis<br>Non-housing Community Development Needs   |
|    | <b>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</b> | Workforce Investment San Francisco (WISF) is designated as the City's Workforce Investment Board. The WISF plays an integral role in partnering with OEWD in overseeing and setting the direction for San Francisco's Workforce System. The mission of the WISF is to provide a forum where business, labor, education, government, community-based organizations and other stakeholders work together to increase their collective capacity to address the supply and demand challenges confronting the workforce. OEWD presents regular updates on the City's workforce services at quarterly WISF meetings. |
| 13 | <b>Agency/Group/Organization</b>   | Department of Children, Youth and Their Families   |
|    | <b>Agency/Group/Organization Type</b>  | Other government – Local   |
|    | <b>What section of the Plan was addressed by Consultation?</b>   | Market Analysis<br>Non-housing Community Development Needs   |

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|    | <b>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</b> | MOHCD has ongoing conversations with DCYF for strategy development and better coordination of services.   |
| 14 | <b>Agency/Group/Organization</b>   | Department of Homelessness and Supportive Housing   |
|    | <b>Agency/Group/Organization Type</b>  | Other government - Local  |
|    | <b>What section of the Plan was addressed by Consultation?</b>   | Homelessness Strategy<br>Homeless Needs - Chronically homeless<br>Homeless Needs - Families with children<br>Homelessness Needs - Veterans<br>Homelessness Needs - Unaccompanied youth<br>HOPWA Strategy<br>Market Analysis<br>Anti-poverty Strategy<br>Non-housing Community Development Needs |
|    | <b>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</b> | MOHCD has ongoing conversations with DSHS for strategy development and better coordination of services.   |
| 15 | <b>Agency/Group/Organization</b>   | Department of Public Health   |
|    | <b>Agency/Group/Organization Type</b>  | Other government – Local  |
|    | <b>What section of the Plan was addressed by Consultation?</b>   | HOPWA Strategy<br>Market Analysis<br>Non-housing Community Development Needs  |
|    | <b>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</b> | MOHCD has ongoing conversations with DPH for strategy development and better coordination of services.  |
| 16 | <b>Agency/Group/Organization</b>   | Department of Aging and Adult Services  |
|    | <b>Agency/Group/Organization Type</b>  | Other government – Local  |
|    | <b>What section of the Plan was addressed by Consultation?</b>   | Market Analysis<br>Non-housing Community Development Needs  |
|    | <b>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</b> | MOHCD staff participated in interdepartmental discussions to coordinate long-term rental subsidy programs.  |
| 17 | <b>Agency/Group/Organization</b>   | Office of Civic Engagement and Immigrant Affairs  |
|    | <b>Agency/Group/Organization Type</b>  | Other government – Local  |
|    | <b>What section of the Plan was addressed by Consultation?</b>   | Market Analysis<br>Non-housing Community Development Needs  |
|    | <b>How was the Agency/Group/Organization consulted</b>   | Staff is working closely with OCEIA staff to coordinate services for the immigrant community.   |

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|    | and what are the anticipated outcomes of the consultation or areas for improved coordination?  |   |
| 18 | <b>Agency/Group/Organization</b>   | Mission Action Plan   |
|    | <b>Agency/Group/Organization Type</b>  | Other government – Local  |
|    | <b>What section of the Plan was addressed by Consultation?</b>   | Market Analysis<br>Non-housing Community Development Needs  |
|    | <b>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</b> | Participate in government and community working group aiming to develop housing policies and resource development for Mission District residents.   |
| 19 | <b>Agency/Group/Organization</b>   | Planning Department   |
|    | <b>Agency/Group/Organization Type</b>  | Other government – Local  |
|    | <b>What section of the Plan was addressed by Consultation?</b>   | Market Analysis<br>Non-housing Community Development Needs  |
|    | <b>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</b> | Ongoing conversations for strategy development and better coordination of responses to housing needs  |
| 20 | <b>Agency/Group/Organization</b>   | RAD Network   |
|    | <b>Agency/Group/Organization Type</b>  | Services – Housing  |
|    | <b>What section of the Plan was addressed by Consultation?</b>   | Public Housing Needs<br>Market Analysis<br>Non-housing Community Development Needs  |
|    | <b>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</b> | Participate in monthly RAD Network meetings.<br>Facilitate the implementation of monthly newsletters and community calendars to encourage better coordination of services.<br>Receive monthly grant reporting narratives which include questions about progress of activities and outcomes. |
| 21 | <b>Agency/Group/Organization</b>   | Digital Inclusion Working Group   |
|    | <b>Agency/Group/Organization Type</b>  | Other government – Local  |
|    | <b>What section of the Plan was addressed by Consultation?</b>   | Non-housing Community Development Needs   |
|    | <b>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</b> | Participate in government working group aiming at bridging the digital divide.  |
| 22 | <b>Agency/Group/Organization</b>   | Government Alliance on Racial Equity  |
|    | <b>Agency/Group/Organization Type</b>  | Other government – Local  |
|    | <b>What section of the Plan was addressed</b>  | Non-housing Community Development Needs   |

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|    | <b>by Consultation?</b>  |  |
|    | <b>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</b> | Participate in government working group working on overcoming barriers to racial equity.   |
| 23 | <b>Agency/Group/Organization</b>   | Our Children, Our Families Council   |
|    | <b>Agency/Group/Organization Type</b>  | Other government – Local   |
|    | <b>What section of the Plan was addressed by Consultation?</b>   | Non-housing Community Development Needs  |
|    | <b>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</b> | Participate in government and community working group aiming to develop and align Citywide policies regarding children, youth and their families.  |
| 24 | <b>Agency/Group/Organization</b>   | Advancing Equity in a Changing City Initiative   |
|    | <b>Agency/Group/Organization Type</b>  | Other government – Local   |
|    | <b>What section of the Plan was addressed by Consultation?</b>   | Housing Needs Assessment<br>Non-housing Community Development Needs  |
|    | <b>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</b> | Participate in government working group seeking to better understand the existing conditions and patterns of neighborhood change in acknowledgement of the realities of displacement and gentrification across the City. |

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

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

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

**Table 3 – Other local / regional / federal planning efforts**

| <b>Name of Plan</b> | <b>Lead Organization</b>                            | <b>How do the goals of your Strategic Plan overlap with the goals of each plan?</b>                                    |
|---------------------|---|--|
| Continuum of Care   | Department of Homelessness and Supportive Housing   | The Local Homeless Board and this Consolidated plan identify similar strategies and needs for the targeted population. |
| HIV Housing Plan    | Mayor's Office of Housing and Community Development | This plan and the Consolidated plan are coordinating similar goals and objectives.                                     |

| <b>Name of Plan</b>   | <b>Lead Organization</b>                         | <b>How do the goals of your Strategic Plan overlap with the goals of each plan?</b>   |
|---|--|---|
| Child Services Allocation Plan 2013-2016  | Department of Children Youth and their Families  | To ensure that there wasn't a duplication of services and investment, this plan was considered and the Director of the Department was consulted.  |
| Community Health Improvement Plan   | Department of Public Health                      | Open spaces, health and general community development goals overlap with our Consolidated Plan efforts.   |
| Department of Aging Area Plan 2012-2016   | Department of Aging and Adult Services           | Seniors as a target population and the effort to improve technology in the SF Housing Authority ties to our Consolidated plan.  |
| HSA 2014 Federal Budget and Legislative Priorities  | Human Services Agency (HSA)                      | Target populations, workforce development goals and homeless strategies were deemed as informative and related to our Consolidated Plan formation.  |
| Five-Year Strategic Plan of the SF LHCB, 2008-2013  | HSA/Local Homeless Coordinating Board (LHCB)     | Focus on homeless prevention, emergency shelters and transitional housing, supportive housing, service connection and financial education overlap with Consolidated plan goals and objectives.    |
| LHCB Strategic Plan Framework, 2014-2019  | HSA/Local Homeless Coordinating Board (LHCB)     | Focus on affordable housing, employment-readiness, emergency shelters and transitional housing, and homeless prevention overlap with Consolidated plan goals and objectives.                      |
| San Francisco's Ten-Year Plan to End Chronic Homelessness: Anniversary Report Covering 2004-2014        | Human Services Agency (HSA)                      | Focus on expanding permanent supportive housing, homeless prevention and rapid re-housing efforts overlap with Consolidated plan goals and objectives.  |
| 2012-2014 Comprehensive HIV Health Services Plan  | Department of Public Health: HIV Health Services | Focus on enhanced services for homeless and marginally housed persons with HIV overlap with Consolidated plan goals and objectives.   |
| 2014 Violence Against Women Community Needs Assessment  | Department on the Status of Women                | Similar emphasis on transitional housing resources that are gender-responsive to the needs of women survivors, and continued support of case management services for domestic violence survivors. |
| San Francisco Public Safety Realignment and Post Release Community Supervision 2012 Implementation Plan | Adult Probation Department                       | Supports goals for partnerships for services focusing on homeless or temporarily housed individuals and providing job readiness services.   |
| Reentry in San Francisco: Annual Report   | Adult Probation Department                       | Supports overall focus on the needs of re-entry individuals.  |
| Realignment in SF: Two Years in Review  | Adult Probation Department                       | Supports recommendation to ensure fair housing access to permanent supportive rental housing.   |

| <b>Name of Plan</b>                                       | <b>Lead Organization</b>                          | <b>How do the goals of your Strategic Plan overlap with the goals of each plan?</b>   |
|---|---|---|
| San Francisco General Plan 2014 Housing Element           | Planning Department                               | The Housing Element includes implementation strategies that preserve, develop and fund affordable housing for extremely low income, very low income and moderate income groups. |
| San Francisco's Workforce Strategic Plan for PY 2017-2021 | Office of Economic and Workforce Development      | Supports workforce strategies to improve access to Job Opportunities for Disadvantaged San Francisco Residents  |
| HSH Strategic Framework 2017-2022                         | Department of Homelessness and Supportive Housing | The Strategic Framework goals include implementing coordinated entry and reducing homelessness in all target populations served by ESG.   |

### **Narrative (optional):**

Key takeaways from the consultation and citizen participation processes are:

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

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

## **AP-12 Citizen Participation**

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

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

#### ***Public Input on Needs***

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

In preparation for the 2019-2020 program year, the CCCD, MOHCD and OEWD conducted a public hearing on January 22, 2019 to solicit feedback and ideas from residents and the community at large concerning the five-year Consolidated Plan. The public meeting was accessible to persons with disabilities and interpretation services were made available to the public.

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

Notes from the January 22, 2019 community needs hearing can be found in the Citizen Participation Comments Attachment.

#### ***Public Input on the Draft 2019-2020 Action Plan***

The Draft 2019-2020 Action Plan was available to the public for review and comment between March 20, 2019 and April 18, 2019. The City published a notice in the San Francisco Examiner on March 14 and March 24, 2019 informing the public of the availability of the draft document for review and comment. The public had access to review the document at the Main Branch of the Public Library and at the offices of MOHCD and OEWD. The document was also posted on the MOHCD, OEWD and HSH websites. The CCCD, MOHCD, OEWD and HSH held a public hearing on March 26, 2019 to receive comments on the Draft 2019-2020 Action Plan. Persons who could not attend the public hearing or who did not want to speak at the public hearings were encouraged to provide written comments to MOHCD.

No written comments were received by MOHCD. Notes from the March 26, 2019 public hearing can be found in the Citizen Participation Comments Attachment.

## Citizen Participation Outreach

**Table 4 – Citizen Participation Outreach**

| <b>Sort Order</b> | <b>Mode of Outreach</b>                    | <b>Target of Outreach</b>     | <b>Summary of response/ attendance</b>        | <b>Summary of Comments received</b>           | <b>Summary of comments not accepted and reasons</b> | <b>URL (If applicable)</b> |
|-------------------|--|-------------------------------|---|---|---|----------------------------|
| 1                 | Community Needs Public Meeting 1/22/2019   | Non-targeted/b road community | See Citizen Participation Comments Attachment | See Citizen Participation Comments Attachment | n/a   | n/a                        |
| 2                 | Draft Action Plan Public Meeting 3/26/2019 | Non-targeted/ broad community | See Citizen Participation Comments Attachment | See Citizen Participation Comments Attachment | n/a   | n/a                        |



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

### Introduction

For the 2019-2020 program year, San Francisco anticipates the use of federal CDBG, HOME, ESG and HOPWA funds as well as local funds for the housing and community development activities described in this Plan. Local funding sources include General Fund, Housing Trust Fund, housing impact fees, revenue from former San Francisco Redevelopment Agency housing assets, a general obligation bond for affordable housing and OCII (Office of Community Investment and Infrastructure) housing development funds.

### Anticipated Resources

**Table 5 – Expected Resources – Priority Table**

| Program | Source of Funds  | Uses of Funds  | Expected Amount Available Year 5 |                    |                          |            | Expected Amount Available Reminder of ConPlan \$ | Narrative Description |
|---------|------------------|--|----------------------------------|--------------------|--------------------------|------------|--|-----------------------|
|         |                  |  | Annual Allocation: \$            | Program Income: \$ | Prior Year Resources: \$ | Total: \$  |  |                       |
| CDBG    | public - federal | Acquisition<br>Admin and Planning<br>Economic Development<br>Housing<br>Public Improvements<br>Public Services | 18,157,109                       | 11,650,000         | 185,000                  | 29,992,109 | 0  |                       |

| Program | Source of Funds  | Uses of Funds   | Expected Amount Available Year 5 |                    |                          |           | Expected Amount Available Reminder of ConPlan \$ | Narrative Description |
|---------|------------------|---|----------------------------------|--------------------|--------------------------|-----------|--|-----------------------|
|         |                  |   | Annual Allocation: \$            | Program Income: \$ | Prior Year Resources: \$ | Total: \$ |  |                       |
| HOME    | public - federal | Acquisition<br>Homebuyer assistance<br>Homeowner rehab<br>Multifamily rental new construction<br>Multifamily rental rehab<br>New construction for ownership<br>TBRA | 5,284,703                        | 1,115,000          | 0                        | 6,399,703 | 0  |                       |

| Program | Source of Funds  | Uses of Funds   | Expected Amount Available Year 5 |                    |                          |           | Expected Amount Available Reminder of ConPlan \$ | Narrative Description |
|---------|------------------|---|----------------------------------|--------------------|--------------------------|-----------|--|-----------------------|
|         |                  |   | Annual Allocation: \$            | Program Income: \$ | Prior Year Resources: \$ | Total: \$ |  |                       |
| HOPWA   | public - federal | Permanent housing in facilities<br>Permanent housing placement<br>Short term or transitional housing facilities<br>STRMU<br>Supportive services<br>TBRA | 7,130,734                        | 50,000             | 0                        | 7,180,734 | 0  |                       |

| Program | Source of Funds  | Uses of Funds   | Expected Amount Available Year 5 |                    |                          |           | Expected Amount Available Reminder of ConPlan \$ | Narrative Description |
|---------|------------------|---|----------------------------------|--------------------|--------------------------|-----------|--|-----------------------|
|         |                  |   | Annual Allocation: \$            | Program Income: \$ | Prior Year Resources: \$ | Total: \$ |  |                       |
| ESG     | public - federal | Conversion and rehab for transitional housing<br>Financial Assistance<br>Overnight shelter<br>Rapid re-housing (rental assistance)<br>Rental Assistance<br>Services<br>Transitional housing | 1,539,152                        | 0                  | 0                        | 1,539,152 | 0  |                       |

| Program      | Source of Funds | Uses of Funds   | Expected Amount Available Year 5 |                    |                          |             | Expected Amount Available Reminder of ConPlan \$ | Narrative Description   |
|--------------|-----------------|---|----------------------------------|--------------------|--------------------------|-------------|--|---|
|              |                 |   | Annual Allocation: \$            | Program Income: \$ | Prior Year Resources: \$ | Total: \$   |  |   |
| General Fund | public - local  | Acquisition<br>Financial Assistance<br>Homebuyer assistance<br>Housing<br>Multifamily rental new construction<br>Multifamily rental rehab<br>Public Services<br>Rapid re-housing (rental assistance)<br>Services<br>Supportive services | 116,400,000                      | 0                  | 0                        | 116,400,000 | 0  | Investments in Public Services and Housing from the City General Fund budget. Estimated at 32,400,000 for services and \$5,000,000 for HOPE SF Housing, and \$79,000,000 in one-time General Fund investment for housing development and acquisition. |

| Program                   | Source of Funds | Uses of Funds  | Expected Amount Available Year 5 |                    |                          |             | Expected Amount Available Reminder of ConPlan \$ | Narrative Description  |
|---------------------------|-----------------|--|----------------------------------|--------------------|--------------------------|-------------|--|--|
|                           |                 |  | Annual Allocation: \$            | Program Income: \$ | Prior Year Resources: \$ | Total: \$   |  |  |
| Housing Trust Fund        | public - local  | Acquisition<br>Admin and Planning<br>Homebuyer assistance<br>Housing Multifamily rental new construction<br>Multifamily rental rehab<br>Public Improvements<br>Rental Assistance | 36,800,000                       | 0                  | 0                        | 36,800,000  | 0  | Local Housing Trust Fund (HTF).  |
| Other Housing Impact Fees | public - local  | Acquisition<br>Admin and Planning<br>Housing Multifamily rental new construction   | 166,000,000                      | 0                  | 0                        | 166,000,000 | 0  | Housing Impact Fees include Inclusionary In-Lieu fees, Jobs-Housing Linkage Fees, Development Agreement Fees, and geographically assessed fees. Amount available in current year includes anticipated unspent balances from prior years. |

| Program                                 | Source of Funds | Uses of Funds   | Expected Amount Available Year 5 |                    |                          |            | Expected Amount Available Reminder of ConPlan \$ | Narrative Description   |
|---|-----------------|---|----------------------------------|--------------------|--------------------------|------------|--|---|
|   |                 |   | Annual Allocation: \$            | Program Income: \$ | Prior Year Resources: \$ | Total: \$  |  |   |
| Other Low-Mod Income Housing Asset Fund | public - local  | Acquisition<br>Admin and Planning<br>Homebuyer assistance<br>Housing<br>Multifamily rental new construction<br>Multifamily rental rehab | 4,000,000                        | 0                  | 0                        | 4,000,000  | 0  | Annual program income from former Redevelopment Agency assets |
| Other General Obligation Bond           | public - local  | Acquisition<br>Admin and Planning<br>Homebuyer assistance<br>Housing<br>Multifamily rental new construction<br>Multifamily rental rehab | 68,000,000                       | 0                  | 0                        | 68,000,000 | 0  | 2015 General Obligation Bond for affordable housing           |

| Program    | Source of Funds | Uses of Funds   | Expected Amount Available Year 5 |                    |                          |            | Expected Amount Available<br>Reminder of ConPlan<br>\$ | Narrative Description  |
|------------|-----------------|---|----------------------------------|--------------------|--------------------------|------------|--|--|
|            |                 |   | Annual Allocation: \$            | Program Income: \$ | Prior Year Resources: \$ | Total: \$  |  |  |
| Other OCII | public - local  | Acquisition<br>Admin and Planning<br>Housing<br>Multifamily rental new construction | 98,900,000                       | 0                  | 0                        | 98,900,000 | 0  | OCII (Office of Community Investment and Infrastructure) housing development funding |



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

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

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

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

The City has also successfully applied for and received state funds for Housing Related Parks Projects, enabling the department to fund capital improvements and public space improvements to community facilities and outdoor spaces in low-income neighborhoods that are near to qualifying housing developments.

The City's General Fund supports additional projects at MOHCD, primarily focusing on legal services for immigrants and for residents facing eviction; revitalization efforts in public housing, including HOPE SF and the City's RAD public housing conversion projects; increased support for neighborhood-based services; increased support for immigrant communities seeking additional training in foundational life skills and transitions to self-sufficiency, and community planning efforts with residents in low-income communities. In FY 19-20, the City will also be allocating specific funds to support the newly-created cultural district program.

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

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

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

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

San Francisco currently leverages publicly owned land to strategically deliver essential services when possible. For example, a number of social service hubs are operated out of City-owned buildings that are master-leased to community based organizations. In addition, many youth services are located within elementary, middle, or high schools within the public school system as part of San Francisco's "Beacon" program. Visitacion Valley, a HUD-approved NRSA, is an excellent example of this leveraging, as it has two different multi-tenant buildings owned by the City and leased to nonprofits to provide a range of childcare, youth, family resource, and senior services, in addition to a public-school base youth services Beacon Center.

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

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

Under this year's Action Plan, MOHCD will continue to work with the San Francisco Municipal Transportation to select a developer to develop affordable housing on a City-owned parcel currently operated as a public parking garage.

**Discussion**

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

## Annual Goals and Objectives

### AP-20 Annual Goals and Objectives

#### Goals Summary Information

**Table 6 – Goals Summary**

| Sort Order | Goal Name                                       | Start Year | End Year | Category  | Geographic Area  | Needs Addressed                         | Funding   | Goal Outcome Indicator                              |
|------------|---|------------|----------|---|--|---|---|---|
| <b>1</b>   | Increased Supply of Affordable Housing          | 2015       | 2019     | Affordable Housing<br>Homeless<br>Non-Homeless<br>Special Needs                   | Tenderloin<br>Chinatown<br>South of Market<br>Mission<br>Bayview<br>Hunters Point<br>Visitacion Valley | Develop and Maintain Affordable Housing | See Table 7 – Five-Year Performance Measures Matrix | See Table 7 – Five-Year Performance Measures Matrix |
| <b>2</b>   | Preserve and Maintain Affordable Housing Supply | 2015       | 2019     | Affordable Housing<br>Public Housing<br>Homeless<br>Non-Homeless<br>Special Needs | Tenderloin<br>Chinatown<br>South of Market<br>Mission<br>Bayview<br>Hunters Point<br>Visitacion Valley | Develop and Maintain Affordable Housing | See Table 7 – Five-Year Performance Measures Matrix | See Table 7 – Five-Year Performance Measures Matrix |

| Sort Order | Goal Name   | Start Year | End Year | Category  | Geographic Area  | Needs Addressed         | Funding   | Goal Outcome Indicator                              |
|------------|---|------------|----------|---|--|-------------------------|---|---|
| 3          | Increased Affordability of Rental Housing             | 2015       | 2019     | Affordable Housing<br>Homeless<br>Non-Homeless<br>Special Needs                   | Tenderloin<br>Chinatown<br>South of Market<br>Mission<br>Bayview<br>Hunters Point<br>Visitacion Valley | Make Housing Affordable | See Table 7 – Five-Year Performance Measures Matrix | See Table 7 – Five-Year Performance Measures Matrix |
| 4          | Increased Opportunities for Sustainable Homeownership | 2015       | 2019     | Affordable Housing  | Tenderloin<br>Chinatown<br>South of Market<br>Mission<br>Bayview<br>Hunters Point<br>Visitacion Valley | Make Housing Affordable | See Table 7 – Five-Year Performance Measures Matrix | See Table 7 – Five-Year Performance Measures Matrix |
| 5          | Increase Access to Rental and Homeownership Housing   | 2015       | 2019     | Affordable Housing<br>Public Housing<br>Homeless<br>Non-Homeless<br>Special Needs | Tenderloin<br>Chinatown<br>South of Market<br>Mission<br>Bayview<br>Hunters Point<br>Visitacion Valley | Make Housing Affordable | See Table 7 – Five-Year Performance Measures Matrix | See Table 7 – Five-Year Performance Measures Matrix |

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

| Sort Order | Goal Name   | Start Year | End Year | Category   | Geographic Area  | Needs Addressed                         | Funding   | Goal Outcome Indicator                              |
|------------|---|------------|----------|--|--|---|---|---|
| 9          | Increased Access to Services for Public Housing Residents                           | 2015       | 2019     | Public Housing Non-Housing Community Development | Tenderloin<br>Chinatown<br>South of Market<br>Mission<br>Bayview<br>Hunters Point<br>Visitacion Valley | Provide Supportive Housing Services     | See Table 7 – Five-Year Performance Measures Matrix | See Table 7 – Five-Year Performance Measures Matrix |
| 10         | Increased Access to Permanent Supportive Housing and Transitional Housing for PLWHA | 2015       | 2019     | Affordable Housing Non-Homeless Special Needs    | Tenderloin<br>Chinatown<br>South of Market<br>Mission<br>Bayview<br>Hunters Point<br>Visitacion Valley | Provide Supportive Housing Services     | See Table 7 – Five-Year Performance Measures Matrix | See Table 7 – Five-Year Performance Measures Matrix |
| 11         | Key Nonprofit Service Providers Have High Quality Facilities                        | 2015       | 2019     | Non-Housing Community Development                | Tenderloin<br>Chinatown<br>South of Market<br>Mission<br>Bayview<br>Hunters Point<br>Visitacion Valley | Enhance Community Facilities and Spaces | See Table 7 – Five-Year Performance Measures Matrix | See Table 7 – Five-Year Performance Measures Matrix |

| Sort Order | Goal Name              | Start Year | End Year | Category                          | Geographic Area   | Needs Addressed                         | Funding   | Goal Outcome Indicator                              |
|------------|------------------------|------------|----------|-----------------------------------|---|---|---|---|
| 12         | Enhanced Public Spaces | 2015       | 2019     | Non-Housing Community Development | Tenderloin<br>Chinatown<br>South of Market<br>Mission<br>Bayview<br>Hunters Point<br>Visitacion<br>Valley | Enhance Community Facilities and Spaces | See Table 7 – Five-Year Performance Measures Matrix | See Table 7 – Five-Year Performance Measures Matrix |

| Sort Order | Goal Name                                | Start Year | End Year | Category                          | Geographic Area   | Needs Addressed                                      | Funding   | Goal Outcome Indicator                              |
|------------|--|------------|----------|-----------------------------------|---|--|---|---|
| 13         | Thriving, Locally-Owned Small Businesses | 2015       | 2019     | Non-Housing Community Development | Tenderloin<br>Chinatown<br>South of Market<br>Mission<br>Bayview<br>Hunters Point<br>Visitation<br>Valley | Strengthen Small Businesses and Commercial Corridors | See Table 7 – Five-Year Performance Measures Matrix | See Table 7 – Five-Year Performance Measures Matrix |



| Sort Order | Goal Name  | Start Year | End Year | Category                          | Geographic Area  | Needs Addressed                                      | Funding   | Goal Outcome Indicator                              |
|------------|--|------------|----------|-----------------------------------|--|--|---|---|
| 14         | Robust Commercial Corridors in Low-Income Neighborhoods              | 2015       | 2019     | Non-Housing Community Development | Tenderloin<br>Chinatown<br>South of Market<br>Mission<br>Bayview<br>Hunters Point<br>Visitacion Valley | Strengthen Small Businesses and Commercial Corridors | See Table 7 – Five-Year Performance Measures Matrix | See Table 7 – Five-Year Performance Measures Matrix |
| 15         | Increased Supports for Residents to Convene and Build Social Capital | 2015       | 2019     | Non-Housing Community Development | Tenderloin<br>Chinatown<br>South of Market<br>Mission<br>Bayview<br>Hunters Point<br>Visitacion Valley | Increase Community Cohesion                          | See Table 7 – Five-Year Performance Measures Matrix | See Table 7 – Five-Year Performance Measures Matrix |

| Sort Order | Goal Name   | Start Year | End Year | Category                          | Geographic Area  | Needs Addressed               | Funding   | Goal Outcome Indicator                              |
|------------|---|------------|----------|-----------------------------------|--|-------------------------------|---|---|
| 16         | Increased Capacity for Community-Based Organizations        | 2015       | 2019     | Non-Housing Community Development | Tenderloin<br>Chinatown<br>South of Market<br>Mission<br>Bayview<br>Hunters Point<br>Visitacion Valley | Increase Community Cohesion   | See Table 7 – Five-Year Performance Measures Matrix | See Table 7 – Five-Year Performance Measures Matrix |
| 17         | Increased Job Readiness                                     | 2015       | 2019     | Non-Housing Community Development | Tenderloin<br>Chinatown<br>South of Market<br>Mission<br>Bayview<br>Hunters Point<br>Visitacion Valley | Promote Workforce Development | See Table 7 – Five-Year Performance Measures Matrix | See Table 7 – Five-Year Performance Measures Matrix |
| 18         | Increased Occupational Skills that Match Labor Market Needs | 2015       | 2019     | Non-Housing Community Development | Tenderloin<br>Chinatown<br>South of Market<br>Mission<br>Bayview<br>Hunters Point<br>Visitacion Valley | Promote Workforce Development | See Table 7 – Five-Year Performance Measures Matrix | See Table 7 – Five-Year Performance Measures Matrix |

| Sort Order | Goal Name   | Start Year | End Year | Category                          | Geographic Area  | Needs Addressed                                      | Funding   | Goal Outcome Indicator                              |
|------------|---|------------|----------|-----------------------------------|--|--|---|---|
| 19         | Access to Job Opportunities for Disadvantaged San Francisco Residents   | 2015       | 2019     | Non-Housing Community Development | Tenderloin<br>Chinatown<br>South of Market<br>Mission<br>Bayview<br>Hunters Point<br>Visitacion Valley | Promote Workforce Development                        | See Table 7 – Five-Year Performance Measures Matrix | See Table 7 – Five-Year Performance Measures Matrix |
| 20         | Improved Service Connections  | 2015       | 2019     | Non-Housing Community Development | Tenderloin<br>Chinatown<br>South of Market<br>Mission<br>Bayview<br>Hunters Point<br>Visitacion Valley | Promote Economic Advancement through Barrier Removal | See Table 7 – Five-Year Performance Measures Matrix | See Table 7 – Five-Year Performance Measures Matrix |
| 21         | Improved Foundational Competencies and Access to Job Training and Employment Opportunities for Disconnected Populations | 2015       | 2019     | Non-Housing Community Development | Tenderloin<br>Chinatown<br>South of Market<br>Mission<br>Bayview<br>Hunters Point<br>Visitacion Valley | Promote Economic Advancement through Barrier Removal | See Table 7 – Five-Year Performance Measures Matrix | See Table 7 – Five-Year Performance Measures Matrix |

| Sort Order | Goal Name   | Start Year | End Year | Category                          | Geographic Area  | Needs Addressed                                      | Funding   | Goal Outcome Indicator                              |
|------------|---|------------|----------|-----------------------------------|--|--|---|---|
| 22         | Increased Job Retention and Advancement Supports Through Legal and Other Related Services | 2015       | 2019     | Non-Housing Community Development | Tenderloin<br>Chinatown<br>South of Market<br>Mission<br>Bayview<br>Hunters Point<br>Visitacion Valley | Promote Economic Advancement through Barrier Removal | See Table 7 – Five-Year Performance Measures Matrix | See Table 7 – Five-Year Performance Measures Matrix |
| 23         | Improved Financial Literacy and Management  | 2015       | 2019     | Non-Housing Community Development | Tenderloin<br>Chinatown<br>South of Market<br>Mission<br>Bayview<br>Hunters Point<br>Visitacion Valley | Promote Economic Advancement through Barrier Removal | See Table 7 – Five-Year Performance Measures Matrix | See Table 7 – Five-Year Performance Measures Matrix |

Table 7 – Five-Year Performance Measures Matrix

| Objective 1: Families and Individuals are Stably Housed           |                           |                         |                         |                                     |               |                                     |               |                                     |               |                                       |               |                                       |              |
|---|---------------------------|-------------------------|-------------------------|-------------------------------------|---------------|-------------------------------------|---------------|-------------------------------------|---------------|---------------------------------------|---------------|---------------------------------------|--------------|
| Priority Need 1A: Develop and Maintain Affordable Housing         |                           |                         |                         |                                     |               |                                     |               |                                     |               |                                       |               |                                       |              |
| Goal 1Ai. Increased supply of affordable housing                  |                           |                         |                         |                                     |               |                                     |               |                                     |               |                                       |               |                                       |              |
| Funding Amount  | Expected 5-year \$ Amount | Actual 5-year \$ Amount | 5-year Actual % of Goal | Actual Year 1 (2015-2016) \$ Amount |               | Actual Year 2 (2016-2017) \$ Amount |               | Actual Year 3 (2017-2018) \$ Amount |               | Expected Year 4 (2018-2019) \$ Amount |               | Expected Year 5 (2019-2020) \$ Amount |              |
| CDBG  | \$0                       | \$0                     |                         |                                     |               | \$0                                 |               |                                     |               |                                       |               |                                       |              |
| HOME  | \$15,201,664              | \$19,081,296            | 126%                    | \$8,134,000                         |               | \$10,947,296                        |               | \$0                                 |               | \$3,600,000                           |               | \$3,600,000                           |              |
| HOPWA   | \$0                       | \$0                     |                         |                                     |               | \$0                                 |               |                                     |               |                                       |               |                                       |              |
| ESG   | \$0                       | \$0                     |                         |                                     |               |                                     |               |                                     |               |                                       |               |                                       |              |
| General Fund  | \$0                       | \$0                     |                         |                                     |               | \$0                                 |               | \$0                                 |               |                                       |               |                                       |              |
| Housing Trust Fund  | \$32,661,584              | \$14,796,497            | 45%                     | \$2,169,139                         |               | \$9,099,649                         |               | \$3,527,709                         |               | \$0                                   |               | \$0                                   |              |
| Housing Impact Fees   | \$700,822,879             | \$56,854,443            | 8%                      | \$11,566,906                        |               | \$21,526,407                        |               | \$23,761,130                        |               | \$221,382,548                         |               | \$66,901,273                          |              |
| Low-Mod Income Housing Asset Fund                                 | \$2,205,679               | \$4,778,432             | 217%                    | \$2,778,432                         |               |                                     |               | \$2,000,000                         |               | \$0                                   |               |                                       |              |
| Other   | \$199,305,098             | \$26,641,612            | 13%                     | \$12,641,612                        |               | \$13,000,000                        |               | \$1,000,000                         |               | \$59,280,000                          |               | \$5,680,000                           |              |
| OCII  | \$367,336,000             | \$92,200,733            | 25%                     | \$24,677,477                        |               | \$40,250,000                        |               | \$27,273,256                        |               | \$192,810,000                         |               | \$0                                   |              |
| Total   | \$1,317,532,904           | \$214,353,012           | 16%                     | \$61,967,566                        |               | \$94,823,352                        |               | \$57,562,094                        |               | \$477,072,548                         |               | \$76,181,273                          |              |
| Performance Measures: Outcome Indicators                          | 5-year Goal               | 5-year Actual to Date   | 5-year Actual % of Goal | Actual Year 1                       |               | Actual Year 2                       |               | Actual Year 3                       |               | Expected Year 4                       |               | Expected Year 5                       |              |
|   |                           |                         |                         | Actual #                            | Actual \$ Amt | Actual #                            | Actual \$ Amt | Actual #                            | Actual \$ Amt | Goal                                  | \$ Amt        | Goal                                  | \$ Amt       |
| Outcome Indicator 1Ai. Number of affordable housing units created | 5,549                     | 3,205                   | 58%                     | 924                                 | \$61,967,566  | 1,868                               | \$94,823,352  | 413                                 | \$59,683,688  | 1,631                                 | \$477,072,548 | 678                                   | \$76,700,695 |
| Performance Measures: Output Indicators                           | 5-year Goal               | 5-year Actual to Date   | 5-year Actual % of Goal | Actual Year 1                       |               | Actual Year 2                       |               | Actual Year 3                       |               | Expected Year 4                       |               | Expected Year 5                       |              |
|   |                           |                         |                         | Actual #                            | Actual \$ Amt | Actual #                            | Actual \$ Amt | Actual #                            | Actual \$ Amt | Goal                                  | \$ Amt        | Goal                                  | \$ Amt       |

|   |       |       |     |     |              |     |              |     |              |     |               |     |              |
|---|-------|-------|-----|-----|--------------|-----|--------------|-----|--------------|-----|---------------|-----|--------------|
| Output Indicator:<br>Number of<br>Permanent<br>Supportive Housing<br>units built for TAY<br>(Parcel U, 17th &<br>Folsom)  | 67    | 48    | 72% | 25  | \$6,114,474  | 23  | \$2,000,000  | 0   | \$270,000    | 38  | \$5,941,422   | -   | \$2,000,000  |
| Output Indicator:<br>Number of<br>Permanent<br>Supportive Housing<br>units built for seniors<br>(24th St)   | 504   | 242   | 48% | 98  | \$2,169,139  | 144 | \$2,500,000  | 0   | \$0          | 51  | \$12,054,000  | 102 | \$18,178,806 |
| Output Indicator:<br>Number of<br>Permanent<br>Supportive Housing<br>units built for<br>veterans (MBS3E)  | 260   | 62    | 24% | 50  | \$1,250,000  | 0   | \$0          | 12  | \$9,608,672  | 105 | \$13,600,000  | 105 | \$13,800,000 |
| Output Indicator:<br>Number of<br>Permanent<br>Supportive Housing<br>units built for<br>homeless families<br>(20% set-aside for<br>MBS6E, Parcel O,<br>1950 Mission, SWL<br>322-1, MBS6W)   | 641   | 369   | 58% | 51  | \$5,824,585  | 278 | \$22,580,838 | 40  | \$11,516,655 | 208 | \$63,803,631  | 174 | \$28,181,652 |
| Output Indicator:<br>Number of<br>affordable housing<br>units built for low-<br>income households<br>at or below 60% AMI<br>(non-homeless units<br>for homeless family<br>projects listed above,<br>plus Alice Griffith Ph<br>1-3, HP Block 49,<br>MBS7W, TB6, TB7) | 2,912 | 1,444 | 50% | 420 | \$46,609,368 | 887 | \$67,742,514 | 137 | \$38,288,361 | 928 | \$320,473,495 | 97  | \$14,540,237 |

|  |                                      |                                    |  |  |                      |  |                      |  |                      |   |               |  |               |
|--|--------------------------------------|------------------------------------|--|--|----------------------|--|----------------------|--|----------------------|---|---------------|--|---------------|
| Output Indicator:<br>Number of BMR<br>housing units<br>developed (884<br>MOHCD inclusionary<br>+ 214 OCII<br>inclusionary) | 1,000                                | 1,040                              | 104%                                       | 280  |                      | 536  |                      | 224  |                      | 200   |               | 200  |               |
| Output Indicator:<br>Number of<br>workforce housing<br>units developed<br>beyond BMR                                       | TBD                                  | -                                  |  | 0  | \$0                  | 0  | \$0                  | 0  | \$0                  | 101   | \$61,200,000  |  |               |
| <b>Goal 1Aii. Preserve and Maintain Affordable Housing Supply</b>  |                                      |                                    |  |  |                      |  |                      |  |                      |   |               |  |               |
| <b>Funding Amount</b>  | <b>Expected 5-year<br/>\$ Amount</b> | <b>Actual 5-year<br/>\$ Amount</b> | <b>5-year<br/>Actual<br/>% of<br/>Goal</b> | <b>Actual Year 1 (2015-2016) \$<br/>Amount</b> |                      | <b>Actual Year 2 (2016-2017)<br/>\$ Amount</b> |                      | <b>Actual Year 3 (2017-2018) \$<br/>Amount</b> |                      | <b>Expected Year 4 (2018-<br/>2019) \$ Amount</b> |               | <b>Expected Year 5 (2019-2020)<br/>\$ Amount</b> |               |
| CDBG   | \$26,247,066                         | \$7,200,231                        | 27%  | \$716,022                                      |                      | \$3,500,000                                    |                      | \$2,984,209                                    |                      | \$2,750,000                                       |               | \$3,354,470                                      |               |
| HOME   | \$8,000,000                          | \$1,476,500                        | 18%  | \$0  |                      | \$1,390,525                                    |                      | \$85,975                                       |                      | \$0   |               | \$1,900,000                                      |               |
| HOPWA  | \$0                                  | \$152,000                          |  |  |                      | \$152,000                                      |                      |  |                      |   |               |  |               |
| ESG  | \$0                                  | \$0                                |  |  |                      |  |                      |  |                      |   |               |  |               |
| General Fund   | \$3,449,383                          | \$0                                | 0%   | \$0  |                      | \$0  |                      | \$0  |                      | \$0   |               | \$0  |               |
| Housing Trust Fund   | \$136,029,023                        | \$35,760,265                       | 26%  | \$28,933,500                                   |                      | \$2,847,704                                    |                      | \$3,979,061                                    |                      | \$23,043,600                                      |               | \$65,497,712                                     |               |
| Housing Impact Fees  | \$126,805,070                        | \$37,458,127                       | 30%  | \$8,626,774                                    |                      | \$20,674,120                                   |                      | \$8,157,233                                    |                      | \$28,581,375                                      |               | \$15,657,886                                     |               |
| Low-Mod Income<br>Housing Asset Fund   | \$16,496,251                         | \$30,131,730                       | 183%                                       | \$15,231,776                                   |                      | \$11,559,979                                   |                      | \$3,339,975                                    |                      | \$8,300,000                                       |               | \$400,000  |               |
| Other  | \$145,486,217                        | \$66,905,271                       | 46%  | \$18,914,939                                   |                      | \$34,339,655                                   |                      | \$13,650,677                                   |                      | \$45,188,900                                      |               | \$18,881,886                                     |               |
| OCII   | \$19,547,988                         | \$9,749,278                        | 50%  | \$0  |                      | \$3,290,119                                    |                      | \$6,459,159                                    |                      | \$0   |               | \$0  |               |
| <b>Total</b>   | <b>\$482,060,998</b>                 | <b>\$188,833,401</b>               | <b>39%</b>                                 | <b>\$72,423,011</b>                            |                      | <b>\$77,754,102</b>                            |                      | <b>\$38,656,288</b>                            |                      | <b>\$107,863,875</b>                              |               | <b>\$105,691,954</b>                             |               |
| <b>Performance<br/>Measures: Outcome<br/>Indicators</b>  | <b>5-year Goal</b>                   | <b>5-year Actual<br/>to Date</b>   | <b>5-year<br/>Actual<br/>% of<br/>Goal</b> | <b>Actual Year 1</b>                           |                      | <b>Actual Year 2</b>                           |                      | <b>Actual Year 3</b>                           |                      | <b>Expected Year 4</b>                            |               | <b>Expected Year 5</b>                           |               |
|  |                                      |                                    |  | <b>Actual #</b>                                | <b>Actual \$ Amt</b> | <b>Actual #</b>                                | <b>Actual \$ Amt</b> | <b>Actual #</b>                                | <b>Actual \$ Amt</b> | <b>Goal</b>                                       | <b>\$ Amt</b> | <b>Goal</b>                                      | <b>\$ Amt</b> |
| Outcome Indicator:<br>Number of<br>affordable housing<br>units preserved or<br>maintained                                  | 4,473                                | 3,462                              | 77%  | 1,327  | \$72,028,633         | 1,516  | \$77,754,102         | 619  | \$36,667,977         | 927   | \$107,903,875 | 407  | \$107,226,484 |

| Performance Measures: Output Indicators   | 5-year Goal               | 5-year Actual to Date   | 5-year Actual % of Goal | Actual Year 1                       |               | Actual Year 2                       |               | Actual Year 3                       |               | Expected Year 4                       |              | Expected Year 5                       |              |
|---|---------------------------|-------------------------|-------------------------|-------------------------------------|---------------|-------------------------------------|---------------|-------------------------------------|---------------|---------------------------------------|--------------|---------------------------------------|--------------|
|   |                           |                         |                         | Actual #                            | Actual \$ Amt | Actual #                            | Actual \$ Amt | Actual #                            | Actual \$ Amt | Goal                                  | \$ Amt       | Goal                                  | \$ Amt       |
| Output Indicator: Number of units where lead hazards are addressed  | 76                        | 5                       | 7%                      | 2                                   | \$23,550      | 1                                   | \$30,281      | 2                                   | \$28,873      | 3                                     | \$40,000     | 3                                     | \$40,000     |
| Output Indicator: Number of public housing units converted to private ownership under the Rental Assistance Demonstration program | 2,279                     | 2,149                   | 94%                     | 1,128                               | \$53,084,699  | 1,021                               | \$14,373,118  | 0                                   | \$2,779,061   | 213                                   | \$3,000,000  | -                                     | \$0          |
| Output Indicator: Number of single family homes rehabilitated   | 115                       | 244                     | 212%                    | 45                                  | \$698,095     | 1                                   | \$30,281      | 198                                 |               | 23                                    |              | 23                                    |              |
| Output Indicator: Number of multifamily units rehabilitated   | 1,320                     | 841                     | 64%                     | 134                                 | \$13,267,673  | 307                                 | \$36,627,329  | 400                                 | \$16,883,499  | 275                                   | \$31,093,875 | 381                                   | \$73,784,100 |
| Output Indicator: Number of public housing units rebuilt under HOPE SF  | 683                       | 223                     | 33%                     | 18                                  | \$4,954,616   | 186                                 | \$26,693,093  | 19                                  | \$16,976,544  | 413                                   | \$73,770,000 |                                       | \$33,402,384 |
| Priority Need 1B: Make Housing Affordable   |                           |                         |                         |                                     |               |                                     |               |                                     |               |                                       |              |                                       |              |
| Goal 1Bi. Increased affordability of rental housing   |                           |                         |                         |                                     |               |                                     |               |                                     |               |                                       |              |                                       |              |
| Funding Amount  | Expected 5-year \$ Amount | Actual 5-year \$ Amount | 5-year Actual % of Goal | Actual Year 1 (2015-2016) \$ Amount |               | Actual Year 2 (2016-2017) \$ Amount |               | Actual Year 3 (2017-2018) \$ Amount |               | Expected Year 4 (2018-2019) \$ Amount |              | Expected Year 5 (2019-2020) \$ Amount |              |
| CDBG  | \$0                       | \$0                     |                         |                                     |               |                                     |               |                                     |               |                                       |              |                                       |              |
| HOME  | \$0                       | \$0                     |                         |                                     |               |                                     |               |                                     |               |                                       |              |                                       |              |
| HOPWA   | \$0                       | \$0                     |                         |                                     |               |                                     |               |                                     |               |                                       |              |                                       |              |
| ESG   | \$0                       | \$0                     |                         |                                     |               |                                     |               |                                     |               |                                       |              |                                       |              |
| General Fund  | \$5,760,252               | \$2,191,063             | 38%                     | \$127,953                           |               | \$527,327                           |               | \$1,535,783                         |               | \$1,240,369                           |              | \$943,062                             |              |
| Housing Trust Fund  | \$0                       | \$0                     |                         |                                     |               |                                     |               |                                     |               |                                       |              |                                       |              |



|  |                                  |                                |                                |  |                      |  |                      |  |                      |  |               |  |               |
|--|----------------------------------|--------------------------------|--------------------------------|--|----------------------|--|----------------------|--|----------------------|--|---------------|--|---------------|
| Housing Impact Fees  | \$0                              | \$0                            |                                |  |                      |  |                      |  |                      |  |               |  |               |
| Low-Mod Income Housing Asset Fund  | \$0                              | \$0                            |                                |  |                      |  |                      |  |                      |  |               |  |               |
| Other  | \$0                              | \$0                            |                                |  |                      |  |                      |  |                      |  |               |  |               |
| <b>Total</b>   | <b>\$5,760,252</b>               | <b>\$2,191,063</b>             | <b>38%</b>                     | <b>\$127,953</b>                           | <b>\$527,327</b>     | <b>\$1,535,783</b>                         | <b>\$1,240,369</b>   | <b>\$943,062</b>                           |                      |  |               |  |               |
| <b>Performance Measures: Outcome Indicators</b>  | <b>5-year Goal</b>               | <b>5-year Actual to Date</b>   | <b>5-year Actual % of Goal</b> | <b>Actual Year 1</b>                       |                      | <b>Actual Year 2</b>                       |                      | <b>Actual Year 3</b>                       |                      | <b>Expected Year 4</b>                       |               | <b>Expected Year 5</b>                       |               |
|  |                                  |                                |                                | <b>Actual #</b>                            | <b>Actual \$ Amt</b> | <b>Actual #</b>                            | <b>Actual \$ Amt</b> | <b>Actual #</b>                            | <b>Actual \$ Amt</b> | <b>Goal</b>                                  | <b>\$ Amt</b> | <b>Goal</b>                                  | <b>\$ Amt</b> |
| Outcome Indicator: Number of lower income households served with the assistance of rental subsidies (LOSP) | 246                              | 30                             | 12%                            | 0  | \$127,953            | 5  | \$527,327            | 25   | \$1,535,783          | 97   | \$1,240,369   | 76   | \$943,062     |
| <b>Performance Measures: Output Indicators</b>   | <b>5-year Goal</b>               | <b>5-year Actual to Date</b>   | <b>5-year Actual % of Goal</b> | <b>Actual Year 1</b>                       |                      | <b>Actual Year 2</b>                       |                      | <b>Actual Year 3</b>                       |                      | <b>Expected Year 4</b>                       |               | <b>Expected Year 5</b>                       |               |
|  |                                  |                                |                                | <b>Actual #</b>                            | <b>Actual \$ Amt</b> | <b>Actual #</b>                            | <b>Actual \$ Amt</b> | <b>Actual #</b>                            | <b>Actual \$ Amt</b> | <b>Goal</b>                                  | <b>\$ Amt</b> | <b>Goal</b>                                  | <b>\$ Amt</b> |
| Output Indicator: Number of units supported with rental subsidies (Shelter plus Care or VASH)              | 24                               | 24                             | 100%                           | 0  |                      | 0  |                      | 24   |                      | 0  |               | 0  |               |
| <b>Goal 1Bii. Increased opportunities for sustainable homeownership</b>                                    |                                  |                                |                                |  |                      |  |                      |  |                      |  |               |  |               |
| <b>Funding Amount</b>  | <b>Expected 5-year \$ Amount</b> | <b>Actual 5-year \$ Amount</b> | <b>5-year Actual % of Goal</b> | <b>Actual Year 1 (2015-2016) \$ Amount</b> |                      | <b>Actual Year 2 (2016-2017) \$ Amount</b> |                      | <b>Actual Year 3 (2017-2018) \$ Amount</b> |                      | <b>Expected Year 4 (2018-2019) \$ Amount</b> |               | <b>Expected Year 5 (2019-2020) \$ Amount</b> |               |
| CDBG   | \$1,533,916                      | \$928,000                      | 60%                            | \$356,000                                  |                      | \$286,000                                  |                      | \$286,000                                  |                      | \$286,000                                    |               | \$286,000                                    |               |
| HOME   | \$0                              | \$0                            |                                |  |                      |  |                      |  |                      |  |               |  |               |
| HOPWA  | \$0                              | \$0                            |                                |  |                      |  |                      |  |                      |  |               |  |               |
| ESG  | \$0                              | \$0                            |                                |  |                      |  |                      |  |                      |  |               |  |               |
| General Fund   | \$2,031,231                      | \$1,058,191                    | 52%                            | \$0  |                      | \$420,000                                  |                      | \$638,191                                  |                      | \$638,191                                    |               | \$716,956                                    |               |
| Housing Trust Fund   | \$20,356,296                     | \$7,231,523                    | 36%                            | \$3,831,628                                |                      | \$211,000                                  |                      | \$3,188,895                                |                      | \$4,563,875                                  |               | \$4,582,296                                  |               |
| Housing Impact Fees  | \$0                              | \$0                            |                                |  |                      |  |                      |  |                      |  |               |  |               |
| Low-Mod Income Housing Asset Fund  | \$0                              | \$0                            |                                |  |                      |  |                      |  |                      |  |               |  |               |

| Other  | \$11,583,551        | \$12,379,884          | 107%                    | \$4,400,992        |           |                  |           | \$7,978,892         |           | \$248,000          |        | \$10,056,364        |        |
|--|---------------------|-----------------------|-------------------------|--------------------|-----------|------------------|-----------|---------------------|-----------|--------------------|--------|---------------------|--------|
| <b>Total</b>   | <b>\$35,504,994</b> | <b>\$21,597,598</b>   | <b>61%</b>              | <b>\$8,588,620</b> |           | <b>\$917,000</b> |           | <b>\$12,091,978</b> |           | <b>\$5,736,066</b> |        | <b>\$15,641,616</b> |        |
| Performance Measures: Outcome Indicators   | 5-year Goal         | 5-year Actual to Date | 5-year Actual % of Goal | Actual Year 1      |           | Actual Year 2    |           | Actual Year 3       |           | Expected Year 4    |        | Expected Year 5     |        |
|  |                     |                       |                         | Actual             | % of Goal | Actual           | % of Goal | Actual              | % of Goal | Goal               | \$ Amt | Goal                | \$ Amt |
| Outcome Indicator 1Bii. Number of new homeowners created                                 | 950                 | 903                   | 95%                     | 443                | 246%      | 238              | 132%      | 222                 | 117%      | 200                |        | 200                 |        |
| Performance Measures: Output Indicators  | 5-year Goal         | 5-year Actual to Date | 5-year Actual % of Goal | Actual Year 1      |           | Actual Year 2    |           | Actual Year 3       |           | Expected Year 4    |        | Expected Year 5     |        |
|  |                     |                       |                         | Actual             | % of Goal | Actual           | % of Goal | Actual              | % of Goal | Goal               | \$ Amt | Goal                | \$ Amt |
| Output Indicator: Number of new COP holders  | 210                 | 191                   | 91%                     | 110                | 183%      | 44               | 73%       | 37                  | 123%      | 30                 |        | 30                  |        |
| Output Indicator: Number of new DTHP holders   | 600                 | 460                   | 77%                     | 165                | 330%      | 167              | 334%      | 128                 | 128%      | 100                |        | 300                 |        |
| Output Indicator: Number of individuals receiving pre-purchase education and counseling  | 12,100              | 11,515                | 95%                     | 3,857              | 482%      | 4,006            | 501%      | 3,652               | 104%      | 3,500              |        | 3,500               |        |
| Output Indicator: Number of individuals receiving post-purchase education and counseling | 815                 | 868                   | 107%                    | 339                | 484%      | 336              | 480%      | 193                 | 51%       | 150                |        | 150                 |        |
| Output Indicator: Number of households receiving downpayment assistance loans            | 410                 | 331                   | 81%                     | 139                | 139%      | 132              | 132%      | 60                  | 100%      | 50                 |        | 100                 |        |
| Output Indicator: Number of households receiving loans to purchase shares in co-ops      | 12                  | -                     | 0%                      | 0                  | 0%        | 0                | 0%        | 0                   | 0%        | 0                  |        | 0                   |        |

|   |                                  |                                |                                |  |                  |  |                  |  |                  |  |               |  |               |
|---|----------------------------------|--------------------------------|--------------------------------|--|------------------|--|------------------|--|------------------|--|---------------|--|---------------|
| Output Indicator:<br>Number of new BMR owners   | 825                              | 413                            | 50%                            | 159  | 106%             | 185  | 148%             | 69   | 46%              | 200  |               | 200  |               |
| Output Indicator:<br>Number of MCCs issued  | 250                              | 153                            | 61%                            | 49   | 98%              | 69   | 138%             | 35   | 70%              | 50   |               | 50   |               |
| Output Indicator:<br>Number of individuals submitting an online application for BMR homeownership housing | 2,075                            | -                              | 0%                             | 0  | 0%               | 0  | 0%               | 0  | 0%               | 0  |               | 1,000  |               |
| <b>Goal 1Biii. Increase access to rental and homeownership housing</b>                                    |                                  |                                |                                |  |                  |  |                  |  |                  |  |               |  |               |
| <b>Funding Amount</b>   | <b>Expected 5-year \$ Amount</b> | <b>Actual 5-year \$ Amount</b> | <b>5-year Actual % of Goal</b> | <b>Actual Year 1 (2015-2016) \$ Amount</b> |                  | <b>Actual Year 2 (2016-2017) \$ Amount</b> |                  | <b>Actual Year 3 (2017-2018) \$ Amount</b> |                  | <b>Expected Year 4 (2018-2019) \$ Amount</b> |               | <b>Expected Year 5 (2019-2020) \$ Amount</b> |               |
| CDBG  | \$1,402,768                      | \$677,298                      | 48%                            | \$231,844                                  |                  | \$150,000                                  |                  | \$295,454                                  |                  | \$325,000                                    |               | \$325,000                                    |               |
| HOME  | \$0                              | \$0                            |                                |  |                  |  |                  |  |                  |  |               |  |               |
| HOPWA   | \$224,202                        | \$100,262                      | 45%                            | \$52,262                                   |                  |  |                  | \$48,000                                   |                  | \$48,000                                     |               | \$48,000                                     |               |
| ESG   | \$578,487                        | \$0                            | 0%                             |  |                  |  |                  |  |                  | \$170,607                                    |               | \$170,607                                    |               |
| General Fund  | \$3,193,186                      | \$2,284,557                    | 72%                            | \$627,320                                  |                  | \$730,348                                  |                  | \$926,889                                  |                  | \$998,223                                    |               | \$1,357,583                                  |               |
| Housing Trust Fund  | \$19,256,663                     | \$2,218,542                    | 12%                            | \$711,048                                  |                  | \$769,750                                  |                  | \$737,744                                  |                  | \$3,840,244                                  |               | \$4,686,175                                  |               |
| Housing Impact Fees   | \$0                              | \$0                            |                                |  |                  |  |                  |  |                  |  |               |  |               |
| Low-Mod Income Housing Asset Fund   | \$0                              | \$0                            |                                |  |                  |  |                  |  |                  |  |               |  |               |
| Other   | \$4,253,605                      | \$234,999                      | 6%                             | \$0  |                  | \$160,000                                  |                  | \$74,999                                   |                  | \$124,999                                    |               | \$75,000                                     |               |
| <b>Total</b>  | <b>\$28,908,911</b>              | <b>\$5,515,658</b>             | <b>19%</b>                     | <b>\$1,622,474</b>                         |                  | <b>\$1,810,098</b>                         |                  | <b>\$2,083,086</b>                         |                  | <b>\$5,507,073</b>                           |               | <b>\$6,662,365</b>                           |               |
| <b>Performance Measures: Outcome Indicators</b>   | <b>5-year Goal</b>               | <b>5-year Actual to Date</b>   | <b>5-year Actual % of Goal</b> | <b>Actual Year 1</b>                       |                  | <b>Actual Year 2</b>                       |                  | <b>Actual Year 3</b>                       |                  | <b>Expected Year 4</b>                       |               | <b>Expected Year 5</b>                       |               |
|   |                                  |                                |                                | <b>Actual</b>                              | <b>% of Goal</b> | <b>Actual</b>                              | <b>% of Goal</b> | <b>Actual</b>                              | <b>% of Goal</b> | <b>Goal</b>                                  | <b>\$ Amt</b> | <b>Goal</b>                                  | <b>\$ Amt</b> |
| Outcome Indicator 1Biii. Number of households placed in BMR and affordable rental housing                 | 1,923                            | 679                            | 35%                            | 524  | 225%             |  |                  | 155  | 31%              | 500  |               | 500  |               |
|   | <b>5-year Goal</b>               |                                |                                | <b>Actual Year 1</b>                       |                  | <b>Actual Year 2</b>                       |                  | <b>Actual Year 3</b>                       |                  | <b>Expected Year 4</b>                       |               | <b>Expected Year 5</b>                       |               |

| Performance Measures: Output Indicators  |         | 5-year Actual to Date | 5-year Actual % of Goal | Actual | % of Goal | Actual | % of Goal | Actual | % of Goal | Goal   | \$ Amt | Goal    | \$ Amt |
|--|---------|-----------------------|-------------------------|--------|-----------|--------|-----------|--------|-----------|--------|--------|---------|--------|
| Output Indicator: Number of households submitting an online application for BMR rental housing   | 203,000 | 90,464                | 45%                     | 0      | 0%        | 60,000 | 667%      | 30,464 | 102%      | 60,000 |        | 100,000 |        |
| Output Indicator: Number of households submitting an online application for affordable housing   | 108,000 | 10,915                | 10%                     | 0      | 0%        |        | 0%        | 10,915 | 546%      | 2,000  |        | 100,000 |        |
| Output Indicator: Number of individuals receiving assistance in accessing housing, including preparing for successful rental application | 13,100  | 8,502                 | 65%                     | 2,348  | 94%       | 2,770  | 111%      | 3,384  | 141%      | 2,700  |        | 3,000   |        |
| Output Indicator: Number of new and re-rental opportunities  | 800     | 744                   | 93%                     | 172    | 172%      | 417    | 417%      | 155    | 78%       | 200    |        | 200     |        |
| Output Indicator: Number of existing BMR rental units  | 7,008   | 4,513                 | 64%                     | 1,145  | 138%      | 1,639  | 132%      | 1,729  | 120%      | 1,645  |        | 1,845   |        |
| Output Indicator: Number of new COP holders  | 205     | 191                   | 93%                     | 110    | 183%      | 44     | 73%       | 37     | 123%      | 30     |        | 25      |        |
| Output Indicator: Number of new DTHP holders   | 400     | 460                   | 115%                    | 165    | 330%      | 167    | 334%      | 128    | 128%      | 100    |        | 100     |        |
| Priority Need 1C: Prevent and End Homelessness   |         |                       |                         |        |           |        |           |        |           |        |        |         |        |
| Goal 1Ci. Reduced rate of evictions  |         |                       |                         |        |           |        |           |        |           |        |        |         |        |

| Funding Amount  | Expected 5-year \$ Amount | Actual 5-year \$ Amount | 5-year Actual % of Goal | Actual Year 1 (2015-2016) \$ Amount |           | Actual Year 2 (2016-2017) \$ Amount |           | Actual Year 3 (2017-2018) \$ Amount |           | Expected Year 4 (2018-2019) \$ Amount |        | Expected Year 5 (2019-2020) \$ Amount |        |
|---|---------------------------|-------------------------|-------------------------|-------------------------------------|-----------|-------------------------------------|-----------|-------------------------------------|-----------|---------------------------------------|--------|---------------------------------------|--------|
| CDBG  | \$2,058,049               | \$746,933               | 36%                     | \$267,500                           |           | \$162,500                           |           | \$316,933                           |           | \$312,500                             |        | \$1,018,203                           |        |
| HOME  | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| HOPWA   | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| ESG   | \$2,114,548               | \$1,571,821             | 74%                     | \$470,607                           |           | \$550,607                           |           | \$550,607                           |           | \$380,000                             |        | \$380,000                             |        |
| General Fund  | \$16,164,060              | \$9,944,755             | 62%                     | \$3,154,830                         |           | \$3,227,340                         |           | \$3,562,585                         |           | \$3,055,315                           |        | \$7,775,506                           |        |
| Housing Trust Fund  | \$11,680,636              | \$7,102,092             | 61%                     | \$1,365,404                         |           | \$2,592,447                         |           | \$3,144,241                         |           | \$3,202,831                           |        | \$3,364,975                           |        |
| Housing Impact Fees   | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| Low-Mod Income Housing Asset Fund   | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| Other   | \$500,000                 | \$350,000               |                         |                                     |           | \$200,000                           |           | \$150,000                           |           | \$150,000                             |        | \$150,000                             |        |
| <b>Total</b>  | <b>\$32,517,293</b>       | <b>\$19,715,601</b>     | <b>61%</b>              | <b>\$5,258,341</b>                  |           | <b>\$6,732,894</b>                  |           | <b>\$7,724,366</b>                  |           | <b>\$7,100,646</b>                    |        | <b>\$12,688,684</b>                   |        |
| Performance Measures: Outcome Indicators  | 5-year Goal               | 5-year Actual to Date   | 5-year Actual % of Goal | Actual Year 1                       |           | Actual Year 2                       |           | Actual Year 3                       |           | Expected Year 4                       |        | Expected Year 5                       |        |
|   |                           |                         |                         | Actual                              | % of Goal | Actual                              | % of Goal | Actual                              | % of Goal | Goal                                  | \$ Amt | Goal                                  | \$ Amt |
| Outcome Indicator 1Ci. Number of individuals whose evictions have been prevented  | 11,500                    | 10,439                  | 91%                     | 3,614                               | 289%      | 3,537                               | 283%      | 3,288                               | 110%      | 3,000                                 |        | 3,000                                 |        |
| Performance Measures: Output Indicators   | 5-year Goal               | 5-year Actual to Date   | 5-year Actual % of Goal | Actual Year 1                       |           | Actual Year 2                       |           | Actual Year 3                       |           | Expected Year 4                       |        | Expected Year 5                       |        |
|   |                           |                         |                         | Actual                              | % of Goal | Actual                              | % of Goal | Actual                              | % of Goal | Goal                                  | \$ Amt | Goal                                  | \$ Amt |
| Output Indicator: Number of individuals receiving legal representation            | 13,800                    | 13,607                  | 99%                     | 5,075                               | 508%      | 4,358                               | 436%      | 4,174                               | 110%      | 4,000                                 |        | 4,000                                 |        |
| Output Indicator: Number of individuals receiving tenant education and counseling | 11,500                    | 8,209                   | 71%                     | 2,373                               | 119%      | 3,320                               | 166%      | 2,516                               | 109%      | 2,600                                 |        | 2,600                                 |        |

|  |                                      |                                    |  |  |                  |  |                  |  |                  |   |               |  |               |
|--|--------------------------------------|------------------------------------|--|--|------------------|--|------------------|--|------------------|---|---------------|--|---------------|
| Output Indicator:<br>Number of<br>individuals receiving<br>short-term rental<br>assistance   | 1,805                                | 1,772                              | 98%  | 767  | 295%             | 543  | 209%             | 462  | 120%             | 450   |               | 450  |               |
| Output Indicator:<br>Number of<br>individuals receiving<br>financial assistance,<br>including moving<br>costs, security<br>deposits, utilities,<br>last month's rent | 44                                   | -                                  | 0%   | 0  | 0%               | 0  | 0%               | 0  | 0%               | 0   |               | 0  |               |
| <b>Goal 1Cii. Transitional housing is available for those who need it</b>  |                                      |                                    |  |  |                  |  |                  |  |                  |   |               |  |               |
| <b>Funding Amount</b>  | <b>Expected 5-year<br/>\$ Amount</b> | <b>Actual 5-year<br/>\$ Amount</b> | <b>5-year<br/>Actual<br/>% of<br/>Goal</b> | <b>Actual Year 1 (2015-2016) \$<br/>Amount</b> |                  | <b>Actual Year 2 (2016-2017)<br/>\$ Amount</b> |                  | <b>Actual Year 3 (2017-2018) \$<br/>Amount</b> |                  | <b>Expected Year 4 (2018-<br/>2019) \$ Amount</b> |               | <b>Expected Year 5 (2019-2020)<br/>\$ Amount</b> |               |
| CDBG   | \$165,000                            | \$55,000                           |  |  |                  |  |                  | \$55,000                                       |                  | \$55,000  |               | \$55,000   |               |
| HOME   | \$0                                  | \$0                                |  |  |                  |  |                  |  |                  |   |               |  |               |
| HOPWA  | \$0                                  | \$0                                |  |  |                  |  |                  |  |                  |   |               |  |               |
| ESG  | \$110,000                            | \$110,000                          | 100%                                       | \$55,000                                       |                  | \$55,000                                       |                  |  |                  |   |               |  |               |
| General Fund   | \$82,025                             | \$40,000                           |  |  |                  |  |                  | \$40,000                                       |                  | \$40,000  |               | \$42,025   |               |
| Housing Trust Fund   | \$0                                  | \$0                                |  |  |                  |  |                  |  |                  |   |               |  |               |
| Housing Impact Fees  | \$0                                  | \$0                                |  |  |                  |  |                  |  |                  |   |               |  |               |
| Low-Mod Income<br>Housing Asset Fund   | \$0                                  | \$0                                |  |  |                  |  |                  |  |                  |   |               |  |               |
| Other  | \$0                                  | \$0                                |  |  |                  |  |                  |  |                  |   |               |  |               |
| <b>Total</b>   | <b>\$357,025</b>                     | <b>\$205,000</b>                   | <b>57%</b>                                 | <b>\$55,000</b>                                |                  | <b>\$55,000</b>                                |                  | <b>\$95,000</b>                                |                  | <b>\$95,000</b>                                   |               | <b>\$97,025</b>                                  |               |
| <b>Performance<br/>Measures: Outcome<br/>Indicators</b>  | <b>5-year Goal</b>                   | <b>5-year Actual<br/>to Date</b>   | <b>5-year<br/>Actual<br/>% of<br/>Goal</b> | <b>Actual Year 1</b>                           |                  | <b>Actual Year 2</b>                           |                  | <b>Actual Year 3</b>                           |                  | <b>Expected Year 4</b>                            |               | <b>Expected Year 5</b>                           |               |
|  |                                      |                                    |  | <b>Actual</b>                                  | <b>% of Goal</b> | <b>Actual</b>                                  | <b>% of Goal</b> | <b>Actual</b>                                  | <b>% of Goal</b> | <b>Goal</b>                                       | <b>\$ Amt</b> | <b>Goal</b>                                      | <b>\$ Amt</b> |
| Outcome Indicator<br>1Cii. Number of<br>individuals and/or<br>families moving to<br>permanent housing  | 27                                   | 11                                 | 41%  | 5  | 63%              | 3  | 38%              | 3  | 60%              | 3   |               | 3  |               |

| Performance Measures: Output Indicators  | 5-year Goal               | 5-year Actual to Date   | 5-year Actual % of Goal | Actual Year 1                       |           | Actual Year 2                       |           | Actual Year 3                       |           | Expected Year 4                       |        | Expected Year 5                       |        |
|--|---------------------------|-------------------------|-------------------------|-------------------------------------|-----------|-------------------------------------|-----------|-------------------------------------|-----------|---------------------------------------|--------|---------------------------------------|--------|
|  |                           |                         |                         | Actual                              | % of Goal | Actual                              | % of Goal | Actual                              | % of Goal | Goal                                  | \$ Amt | Goal                                  | \$ Amt |
| Output Indicator: Number of individuals and/or families placed in transitional housing | 75                        | 47                      | 63%                     | 17                                  | 113%      | 15                                  | 100%      | 15                                  | 100%      | 15                                    |        | 15                                    |        |
| <b>Goal 1Ciii. Homeless people receive basic shelter and support services</b>          |                           |                         |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| Funding Amount   | Expected 5-year \$ Amount | Actual 5-year \$ Amount | 5-year Actual % of Goal | Actual Year 1 (2015-2016) \$ Amount |           | Actual Year 2 (2016-2017) \$ Amount |           | Actual Year 3 (2017-2018) \$ Amount |           | Expected Year 4 (2018-2019) \$ Amount |        | Expected Year 5 (2019-2020) \$ Amount |        |
| CDBG   | \$953,304                 | \$529,229               | 56%                     | \$161,873                           |           | \$183,678                           |           | \$183,678                           |           | \$183,678                             |        | \$183,678                             |        |
| HOME   | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| HOPWA  | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| ESG  | \$4,006,045               | \$2,459,266             | 61%                     | \$834,292                           |           | \$812,487                           |           | \$812,487                           |           | \$812,487                             |        | \$812,487                             |        |
| General Fund   | \$21,476                  | \$0                     | 0%                      |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| Housing Trust Fund   | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| Housing Impact Fees  | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| Low-Mod Income Housing Asset Fund  | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| Other  | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| <b>Total</b>   | <b>\$4,980,825</b>        | <b>\$2,988,495</b>      | <b>60%</b>              | <b>\$996,165</b>                    |           | <b>\$996,165</b>                    |           | <b>\$812,487</b>                    |           | <b>\$996,165</b>                      |        | <b>\$996,165</b>                      |        |
| Performance Measures: Outcome Indicators   | 5-year Goal               | 5-year Actual to Date   | 5-year Actual % of Goal | Actual Year 1                       |           | Actual Year 2                       |           | Actual Year 3                       |           | Expected Year 4                       |        | Expected Year 5                       |        |
|  |                           |                         |                         | Actual                              | % of Goal | Actual                              | % of Goal | Actual                              | % of Goal | Goal                                  | \$ Amt | Goal                                  | \$ Amt |
| Outcome Indicator 1Ciii. Number of individuals moved into more stable housing          | 960                       | 630                     | 66%                     | 310                                 | 141%      | 151                                 | 69%       | 169                                 | 77%       | 150                                   |        | 150                                   |        |
| Performance Measures: Output Indicators  | 5-year Goal               | 5-year Actual to Date   | 5-year Actual           | Actual Year 1                       |           | Actual Year 2                       |           | Actual Year 3                       |           | Expected Year 4                       |        | Expected Year 5                       |        |
|  |                           |                         |                         | Actual                              | % of Goal | Actual                              | % of Goal | Actual                              | % of Goal | Goal                                  | \$ Amt | Goal                                  | \$ Amt |

|  |                           |                         |                         |                                     |       |                                     |       |                                     |      |                                       |  |                                       |  |
|--|---------------------------|-------------------------|-------------------------|-------------------------------------|-------|-------------------------------------|-------|-------------------------------------|------|---------------------------------------|--|---------------------------------------|--|
|  |                           |                         | % of Goal               |                                     |       |                                     |       |                                     |      |                                       |  |                                       |  |
| Output Indicator:<br>Number of individuals receiving rapid-rehousing services, including case management, and housing placement                    | 2,980                     | 1,551                   | 52%                     | 207                                 | 32%   | 827                                 | 129%  | 517                                 | 86%  | 600                                   |  | 500                                   |  |
| Output Indicator:<br>Number of individuals receiving short-term rental assistance  | 310                       | 165                     | 53%                     | 61                                  | 76%   | 45                                  | 56%   | 59                                  | 118% | 50                                    |  | 50                                    |  |
| Output Indicator:<br>Number of individuals receiving financial assistance, including moving costs, security deposits, utilities, last month's rent | 420                       | 508                     | 121%                    | 169                                 | 1690% | 170                                 | 1700% | 169                                 | 169% | 150                                   |  | 150                                   |  |
| Output Indicator:<br>Number of individuals and families receiving shelter services   | 3,445                     | 2,624                   | 76%                     | 1,491                               | 166%  | 512                                 | 57%   | 621                                 | 89%  | 450                                   |  | 500                                   |  |
| Output Indicator:<br>Number of units subsidized through LOSP   | 285                       | -                       | 0%                      | 0                                   | 0%    |                                     | 0%    |                                     | 0%   | 199                                   |  | 18                                    |  |
| Priority Need 1D: Provide Supportive Housing Services  |                           |                         |                         |                                     |       |                                     |       |                                     |      |                                       |  |                                       |  |
| Goal 1Di. Increased access to services for public housing residents  |                           |                         |                         |                                     |       |                                     |       |                                     |      |                                       |  |                                       |  |
| Funding Amount   | Expected 5-year \$ Amount | Actual 5-year \$ Amount | 5-year Actual % of Goal | Actual Year 1 (2015-2016) \$ Amount |       | Actual Year 2 (2016-2017) \$ Amount |       | Actual Year 3 (2017-2018) \$ Amount |      | Expected Year 4 (2018-2019) \$ Amount |  | Expected Year 5 (2019-2020) \$ Amount |  |
| CDBG   | \$4,388,932               | \$1,510,000             | 34%                     | \$65,000                            |       | \$490,000                           |       | \$955,000                           |      | \$1,015,000                           |  | \$1,015,000                           |  |
| HOME   | \$0                       | \$0                     |                         |                                     |       |                                     |       |                                     |      |                                       |  |                                       |  |



| HOPWA   | \$0                 | \$0                   |                         |                    |           |                    |           |                    |           |                    |        |                    |        |
|---|---------------------|-----------------------|-------------------------|--------------------|-----------|--------------------|-----------|--------------------|-----------|--------------------|--------|--------------------|--------|
| ESG   | \$0                 | \$0                   |                         |                    |           |                    |           |                    |           |                    |        |                    |        |
| General Fund  | \$8,033,490         | \$6,411,388           | 80%                     | \$1,663,353        |           | \$2,386,607        |           | \$2,361,428        |           | \$2,269,553        |        | \$2,324,483        |        |
| Housing Trust Fund  | \$611,438           | \$624,000             |                         |                    |           |                    |           | \$624,000          |           | \$150,000          |        | \$161,438          |        |
| Housing Impact Fees   | \$0                 | \$0                   |                         |                    |           |                    |           |                    |           |                    |        |                    |        |
| Low-Mod Income Housing Asset Fund   | \$0                 | \$0                   |                         |                    |           |                    |           |                    |           |                    |        |                    |        |
| Other   | \$0                 | \$5,650               |                         |                    |           |                    |           | \$5,650            |           |                    |        |                    |        |
| <b>Total</b>  | <b>\$13,033,860</b> | <b>\$8,551,038</b>    | <b>66%</b>              | <b>\$1,728,353</b> |           | <b>\$2,876,607</b> |           | <b>\$3,946,078</b> |           | <b>\$3,434,553</b> |        | <b>\$3,500,921</b> |        |
| Performance Measures: Outcome Indicators  | 5-year Goal         | 5-year Actual to Date | 5-year Actual % of Goal | Actual Year 1      |           | Actual Year 2      |           | Actual Year 3      |           | Expected Year 4    |        | Expected Year 5    |        |
|   |                     |                       |                         | Actual             | % of Goal | Actual             | % of Goal | Actual             | % of Goal | Goal               | \$ Amt | Goal               | \$ Amt |
| Outcome Indicator 1Di. Number of public housing residents that achieve 75% of their goals from their service plans                    | 820                 | 538                   | 66%                     | 197                | 134%      | 149                | 101%      | 192                | 85%       | 150                |        | 150                |        |
| Performance Measures: Output Indicators   | 5-year Goal         | 5-year Actual to Date | 5-year Actual % of Goal | Actual Year 1      |           | Actual Year 2      |           | Actual Year 3      |           | Expected Year 4    |        | Expected Year 5    |        |
|   |                     |                       |                         | Actual             | % of Goal | Actual             | % of Goal | Actual             | % of Goal | Goal               | \$ Amt | Goal               | \$ Amt |
| Output Indicator: Number of residents engaged in case management across four HOPE SF sites and beginning in 2016-2017 eight RAD sites | 1,273               | 1,379                 | 108%                    | 244                | 116%      | 774                | 369%      | 361                | 143%      | 300                |        | 300                |        |
| Output Indicator: Number of resident service referrals across four HOPE SF sites and beginning in 2016-2017 eight RAD sites           | 5,190               | 4,808                 | 93%                     | 1,158              | 180%      | 1,881              | 292%      | 1,769              | 136%      | 1,300              |        | 1,300              |        |
| <b>Goal 1Dii. Increased access to permanent supportive housing and transitional housing for PLWHA</b>                                 |                     |                       |                         |                    |           |                    |           |                    |           |                    |        |                    |        |

| Funding Amount  | Expected 5-year \$ Amount | Actual 5-year \$ Amount | 5-year Actual % of Goal | Actual Year 1 (2015-2016) \$ Amount |           | Actual Year 2 (2016-2017) \$ Amount |           | Actual Year 3 (2017-2018) \$ Amount |           | Expected Year 4 (2018-2019) \$ Amount |        | Expected Year 5 (2019-2020) \$ Amount |        |
|---|---------------------------|-------------------------|-------------------------|-------------------------------------|-----------|-------------------------------------|-----------|-------------------------------------|-----------|---------------------------------------|--------|---------------------------------------|--------|
| CDBG  | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| HOME  | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| HOPWA   | \$31,682,860              | \$19,959,649            | 63%                     | \$6,820,223                         |           | \$6,901,089                         |           | \$6,238,337                         |           | \$6,251,487                           |        | \$6,141,094                           |        |
| ESG   | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| General Fund  | \$6,857,803               | \$4,224,630             | 62%                     | \$1,357,485                         |           | \$1,357,485                         |           | \$1,509,660                         |           | \$1,357,485                           |        | \$1,515,079                           |        |
| Housing Trust Fund  | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| Housing Impact Fees   | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| Low-Mod Income Housing Asset Fund   | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| Other   | \$1,391,001               | \$927,333               |                         |                                     |           | \$463,666                           |           | \$463,667                           |           | \$463,667                             |        | \$463,667                             |        |
| <b>Total</b>  | <b>\$39,931,664</b>       | <b>\$25,111,612</b>     | <b>63%</b>              | <b>\$8,177,708</b>                  |           | <b>\$8,722,240</b>                  |           | <b>\$8,211,664</b>                  |           | <b>\$8,072,639</b>                    |        | <b>\$8,119,840</b>                    |        |
| Performance Measures: Outcome Indicators  | 5-year Goal               | 5-year Actual to Date   | 5-year Actual % of Goal | Actual Year 1                       |           | Actual Year 2                       |           | Actual Year 3                       |           | Expected Year 4                       |        | Expected Year 5                       |        |
|   |                           |                         |                         | Actual                              | % of Goal | Actual                              | % of Goal | Actual                              | % of Goal | Goal                                  | \$ Amt | Goal                                  | \$ Amt |
| Outcome Indicator 1Dii: Number of individuals more stably housed                        | 2,376                     | 1,669                   | 70%                     | 574                                 | 115%      | 558                                 | 112%      | 537                                 | 102%      | 400                                   |        | 452                                   |        |
| Performance Measures: Output Indicators   | 5-year Goal               | 5-year Actual to Date   | 5-year Actual % of Goal | Actual Year 1                       |           | Actual Year 2                       |           | Actual Year 3                       |           | Expected Year 4                       |        | Expected Year 5                       |        |
|   |                           |                         |                         | Actual                              | % of Goal | Actual                              | % of Goal | Actual                              | % of Goal | Goal                                  | \$ Amt | Goal                                  | \$ Amt |
| Output indicator: Number of individuals housed in long-term residential care facilities | 712                       | 486                     | 68%                     | 161                                 | 142%      | 161                                 | 142%      | 164                                 | 101%      | 162                                   |        | 162                                   |        |
| Output indicator: Number of individuals housed in permanent facilities                  | 340                       | 205                     | 60%                     | 68                                  | 100%      | 69                                  | 101%      | 68                                  | 100%      | 68                                    |        | 68                                    |        |
| Output indicator: Number of individuals housed in transitional facilities               | 88                        | 70                      | 80%                     | 18                                  | 164%      | 24                                  | 218%      | 28                                  | 127%      | 22                                    |        | 22                                    |        |

| Output indicator :<br>Number of<br>individuals receiving<br>shallow rental<br>subsidies                | 265                          | 260                        | 98%                              | 101                                    | 112%      | 85                                     | 189%      | 74                                     | 114%      | 65  |        | 0  |        |
|--|------------------------------|----------------------------|----------------------------------|--|-----------|--|-----------|--|-----------|---|--------|--|--------|
| Output indicator :<br>Number of<br>individuals receiving<br>long-term deep<br>rental subsidies         | 1,094                        | 648                        | 59%                              | 226                                    | 94%       | 219                                    | 91%       | 203                                    | 98%       | 207                                       |        | 200                                      |        |
| <b>Objective 2: Communities Have Healthy Physical, Social, and Business Infrastructure</b>             |                              |                            |                                  |  |           |  |           |  |           |   |        |  |        |
| <b>Priority Need 2A: Enhance Community Facilities and Spaces</b>                                       |                              |                            |                                  |  |           |  |           |  |           |   |        |  |        |
| <b>Goal 2Ai. Key nonprofit service providers have high quality facilities</b>                          |                              |                            |                                  |  |           |  |           |  |           |   |        |  |        |
| Funding Amount   | Expected 5-year<br>\$ Amount | Actual 5-year<br>\$ Amount | 5-year<br>Actual<br>% of<br>Goal | Actual Year 1 (2015-2016) \$<br>Amount |           | Actual Year 2 (2016-2017)<br>\$ Amount |           | Actual Year 3 (2017-2018) \$<br>Amount |           | Expected Year 4 (2018-<br>2019) \$ Amount |        | Expected Year 5 (2019-2020)<br>\$ Amount |        |
| CDBG   | \$10,913,964                 | \$5,828,564                | 53%                              | \$2,675,718                            |           | \$2,253,046                            |           | \$899,800                              |           | \$1,835,126                               |        | \$1,895,021                              |        |
| HOME   | \$0                          | \$0                        |                                  |  |           |  |           |  |           |   |        |  |        |
| HOPWA  | \$0                          | \$908,821                  |                                  | \$402,986                              |           | \$366,985                              |           | \$138,850                              |           |   |        |  |        |
| ESG  | \$0                          | \$0                        |                                  |  |           |  |           |  |           |   |        |  |        |
| General Fund   | \$2,204,260                  | \$1,845,000                | 84%                              | \$950,000                              |           | \$510,000                              |           | \$385,000                              |           | \$10,000                                  |        | \$10,000                                 |        |
| Housing Trust Fund   | \$625,000                    | \$1,018,779                |                                  | \$177,379                              |           | \$600,000                              |           | \$241,400                              |           | \$375,000                                 |        | \$250,000                                |        |
| Housing Impact Fees  | \$0                          | \$0                        |                                  |  |           |  |           |  |           |   |        |  |        |
| Low-Mod Income<br>Housing Asset Fund   | \$0                          | \$0                        |                                  |  |           |  |           |  |           |   |        |  |        |
| Other  | \$1,000,000                  | \$4,171,800                | 417%                             | \$2,592,300                            |           | \$595,000                              |           | \$984,500                              |           |   |        |  |        |
| <b>Total</b>   | <b>\$14,743,224</b>          | <b>\$13,772,964</b>        | <b>93%</b>                       | <b>\$6,798,383</b>                     |           | <b>\$4,325,031</b>                     |           | <b>\$2,649,550</b>                     |           | <b>\$2,220,126</b>                        |        | <b>\$2,155,021</b>                       |        |
| Performance<br>Measures: Outcome<br>Indicators   | 5-year Goal                  | 5-year Actual<br>to Date   | 5-year<br>Actual<br>% of<br>Goal | Actual Year 1                          |           | Actual Year 2                          |           | Actual Year 3                          |           | Expected Year 4                           |        | Expected Year 5                          |        |
|  |                              |                            |                                  | Actual                                 | % of Goal | Actual                                 | % of Goal | Actual                                 | % of Goal | Goal                                      | \$ Amt | Goal                                     | \$ Amt |
| Outcome Indicator<br>2Ai. Number of<br>individuals with<br>increased access to<br>community facilities | 60,000                       | 77,786                     | 130%                             | 59,882                                 | 499%      |  | 0%        | 17,904                                 | 149%      | 12,000                                    |        | 12,000                                   |        |

| Outcome Indicator 2Ai(2). Improved capacity of nonprofit service providers to plan and secure resources for capital improvements | 60                        | 43                      | 72%                     | 30                                  | 250%      | 6                                   | 50%       | 7                                   | 58%       | 12                                    |        | 12                                    |        |
|--|---------------------------|-------------------------|-------------------------|-------------------------------------|-----------|-------------------------------------|-----------|-------------------------------------|-----------|---------------------------------------|--------|---------------------------------------|--------|
| Performance Measures: Output Indicators  | 5-year Goal               | 5-year Actual to Date   | 5-year Actual % of Goal | Actual Year 1                       |           | Actual Year 2                       |           | Actual Year 3                       |           | Expected Year 4                       |        | Expected Year 5                       |        |
|  |                           |                         |                         | Actual                              | % of Goal | Actual                              | % of Goal | Actual                              | % of Goal | Goal                                  | \$ Amt | Goal                                  | \$ Amt |
| Output Indicator: Number of nonprofit service providers receiving capital improvements to their facilities                       | 60                        | 63                      | 105%                    | 30                                  | 250%      | 18                                  | 150%      | 15                                  | 125%      | 12                                    |        | 12                                    |        |
| Output Indicator: Number of nonprofit service providers receiving Capital Needs Assessments                                      | 60                        | 29                      | 48%                     | 16                                  | 133%      | 6                                   | 50%       | 7                                   | 58%       | 12                                    |        | 12                                    |        |
| <b>Goal 2Aii. Enhanced public spaces</b>   |                           |                         |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| Funding Amount   | Expected 5-year \$ Amount | Actual 5-year \$ Amount | 5-year Actual % of Goal | Actual Year 1 (2015-2016) \$ Amount |           | Actual Year 2 (2016-2017) \$ Amount |           | Actual Year 3 (2017-2018) \$ Amount |           | Expected Year 4 (2018-2019) \$ Amount |        | Expected Year 5 (2019-2020) \$ Amount |        |
| CDBG   | \$0                       | \$142,480               |                         | \$70,230                            |           | \$72,250                            |           |                                     |           |                                       |        |                                       |        |
| HOME   | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| HOPWA  | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| ESG  | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| General Fund   | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| Housing Trust Fund   | \$4,575,000               | \$1,812,843             | 40%                     | \$996,380                           |           | \$816,463                           |           | \$0                                 |           | 375,000                               |        | 250,000                               |        |
| Housing Impact Fees  | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| Low-Mod Income Housing Asset Fund  | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| Other  | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| <b>Total</b>   | <b>\$4,575,000</b>        | <b>\$1,955,323</b>      | <b>43%</b>              | <b>\$1,066,610</b>                  |           | <b>\$888,713</b>                    |           | <b>\$0</b>                          |           | <b>\$375,000</b>                      |        | <b>\$250,000</b>                      |        |
|  | <b>5-year Goal</b>        |                         |                         | <b>Actual Year 1</b>                |           | <b>Actual Year 2</b>                |           | <b>Actual Year 3</b>                |           | <b>Expected Year 4</b>                |        | <b>Expected Year 5</b>                |        |

| Performance Measures: Outcome Indicators  |                           | 5-year Actual to Date   | 5-year Actual % of Goal | Actual                              | % of Goal | Actual                              | % of Goal | Actual                              | % of Goal | Goal                                  | \$ Amt | Goal                                  | \$ Amt |
|---|---------------------------|-------------------------|-------------------------|-------------------------------------|-----------|-------------------------------------|-----------|-------------------------------------|-----------|---------------------------------------|--------|---------------------------------------|--------|
| Outcome Indicator 2Aiii. Number of individuals with increased access to community and public spaces | 375,000                   | 217,378                 | 58%                     | 217,378                             | 290%      |                                     | 0%        | 0                                   | 0%        | 75,000                                |        | 75,000                                |        |
| Performance Measures: Output Indicators   | 5-year Goal               | 5-year Actual to Date   | 5-year Actual % of Goal | Actual Year 1                       |           | Actual Year 2                       |           | Actual Year 3                       |           | Expected Year 4                       |        | Expected Year 5                       |        |
|   |                           |                         |                         | Actual                              | % of Goal | Actual                              | % of Goal | Actual                              | % of Goal | Goal                                  | \$ Amt | Goal                                  | \$ Amt |
| Output Indicator: Number of community and public spaces improved through capital investments        | 25                        | 15                      | 60%                     | 9                                   | 180%      | 6                                   | 120%      | 0                                   | 0%        | 5                                     |        | 5                                     |        |
| Priority Need 2B: Strengthen Small Businesses and Commercial Corridors                              |                           |                         |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| Goal 2Bi. Thriving, locally-owned small businesses  |                           |                         |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| Funding Amount  | Expected 5-year \$ Amount | Actual 5-year \$ Amount | 5-year Actual % of Goal | Actual Year 1 (2015-2016) \$ Amount |           | Actual Year 2 (2016-2017) \$ Amount |           | Actual Year 3 (2017-2018) \$ Amount |           | Expected Year 4 (2018-2019) \$ Amount |        | Expected Year 5 (2019-2020) \$ Amount |        |
| CDBG  | \$6,938,485               | \$3,948,098             | 57%                     | \$1,238,322                         |           | \$950,000                           |           | \$1,759,776                         |           | \$1,897,308                           |        | \$1,377,308                           |        |
| HOME  | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| HOPWA   | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| ESG   | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| General Fund  | \$3,845,000               | \$1,656,302             | 43%                     | \$130,302                           |           | \$500,000                           |           | \$1,026,000                         |           | \$1,250,000                           |        | \$1,250,000                           |        |
| Housing Trust Fund  | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| Housing Impact Fees   | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| Low-Mod Income Housing Asset Fund   | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| Other   | \$455,000                 | \$254,000               |                         | \$254,000                           |           |                                     |           |                                     |           | \$190,000                             |        | \$265,000                             |        |
| <b>Total</b>  | <b>\$11,238,485</b>       | <b>\$5,858,400</b>      | <b>52%</b>              | <b>\$1,622,624</b>                  |           | <b>\$1,450,000</b>                  |           | <b>\$2,785,776</b>                  |           | <b>\$3,337,308</b>                    |        | <b>\$2,892,308</b>                    |        |
|   | 5-year Goal               |                         |                         | Actual Year 1                       |           | Actual Year 2                       |           | Actual Year 3                       |           | Expected Year 4                       |        | Expected Year 5                       |        |

| Performance Measures: Outcome Indicators   |             | 5-year Actual to Date | 5-year Actual % of Goal | Actual        | % of Goal | Actual                       | % of Goal | Actual                       | % of Goal | Goal                         | \$ Amt | Goal                         | \$ Amt |
|--|-------------|-----------------------|-------------------------|---------------|-----------|------------------------------|-----------|------------------------------|-----------|------------------------------|--------|------------------------------|--------|
| Outcome Indicator 2Bi. Number of jobs created via business technical assistance                  | 800         | 592                   | 74%                     | 307           | 205%      | 97                           | 65%       | 188                          | 94%       | 150                          |        | 150                          |        |
| Outcome Indicator 2Bi(2). Number of jobs created and retained via loans funded                   | 825         | 1,249                 | 151%                    | 709           | 567%      | 327                          | 262%      | 212.5                        | 121%      | 200                          |        | 200                          |        |
| Outcome Indicator 2Bi(3). Number of jobs retained via business technical assistance              | 1,125       | 1,511                 | 134%                    | 366           | 163%      | 641                          | 285%      | 504                          | 224%      | 225                          |        | 225                          |        |
| Outcome Indicator 2Bi(5). Number of new businesses established via technical assistance provided | 625         | 421                   | 67%                     | 261           | 522%      | 81                           | 162%      | 79                           | 45%       | 175                          |        | 175                          |        |
| Outcome Indicator 2Bi(6). Number of borrowers that graduate to conventional lending              | 45          | #VALUE!               | #VALUE!                 | 3             | 30%       | no longer track this outcome |           | no longer track this outcome |           | no longer track this outcome |        | no longer track this outcome |        |
| Performance Measures: Output Indicators  | 5-year Goal | 5-year Actual to Date | 5-year Actual % of Goal | Actual Year 1 |           | Actual Year 2                |           | Actual Year 3                |           | Expected Year 4              |        | Expected Year 5              |        |
|  |             |                       |                         | Actual        | % of Goal | Actual                       | % of Goal | Actual                       | % of Goal | Goal                         | \$ Amt | Goal                         | \$ Amt |
| Output Indicator: # of startup businesses assisted   | 1,250       | 607                   | 49%                     | 267           | 89%       | 184                          | 61%       | 156                          | 62%       | 200                          |        | 200                          |        |
| Output Indicator: # of existing businesses assisted  | 1,950       | 2,274                 | 117%                    | 953           | 238%      | 674                          | 169%      | 647                          | 185%      | 400                          |        | 400                          |        |

| Output Indicator: # of partners that engage non-English speakers as clients               | 64                        | 37                           | 58%                     | 13                                  | 130%             | 12                                  | 100%             | 12                                  | 100%             | 15                                    |               | 15                                    |               |
|---|---------------------------|------------------------------|-------------------------|-------------------------------------|------------------|-------------------------------------|------------------|-------------------------------------|------------------|---------------------------------------|---------------|---------------------------------------|---------------|
| Output Indicator: # of long-term businesses in neighborhood commercial corridors assisted | 450                       | 275                          | 61%                     | 136                                 | 181%             | 64                                  | 85%              | 75                                  | 75%              | 100                                   |               | 100                                   |               |
| Output Indicator: # of loans funded   | 475                       | 317                          | 67%                     | 154                                 | 123%             | 69                                  | 55%              | 94                                  | 125%             | 75                                    |               | 75                                    |               |
| Output Indicator: total dollar amount value of loans issued                               | 20,000,000                | 29,696,101                   | 148%                    | \$14,460,070                        | 413%             | \$8,258,769                         | 206%             | \$6,977,262                         | 174%             | \$4,000,000                           |               | \$4,500,000                           |               |
| Output Indicator: % of loan repaid  | 90%                       | 95%                          |                         | 96%                                 | 107%             | 95%                                 | 106%             | 95%                                 | 106%             | 90%                                   |               | 90%                                   |               |
| Output Indicator: # of Section 108 funded projects  | 1                         | -                            | 0%                      | 0                                   | 0%               | 0                                   |                  | 0                                   | 0%               | 0                                     |               | 0                                     |               |
| <b>Goal 2Bii. Robust commercial corridors in low-income neighborhoods</b>                 |                           |                              |                         |                                     |                  |                                     |                  |                                     |                  |                                       |               |                                       |               |
| Funding Amount  | Expected 5-year \$ Amount | Actual 5-year \$ Amount      | 5-year Actual % of Goal | Actual Year 1 (2015-2016) \$ Amount |                  | Actual Year 2 (2016-2017) \$ Amount |                  | Actual Year 3 (2017-2018) \$ Amount |                  | Expected Year 4 (2018-2019) \$ Amount |               | Expected Year 5 (2019-2020) \$ Amount |               |
| CDBG  | \$1,894,945               | \$1,321,114                  | 70%                     | \$445,983                           |                  | \$390,131                           |                  | \$485,000                           |                  | \$371,561                             |               | \$371,561                             |               |
| HOME  | \$0                       | \$0                          |                         |                                     |                  |                                     |                  |                                     |                  |                                       |               |                                       |               |
| HOPWA   | \$0                       | \$0                          |                         |                                     |                  |                                     |                  |                                     |                  |                                       |               |                                       |               |
| ESG   | \$0                       | \$0                          |                         |                                     |                  |                                     |                  |                                     |                  |                                       |               |                                       |               |
| General Fund  | \$16,035,786              | \$8,138,000                  | 51%                     | \$2,576,000                         |                  | \$1,731,000                         |                  | \$3,831,000                         |                  | \$3,831,000                           |               | \$4,066,786                           |               |
| Housing Trust Fund  | \$0                       | \$0                          |                         |                                     |                  |                                     |                  |                                     |                  |                                       |               |                                       |               |
| Housing Impact Fees   | \$0                       | \$0                          |                         |                                     |                  |                                     |                  |                                     |                  |                                       |               |                                       |               |
| Low-Mod Income Housing Asset Fund   | \$0                       | \$0                          |                         |                                     |                  |                                     |                  |                                     |                  |                                       |               |                                       |               |
| Other   | \$0                       | \$0                          |                         |                                     |                  |                                     |                  |                                     |                  |                                       |               |                                       |               |
| <b>Total</b>  | <b>\$17,930,731</b>       | <b>\$9,459,114</b>           | <b>53%</b>              | <b>\$3,021,983</b>                  |                  | <b>\$2,121,131</b>                  |                  | <b>\$4,316,000</b>                  |                  | <b>\$4,202,561</b>                    |               | <b>\$4,438,347</b>                    |               |
| <b>Performance Measures: Outcome Indicators</b>   | <b>5-year Goal</b>        | <b>5-year Actual to Date</b> | <b>5-year Actual</b>    | <b>Actual Year 1</b>                |                  | <b>Actual Year 2</b>                |                  | <b>Actual Year 3</b>                |                  | <b>Expected Year 4</b>                |               | <b>Expected Year 5</b>                |               |
|   |                           |                              |                         | <b>Actual</b>                       | <b>% of Goal</b> | <b>Actual</b>                       | <b>% of Goal</b> | <b>Actual</b>                       | <b>% of Goal</b> | <b>Goal</b>                           | <b>\$ Amt</b> | <b>Goal</b>                           | <b>\$ Amt</b> |

|   |             |                       | % of Goal               |               |           |               |           |               |           |                 |        |                 |        |
|---|-------------|-----------------------|-------------------------|---------------|-----------|---------------|-----------|---------------|-----------|-----------------|--------|-----------------|--------|
| Outcome Indicator 2Bii. Number of jobs created  | 110         | 64                    | 58%                     | 21            | 84%       | 24            | 96%       | 19            | 95%       | 20              |        | 20              |        |
| Outcome Indicator 2Bii(2). Number of jobs retained  | 115         | 35                    | 30%                     | 10            | 25%       | 20            | 50%       | 5             | 50%       | 10              |        | 15              |        |
| Outcome Indicator 2Bii(3). Number of existing leases strengthened and businesses stabilized   | 200         | 240                   | 120%                    | 55            | 275%      | 97            | 323%      | 88            | 176%      | 50              |        | 50              |        |
| Performance Measures: Output Indicators   | 5-year Goal | 5-year Actual to Date | 5-year Actual % of Goal | Actual Year 1 |           | Actual Year 2 |           | Actual Year 3 |           | Expected Year 4 |        | Expected Year 5 |        |
|   |             |                       |                         | Actual        | % of Goal | Actual        | % of Goal | Actual        | % of Goal | Goal            | \$ Amt | Goal            | \$ Amt |
| Output Indicator: # of existing businesses assisted   | 485         | 381                   | 79%                     | 225           | 225%      | 80            | 80%       | 76            | 61%       | 80              |        | 80              |        |
| Output Indicator: # of openings and expansions assisted   | 57          | 140                   | 246%                    | 106           | 1060%     | 26            | 260%      | 8             | 80%       | 12              |        | 15              |        |
| Output Indicator: # of organizations that achieved some development benchmark including formalization, 501(c)(3) status, new paid staff, sustainable funding source | 16          | 3                     | 19%                     | 0             | 0%        | 1             | 20%       | 2             | 100%      | 2               |        | 2               |        |
| Output Indicator: # of façade improvement projects approved for grant funding   | 100         | 88                    | 88%                     | 29            | 290%      | 29            | 193%      | 30            | 150%      | 25              |        | 30              |        |
| Output Indicator: # of completed façade improvement projects  | 30          | 41                    | 137%                    | 15            | 250%      | 6             | 100%      | 20            | 250%      | 8               |        | 2               |        |



|  |                           |                         |                         |                                     |      |                                     |      |                                     |      |                                       |  |                                       |  |
|--|---------------------------|-------------------------|-------------------------|-------------------------------------|------|-------------------------------------|------|-------------------------------------|------|---------------------------------------|--|---------------------------------------|--|
| Output Indicator: Total funds deployed for active and completed projects                             | 2,500,000                 | 2,968,156               | 119%                    | \$606,689                           | 121% | \$1,600,000                         | 320% | \$761,467                           | 152% | \$500,000                             |  | \$500,000                             |  |
| Output Indicator: # of ADA workshops/merchant walks provided   | 31                        | 11                      | 35%                     | 5                                   |      | 3                                   | 30%  | 3                                   | 60%  | 3                                     |  | 3                                     |  |
| Output Indicator: # of grants made to fund accessibility improvements                                | 105                       | 96                      | 91%                     | 30                                  | 150% | 32                                  | 160% | 34                                  | 136% | 30                                    |  | 10                                    |  |
| Output Indicator: # of businesses assisted with ADA compliance                                       | 675                       | 270                     | 40%                     | 72                                  | 58%  | 157                                 | 126% | 41                                  | 33%  | 150                                   |  | 150                                   |  |
| Output Indicator: # of catalytic projects that achieve entitlement, groundbreaking, or grand opening | 8                         | 3                       | 38%                     | 0                                   | 0%   | 1                                   | 100% | 2                                   | 100% | 2                                     |  | 2                                     |  |
| Output Indicator: # of customized service plans developed or updated                                 | 40                        | 45                      | 113%                    | 25                                  | 125% | 20                                  | 100% | 0                                   | 0%   | 0                                     |  | 0                                     |  |
| Priority Need 2C: Increase Community Cohesion and Infrastructure                                     |                           |                         |                         |                                     |      |                                     |      |                                     |      |                                       |  |                                       |  |
| Goal 2Ci. Increased supports for residents to convene and build social capital                       |                           |                         |                         |                                     |      |                                     |      |                                     |      |                                       |  |                                       |  |
| Funding Amount   | Expected 5-year \$ Amount | Actual 5-year \$ Amount | 5-year Actual % of Goal | Actual Year 1 (2015-2016) \$ Amount |      | Actual Year 2 (2016-2017) \$ Amount |      | Actual Year 3 (2017-2018) \$ Amount |      | Expected Year 4 (2018-2019) \$ Amount |  | Expected Year 5 (2019-2020) \$ Amount |  |
| CDBG   | \$195,000                 | \$50,000                |                         | \$50,000                            |      |                                     |      |                                     |      | \$65,000                              |  | \$65,000                              |  |
| HOME   | \$0                       | \$0                     |                         |                                     |      |                                     |      |                                     |      |                                       |  |                                       |  |
| HOPWA  | \$0                       | \$0                     |                         |                                     |      |                                     |      |                                     |      |                                       |  |                                       |  |
| ESG  | \$0                       | \$0                     |                         |                                     |      |                                     |      |                                     |      |                                       |  |                                       |  |
| General Fund   | \$9,390,390               | \$5,490,930             | 58%                     | \$1,147,830                         |      | \$1,841,493                         |      | \$2,501,607                         |      | \$2,354,045                           |  | \$2,650,196                           |  |
| Housing Trust Fund   | \$0                       | \$83,786                |                         | \$49,393                            |      |                                     |      | \$34,393                            |      |                                       |  |                                       |  |
| Housing Impact Fees  | \$0                       | \$0                     |                         |                                     |      |                                     |      |                                     |      |                                       |  |                                       |  |

| Low-Mod Income<br>Housing Asset Fund   | \$0                 | \$0                      |                                  |                    |           |                    |           |                    |           |                    |        |                    |        |
|--|---------------------|--------------------------|----------------------------------|--------------------|-----------|--------------------|-----------|--------------------|-----------|--------------------|--------|--------------------|--------|
| Other  | \$560,000           | \$851,749                |                                  | \$221,749          |           | \$175,000          |           | \$455,000          |           | \$280,000          |        | \$280,000          |        |
| <b>Total</b>   | <b>\$10,145,390</b> | <b>\$6,476,465</b>       | <b>64%</b>                       | <b>\$1,468,972</b> |           | <b>\$2,016,493</b> |           | <b>\$2,991,000</b> |           | <b>\$2,699,045</b> |        | <b>\$2,995,196</b> |        |
| Performance<br>Measures: Outcome<br>Indicators   | 5-year Goal         | 5-year Actual<br>to Date | 5-year<br>Actual<br>% of<br>Goal | Actual Year 1      |           | Actual Year 2      |           | Actual Year 3      |           | Expected Year 4    |        | Expected Year 5    |        |
|  |                     |                          |                                  | Actual             | % of Goal | Actual             | % of Goal | Actual             | % of Goal | Goal               | \$ Amt | Goal               | \$ Amt |
| Outcome Indicator<br>2Ci. Number of<br>residents engaged in<br>opportunities for<br>neighborhood<br>involvement  | 5,210               | 5,220                    | 100%                             | 908                | 267%      | 403                | 119%      | 3,909              | 535%      | 800                |        | 3,000              |        |
| Performance<br>Measures: Output<br>Indicators  | 5-year Goal         | 5-year Actual<br>to Date | 5-year<br>Actual<br>% of<br>Goal | Actual Year 1      |           | Actual Year 2      |           | Actual Year 3      |           | Expected Year 4    |        | Expected Year 5    |        |
|  |                     |                          |                                  | Actual             | % of Goal | Actual             | % of Goal | Actual             | % of Goal | Goal               | \$ Amt | Goal               | \$ Amt |
| Output Indicator:<br>Number of planning<br>processes completed   | 17                  | 26                       | 153%                             | 15                 | 1500%     | 8                  | 800%      | 3                  | 60%       | 5                  |        | 5                  |        |
| Output Indicator:<br>Number of residents<br>participating in<br>community building<br>activities across four<br>HOPE SF sites and<br>beginning in 2016-17<br>eight RAD sites | 9,477               | 8,263                    | 87%                              | 1,517              | 465%      | 1,044              | 320%      | 5,702              | 691%      | 4000               |        | 4000               |        |

|  |                                  |                                |                                |  |                  |  |                  |  |                  |  |               |  |               |
|--|----------------------------------|--------------------------------|--------------------------------|--|------------------|--|------------------|--|------------------|--|---------------|--|---------------|
| Output Indicator:<br>Number of community based organizations receiving grants through community grantmaking process        | 70                               | 167                            | 239%                           | 96   | 686%             | 32   | 229%             | 39   | 279%             | 14   |               | 14   |               |
| Output Indicator:<br>Number of residents engaged in the community grantmaking process                                      | 100                              | 80                             | 80%                            |  | 0%               | 40   | 267%             | 40   | 267%             | 20   |               | 35   |               |
| <b>Goal 2Cii. Increased capacity for community-based organizations</b>   |                                  |                                |                                |  |                  |  |                  |  |                  |  |               |  |               |
| <b>Funding Amount</b>  | <b>Expected 5-year \$ Amount</b> | <b>Actual 5-year \$ Amount</b> | <b>5-year Actual % of Goal</b> | <b>Actual Year 1 (2015-2016) \$ Amount</b> |                  | <b>Actual Year 2 (2016-2017) \$ Amount</b> |                  | <b>Actual Year 3 (2017-2018) \$ Amount</b> |                  | <b>Expected Year 4 (2018-2019) \$ Amount</b> |               | <b>Expected Year 5 (2019-2020) \$ Amount</b> |               |
| CDBG   | \$794,230                        | \$579,759                      | 73%                            | \$226,039                                  |                  | \$200,310                                  |                  | \$153,410                                  |                  | \$153,410                                    |               | \$153,410                                    |               |
| HOME   | \$0                              | \$0                            |                                |  |                  |  |                  |  |                  |  |               |  |               |
| HOPWA  | \$0                              | \$0                            |                                |  |                  |  |                  |  |                  |  |               |  |               |
| ESG  | \$0                              | \$0                            |                                |  |                  |  |                  |  |                  |  |               |  |               |
| General Fund   | \$2,484,284                      | \$4,006,105                    | 161%                           | \$2,790,237                                |                  | \$632,613                                  |                  | \$583,255                                  |                  | \$618,826                                    |               | \$627,650                                    |               |
| Housing Trust Fund   | \$720,000                        | \$489,247                      | 68%                            | \$0  |                  | \$200,000                                  |                  | \$289,247                                  |                  |  |               |  |               |
| Housing Impact Fees  | \$0                              | \$0                            |                                |  |                  |  |                  |  |                  |  |               |  |               |
| Low-Mod Income Housing Asset Fund  | \$0                              | \$0                            |                                |  |                  |  |                  |  |                  |  |               |  |               |
| Other  | \$405,000                        | \$440,000                      |                                | \$55,000                                   |                  | \$55,000                                   |                  | \$330,000                                  |                  | \$255,000                                    |               | \$150,000                                    |               |
| <b>Total</b>   | <b>\$4,403,514</b>               | <b>\$5,515,111</b>             | <b>125%</b>                    | <b>\$3,071,276</b>                         |                  | <b>\$1,087,923</b>                         |                  | <b>\$1,355,912</b>                         |                  | <b>\$1,027,236</b>                           |               | <b>\$931,060</b>                             |               |
| <b>Performance Measures: Outcome Indicators</b>  | <b>5-year Goal</b>               | <b>5-year Actual to Date</b>   | <b>5-year Actual % of Goal</b> | <b>Actual Year 1</b>                       |                  | <b>Actual Year 2</b>                       |                  | <b>Actual Year 3</b>                       |                  | <b>Expected Year 4</b>                       |               | <b>Expected Year 5</b>                       |               |
|  |                                  |                                |                                | <b>Actual</b>                              | <b>% of Goal</b> | <b>Actual</b>                              | <b>% of Goal</b> | <b>Actual</b>                              | <b>% of Goal</b> | <b>Goal</b>                                  | <b>\$ Amt</b> | <b>Goal</b>                                  | <b>\$ Amt</b> |
| Outcome indicator 2Cii: Number of community based organizations benefiting from technical assistance and capacity building | 380                              | 703                            | 185%                           | 159  | 227%             | 200  | 286%             | 344  | 491%             | 70   |               | 100  |               |

| Performance Measures: Output Indicators  | 5-year Goal               | 5-year Actual to Date   | 5-year Actual % of Goal | Actual Year 1                       |           | Actual Year 2                       |           | Actual Year 3                       |           | Expected Year 4                       |        | Expected Year 5                       |        |
|--|---------------------------|-------------------------|-------------------------|-------------------------------------|-----------|-------------------------------------|-----------|-------------------------------------|-----------|---------------------------------------|--------|---------------------------------------|--------|
|  |                           |                         |                         | Actual                              | % of Goal | Actual                              | % of Goal | Actual                              | % of Goal | Goal                                  | \$ Amt | Goal                                  | \$ Amt |
| Output Indicator: Number of community based organizations receiving technical assistance and capacity building     | 380                       | 703                     | 185%                    | 159                                 | 227%      | 200                                 | 286%      | 344                                 | 491%      | 70                                    |        | 100                                   |        |
| <b>Objective 3: Families and Individuals are Resilient and Economically Self-Sufficient</b>                        |                           |                         |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| <b>Priority Need 3A: Promote Workforce Development</b>   |                           |                         |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| <b>Goal 3Ai. Increased job readiness</b>   |                           |                         |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| Funding Amount   | Expected 5-year \$ Amount | Actual 5-year \$ Amount | 5-year Actual % of Goal | Actual Year 1 (2015-2016) \$ Amount |           | Actual Year 2 (2016-2017) \$ Amount |           | Actual Year 3 (2017-2018) \$ Amount |           | Expected Year 4 (2018-2019) \$ Amount |        | Expected Year 5 (2019-2020) \$ Amount |        |
| CDBG   | \$2,070,000               | \$1,216,666             | 59%                     | \$409,166                           |           | \$367,500                           |           | \$440,000                           |           | \$440,000                             |        | \$430,000                             |        |
| HOME   | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| HOPWA  | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| ESG  | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| General Fund   | \$195,000                 | \$650,757               |                         | \$565,757                           |           | \$20,000                            |           | \$65,000                            |           | \$65,000                              |        | \$65,000                              |        |
| Housing Trust Fund   | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| Housing Impact Fees  | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| Low-Mod Income Housing Asset Fund  | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| Other  | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| <b>Total</b>   | <b>\$2,265,000</b>        | <b>\$1,867,423</b>      | <b>82%</b>              | <b>\$974,923</b>                    |           | <b>\$387,500</b>                    |           | <b>\$505,000</b>                    |           | <b>\$505,000</b>                      |        | <b>\$495,000</b>                      |        |
| Performance Measures: Outcome Indicators   | 5-year Goal               | 5-year Actual to Date   | 5-year Actual % of Goal | Actual Year 1                       |           | Actual Year 2                       |           | Actual Year 3                       |           | Expected Year 4                       |        | Expected Year 5                       |        |
|  |                           |                         |                         | Actual                              | % of Goal | Actual                              | % of Goal | Actual                              | % of Goal | Goal                                  | \$ Amt | Goal                                  | \$ Amt |
| Outcome Indicator 3Ai. Number of low-income SF residents who received job readiness services (includes job search) | 4,570                     | 2,806                   | 61%                     | 615                                 | 67%       | 735                                 | 80%       | 1,456                               | 159%      | 914                                   |        | 914                                   |        |

| Performance Measures: Output Indicators  | 5-year Goal               | 5-year Actual to Date   | 5-year Actual % of Goal | Actual Year 1                       |           | Actual Year 2                       |           | Actual Year 3                       |           | Expected Year 4                       |        | Expected Year 5                       |        |
|--|---------------------------|-------------------------|-------------------------|-------------------------------------|-----------|-------------------------------------|-----------|-------------------------------------|-----------|---------------------------------------|--------|---------------------------------------|--------|
|  |                           |                         |                         | Actual                              | % of Goal | Actual                              | % of Goal | Actual                              | % of Goal | Goal                                  | \$ Amt | Goal                                  | \$ Amt |
| Number of participants who complete one or more of the following: resume, mock interview, cover letter | 4,570                     | 2,752                   | 60%                     | 615                                 | 67%       | 735                                 | 80%       | 1,402                               | 153%      | 914                                   |        | 914                                   |        |
| <b>Goal 3Aii. Increased occupational skills that match labor market needs</b>                          |                           |                         |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| Funding Amount   | Expected 5-year \$ Amount | Actual 5-year \$ Amount | 5-year Actual % of Goal | Actual Year 1 (2015-2016) \$ Amount |           | Actual Year 2 (2016-2017) \$ Amount |           | Actual Year 3 (2017-2018) \$ Amount |           | Expected Year 4 (2018-2019) \$ Amount |        | Expected Year 5 (2019-2020) \$ Amount |        |
| CDBG   | \$1,875,000               | \$1,374,167             | 73%                     | \$586,667                           |           | \$625,000                           |           | \$162,500                           |           | \$162,500                             |        | \$172,500                             |        |
| HOME   | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| HOPWA  | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| ESG  | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| General Fund   | \$0                       | \$894,436               |                         | \$565,758                           |           | \$328,678                           |           |                                     |           |                                       |        |                                       |        |
| Housing Trust Fund   | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| Housing Impact Fees  | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| Low-Mod Income Housing Asset Fund  | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| Other  | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| <b>Total</b>   | <b>\$1,875,000</b>        | <b>\$2,268,603</b>      | <b>121%</b>             | <b>\$1,152,425</b>                  |           | <b>\$953,678</b>                    |           | <b>\$162,500</b>                    |           | <b>\$162,500</b>                      |        | <b>\$172,500</b>                      |        |
| Performance Measures: Outcome Indicators   | 5-year Goal               | 5-year Actual to Date   | 5-year Actual % of Goal | Actual Year 1                       |           | Actual Year 2                       |           | Actual Year 3                       |           | Expected Year 4                       |        | Expected Year 5                       |        |
|  |                           |                         |                         | Actual                              | % of Goal | Actual                              | % of Goal | Actual                              | % of Goal | Goal                                  | \$ Amt | Goal                                  | \$ Amt |
| Outcome Indicator 3Aii. Number of occupational training graduates placed into employment               | 1,150                     | 868                     | 75%                     | 463                                 | 140%      | 243                                 | 74%       | 162                                 | 58%       | 105                                   |        | 105                                   |        |
| Performance Measures: Output Indicators  | 5-year Goal               | 5-year Actual to Date   | 5-year Actual           | Actual Year 1                       |           | Actual Year 2                       |           | Actual Year 3                       |           | Expected Year 4                       |        | Expected Year 5                       |        |
|  |                           |                         |                         | Actual                              | % of Goal | Actual                              | % of Goal | Actual                              | % of Goal | Goal                                  | \$ Amt | Goal                                  | \$ Amt |

|   |                           |                         | % of Goal               |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
|---|---------------------------|-------------------------|-------------------------|-------------------------------------|-----------|-------------------------------------|-----------|-------------------------------------|-----------|---------------------------------------|--------|---------------------------------------|--------|
| Number of participants enrolled into occupational training                                  | 1,970                     | 1,740                   | 88%                     | 790                                 | 132%      | 535                                 | 89%       | 415                                 | 83%       | 135                                   |        | 135                                   |        |
| <b>Goal 3Aiii. Access to job opportunities for disadvantaged San Francisco residents</b>    |                           |                         |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| Funding Amount  | Expected 5-year \$ Amount | Actual 5-year \$ Amount | 5-year Actual % of Goal | Actual Year 1 (2015-2016) \$ Amount |           | Actual Year 2 (2016-2017) \$ Amount |           | Actual Year 3 (2017-2018) \$ Amount |           | Expected Year 4 (2018-2019) \$ Amount |        | Expected Year 5 (2019-2020) \$ Amount |        |
| CDBG  | \$3,699,087               | \$2,037,045             | 55%                     | \$528,667                           |           | \$532,000                           |           | \$976,378                           |           | \$952,529                             |        | \$952,529                             |        |
| HOME  | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| HOPWA   | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| ESG   | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| General Fund  | \$0                       | \$797,758               |                         | \$565,758                           |           | \$232,000                           |           |                                     |           |                                       |        |                                       |        |
| Housing Trust Fund  | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| Housing Impact Fees   | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| Low-Mod Income Housing Asset Fund   | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| Other   | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| <b>Total</b>  | <b>\$3,699,087</b>        | <b>\$2,834,803</b>      | <b>77%</b>              | <b>\$1,094,425</b>                  |           | <b>\$764,000</b>                    |           | <b>\$976,378</b>                    |           | <b>\$952,529</b>                      |        | <b>\$952,529</b>                      |        |
| Performance Measures: Outcome Indicators  | 5-year Goal               | 5-year Actual to Date   | 5-year Actual % of Goal | Actual Year 1                       |           | Actual Year 2                       |           | Actual Year 3                       |           | Expected Year 4                       |        | Expected Year 5                       |        |
|   |                           |                         |                         | Actual                              | % of Goal | Actual                              | % of Goal | Actual                              | % of Goal | Goal                                  | \$ Amt | Goal                                  | \$ Amt |
| Outcome Indicator 3Aiii. Number of low income San Francisco residents who secure employment | 3,856                     | 3,045                   | 79%                     | 1,123                               | 129%      | 974                                 | 112%      | 948                                 | 109%      | 620                                   |        | 620                                   |        |
| Performance Measures: Output Indicators   | 5-year Goal               | 5-year Actual to Date   | 5-year Actual % of Goal | Actual Year 1                       |           | Actual Year 2                       |           | Actual Year 3                       |           | Expected Year 4                       |        | Expected Year 5                       |        |
|   |                           |                         |                         | Actual                              | % of Goal | Actual                              | % of Goal | Actual                              | % of Goal | Goal                                  | \$ Amt | Goal                                  | \$ Amt |
| Output Indicator: Number of low income SF residents   | 6,531                     | 6,309                   | 97%                     | 1,666                               | 121%      | 2,323                               | 169%      | 2,320                               | 168%      | 1,200                                 |        | 1,200                                 |        |

|   |                                  |                                |                                |  |                  |  |                  |  |                  |  |               |  |               |
|---|----------------------------------|--------------------------------|--------------------------------|--|------------------|--|------------------|--|------------------|--|---------------|--|---------------|
| that enrolled into workforce services   |                                  |                                |                                |  |                  |  |                  |  |                  |  |               |  |               |
| <b>Priority Need 3B: Promote Economic Advancement Through Barrier Removal</b>               |                                  |                                |                                |  |                  |  |                  |  |                  |  |               |  |               |
| <b>Goal 3Bi. Improved service connections</b>   |                                  |                                |                                |  |                  |  |                  |  |                  |  |               |  |               |
| <b>Funding Amount</b>   | <b>Expected 5-year \$ Amount</b> | <b>Actual 5-year \$ Amount</b> | <b>5-year Actual % of Goal</b> | <b>Actual Year 1 (2015-2016) \$ Amount</b> |                  | <b>Actual Year 2 (2016-2017) \$ Amount</b> |                  | <b>Actual Year 3 (2017-2018) \$ Amount</b> |                  | <b>Expected Year 4 (2018-2019) \$ Amount</b> |               | <b>Expected Year 5 (2019-2020) \$ Amount</b> |               |
| CDBG  | \$1,576,990                      | \$1,017,138                    | 64%                            | \$375,000                                  |                  | \$337,138                                  |                  | \$305,000                                  |                  | \$305,000                                    |               | \$255,000                                    |               |
| HOME  | \$0                              | \$0                            |                                |  |                  |  |                  |  |                  |  |               |  |               |
| HOPWA   | \$0                              | \$0                            |                                |  |                  |  |                  |  |                  |  |               |  |               |
| ESG   | \$0                              | \$0                            |                                |  |                  |  |                  |  |                  |  |               |  |               |
| General Fund  | \$10,520,202                     | \$8,345,194                    | 79%                            | \$3,099,985                                |                  | \$2,598,615                                |                  | \$2,646,594                                |                  | \$3,133,419                                  |               | \$3,551,916                                  |               |
| Housing Trust Fund  | \$0                              | \$0                            |                                |  |                  |  |                  |  |                  |  |               |  |               |
| Housing Impact Fees   | \$0                              | \$0                            |                                |  |                  |  |                  |  |                  |  |               |  |               |
| Low-Mod Income Housing Asset Fund   | \$0                              | \$0                            |                                |  |                  |  |                  |  |                  |  |               |  |               |
| Other   | \$300,000                        | \$0                            | 0%                             | \$0  |                  |  |                  |  |                  |  |               |  |               |
| <b>Total</b>  | <b>\$12,397,192</b>              | <b>\$9,362,332</b>             | <b>76%</b>                     | <b>\$3,474,985</b>                         |                  | <b>\$2,935,753</b>                         |                  | <b>\$2,951,594</b>                         |                  | <b>\$3,438,419</b>                           |               | <b>\$3,806,916</b>                           |               |
| <b>Performance Measures: Outcome Indicators</b>   | <b>5-year Goal</b>               | <b>5-year Actual to Date</b>   | <b>5-year Actual % of Goal</b> | <b>Actual Year 1</b>                       |                  | <b>Actual Year 2</b>                       |                  | <b>Actual Year 3</b>                       |                  | <b>Expected Year 4</b>                       |               | <b>Expected Year 5</b>                       |               |
|   |                                  |                                |                                | <b>Actual</b>                              | <b>% of Goal</b> | <b>Actual</b>                              | <b>% of Goal</b> | <b>Actual</b>                              | <b>% of Goal</b> | <b>Goal</b>                                  | <b>\$ Amt</b> | <b>Goal</b>                                  | <b>\$ Amt</b> |
| Outcome Indicator 3Bi. Number of individuals who achieve at least 75% of their service plan | 2,910                            | 2,917                          | 100%                           | 958  | 342%             | 922  | 329%             | 1,037                                      | 148%             | 750  |               | 900  |               |
| <b>Performance Measures: Output Indicators</b>  | <b>5-year Goal</b>               | <b>5-year Actual to Date</b>   | <b>5-year Actual % of Goal</b> | <b>Actual Year 1</b>                       |                  | <b>Actual Year 2</b>                       |                  | <b>Actual Year 3</b>                       |                  | <b>Expected Year 4</b>                       |               | <b>Expected Year 5</b>                       |               |
|   |                                  |                                |                                | <b>Actual</b>                              | <b>% of Goal</b> | <b>Actual</b>                              | <b>% of Goal</b> | <b>Actual</b>                              | <b>% of Goal</b> | <b>Goal</b>                                  | <b>\$ Amt</b> | <b>Goal</b>                                  | <b>\$ Amt</b> |
| Output Indicator: Number of individuals connected to one or more service(s)                 | 10,600                           | 11,160                         | 105%                           | 3,717                                      | 620%             | 3,766                                      | 628%             | 3,677                                      | 153%             | 3,500  |               | 3,500  |               |

| Output Indicator:<br>Number of<br>individuals receiving<br>case management as<br>an element of service<br>connection                                 | 4,586                        | 4,002                      | 87%                              | 1,256                                  | 251%      | 1,301                                  | 260%      | 1,445                                  | 147%      | 1,300                                     |        | 1,300                                    |        |
|--|------------------------------|----------------------------|----------------------------------|--|-----------|--|-----------|--|-----------|---|--------|--|--------|
| <b>Goal 3Bii. Improved foundational competencies and access to job training and employment opportunities for disconnected populations</b>            |                              |                            |                                  |  |           |  |           |  |           |   |        |  |        |
| Funding Amount   | Expected 5-year<br>\$ Amount | Actual 5-year<br>\$ Amount | 5-year<br>Actual<br>% of<br>Goal | Actual Year 1 (2015-2016) \$<br>Amount |           | Actual Year 2 (2016-2017)<br>\$ Amount |           | Actual Year 3 (2017-2018) \$<br>Amount |           | Expected Year 4 (2018-<br>2019) \$ Amount |        | Expected Year 5 (2019-2020)<br>\$ Amount |        |
| CDBG   | \$4,159,038                  | \$2,278,000                | 55%                              | \$775,000                              |           | \$680,000                              |           | \$823,000                              |           | \$830,000                                 |        | \$997,152                                |        |
| HOME   | \$0                          | \$0                        |                                  |  |           |  |           |  |           |   |        |  |        |
| HOPWA  | \$0                          | \$0                        |                                  |  |           |  |           |  |           |   |        |  |        |
| ESG  | \$0                          | \$0                        |                                  |  |           |  |           |  |           |   |        |  |        |
| General Fund   | \$4,218,778                  | \$3,776,670                | 90%                              | \$963,107                              |           | \$1,324,651                            |           | \$1,488,912                            |           | \$1,370,612                               |        | \$1,468,680                              |        |
| Housing Trust Fund   | \$0                          | \$0                        |                                  |  |           |  |           |  |           |   |        |  |        |
| Housing Impact Fees  | \$0                          | \$0                        |                                  |  |           |  |           |  |           |   |        |  |        |
| Low-Mod Income<br>Housing Asset Fund   | \$0                          | \$0                        |                                  |  |           |  |           |  |           |   |        |  |        |
| Other  | \$725,000                    | \$376,666                  | 52%                              | \$88,333                               |           | \$88,333                               |           | \$200,000                              |           | \$250,000                                 |        | \$175,000                                |        |
| <b>Total</b>   | <b>\$9,102,816</b>           | <b>\$6,431,336</b>         | <b>71%</b>                       | <b>\$1,826,440</b>                     |           | <b>\$2,092,984</b>                     |           | <b>\$2,511,912</b>                     |           | <b>\$2,450,612</b>                        |        | <b>\$2,640,832</b>                       |        |
| Performance<br>Measures: Outcome<br>Indicators   | 5-year Goal                  | 5-year Actual<br>to Date   | 5-year<br>Actual<br>% of<br>Goal | Actual Year 1                          |           | Actual Year 2                          |           | Actual Year 3                          |           | Expected Year 4                           |        | Expected Year 5                          |        |
|  |                              |                            |                                  | Actual                                 | % of Goal | Actual                                 | % of Goal | Actual                                 | % of Goal | Goal                                      | \$ Amt | Goal                                     | \$ Amt |
| Outcome Indicator<br>3Bii. Number of<br>individuals with<br>increased<br>foundational<br>competencies  | 5,100                        | 5,872                      | 115%                             | 1,282                                  | 513%      | 2,087                                  | 835%      | 2,503                                  | 209%      | 1,700                                     |        | 1,700                                    |        |
| Outcome Indicator<br>3Bii(2). Number of<br>individuals receiving<br>high school diploma,<br>GED, and/or<br>enrolling in post-<br>secondary education | 424                          | 500                        | 118%                             | 123                                    | 615%      | 165                                    | 825%      | 212                                    | 189%      | 112                                       |        | 160                                      |        |



| Performance Measures: Output Indicators   | 5-year Goal               | 5-year Actual to Date   | 5-year Actual % of Goal | Actual Year 1                       |           | Actual Year 2                       |           | Actual Year 3                       |           | Expected Year 4                       |        | Expected Year 5                       |        |
|---|---------------------------|-------------------------|-------------------------|-------------------------------------|-----------|-------------------------------------|-----------|-------------------------------------|-----------|---------------------------------------|--------|---------------------------------------|--------|
|   |                           |                         |                         | Actual                              | % of Goal | Actual                              | % of Goal | Actual                              | % of Goal | Goal                                  | \$ Amt | Goal                                  | \$ Amt |
| Output Indicator:<br>Number of individuals trained in foundational competencies                       | 8,250                     | 7,463                   | 90%                     | 1,486                               | 297%      | 2,714                               | 543%      | 3,263                               | 163%      | 2,500                                 |        | 2,750                                 |        |
| Goal 3Biii. Increased job retention and advancement supports through legal and other related services |                           |                         |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| Funding Amount  | Expected 5-year \$ Amount | Actual 5-year \$ Amount | 5-year Actual % of Goal | Actual Year 1 (2015-2016) \$ Amount |           | Actual Year 2 (2016-2017) \$ Amount |           | Actual Year 3 (2017-2018) \$ Amount |           | Expected Year 4 (2018-2019) \$ Amount |        | Expected Year 5 (2019-2020) \$ Amount |        |
| CDBG  | \$3,126,511               | \$2,295,333             | 73%                     | \$925,111                           |           | \$685,111                           |           | \$685,111                           |           | \$685,111                             |        | \$313,111                             |        |
| HOME  | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| HOPWA   | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| ESG   | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| General Fund  | \$26,220,053              | \$16,424,314            | 63%                     | \$4,230,450                         |           | \$5,036,073                         |           | \$7,157,791                         |           | \$6,475,291                           |        | \$9,786,306                           |        |
| Housing Trust Fund  | \$135,000                 | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        | \$135,000                             |        |
| Housing Impact Fees   | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| Low-Mod Income Housing Asset Fund   | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| Other   | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| <b>Total</b>  | <b>\$29,481,564</b>       | <b>\$18,719,647</b>     | <b>63%</b>              | <b>\$5,155,561</b>                  |           | <b>\$5,721,184</b>                  |           | <b>\$7,842,902</b>                  |           | <b>\$7,160,402</b>                    |        | <b>\$10,234,417</b>                   |        |
| Performance Measures: Outcome Indicators  | 5-year Goal               | 5-year Actual to Date   | 5-year Actual % of Goal | Actual Year 1                       |           | Actual Year 2                       |           | Actual Year 3                       |           | Expected Year 4                       |        | Expected Year 5                       |        |
|   |                           |                         |                         | Actual                              | % of Goal | Actual                              | % of Goal | Actual                              | % of Goal | Goal                                  | \$ Amt | Goal                                  | \$ Amt |

|  |                           |                         |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
|--|---------------------------|-------------------------|-------------------------|-------------------------------------|-----------|-------------------------------------|-----------|-------------------------------------|-----------|---------------------------------------|--------|---------------------------------------|--------|
| Outcome Indicator 3Biii. Number of individuals with increased knowledge of their rights as determined by pre- and post-assessments | 6,683                     | 6,765                   | 101%                    | 106                                 | 13%       | 3387                                | 423%      | 3,272                               | 3942%     | 2,000                                 |        | 3,000                                 |        |
| Outcome Indicator 3Biii(2). Number of individuals that with positive outcome indicators for their legal cases                      | 4,950                     | 5,120                   | 103%                    | 1,052                               | 383%      | 1,861                               | 677%      | 2,207                               | 221%      | 1,500                                 |        | 1,900                                 |        |
| Performance Measures: Output Indicators  | 5-year Goal               | 5-year Actual to Date   | 5-year Actual % of Goal | Actual Year 1                       |           | Actual Year 2                       |           | Actual Year 3                       |           | Expected Year 4                       |        | Expected Year 5                       |        |
|  |                           |                         |                         | Actual                              | % of Goal | Actual                              | % of Goal | Actual                              | % of Goal | Goal                                  | \$ Amt | Goal                                  | \$ Amt |
| Output Indicator: Number of individuals receiving legal representation   | 9,000                     | 6,810                   | 76%                     | 1,719                               | 123%      | 2,337                               | 167%      | 2,754                               | 153%      | 2,200                                 |        | 2,200                                 |        |
| Output Indicator: Number of individuals receiving education about workers' rights  | 1,037                     | 399                     | 38%                     | 129                                 | 37%       | 118                                 | 34%       | 152                                 | 130%      | 100                                   |        | 120                                   |        |
| Goal 3Biv. Improved financial literacy and management  |                           |                         |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| Funding Amount   | Expected 5-year \$ Amount | Actual 5-year \$ Amount | 5-year Actual % of Goal | Actual Year 1 (2015-2016) \$ Amount |           | Actual Year 2 (2016-2017) \$ Amount |           | Actual Year 3 (2017-2018) \$ Amount |           | Expected Year 4 (2018-2019) \$ Amount |        | Expected Year 5 (2019-2020) \$ Amount |        |
| CDBG   | \$1,788,004               | \$1,125,000             | 63%                     | \$395,000                           |           | \$365,000                           |           | \$365,000                           |           | \$365,000                             |        | \$365,000                             |        |
| HOME   | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| HOPWA  | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| ESG  | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| General Fund   | \$562,327                 | \$792,408               | 141%                    | \$251,000                           |           | \$237,658                           |           | \$303,750                           |           | \$25,000                              |        | \$35,331                              |        |
| Housing Trust Fund   | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |
| Housing Impact Fees  | \$0                       | \$0                     |                         |                                     |           |                                     |           |                                     |           |                                       |        |                                       |        |

| Low-Mod Income Housing Asset Fund  | \$0                | \$0                   |                         |                  |           |                  |           |                  |           |                  |        |                  |        |
|--|--------------------|-----------------------|-------------------------|------------------|-----------|------------------|-----------|------------------|-----------|------------------|--------|------------------|--------|
| Other  | \$576,652          | \$537,885             | 93%                     | \$282,471        |           | \$205,414        |           | \$50,000         |           |                  |        | \$50,000         |        |
| <b>Total</b>   | <b>\$2,926,983</b> | <b>\$2,455,293</b>    | <b>84%</b>              | <b>\$928,471</b> |           | <b>\$808,072</b> |           | <b>\$718,750</b> |           | <b>\$390,000</b> |        | <b>\$450,331</b> |        |
| Performance Measures: Outcome Indicators   | 5-year Goal        | 5-year Actual to Date | 5-year Actual % of Goal | Actual Year 1    |           | Actual Year 2    |           | Actual Year 3    |           | Expected Year 4  |        | Expected Year 5  |        |
|  |                    |                       |                         | Actual           | % of Goal | Actual           | % of Goal | Actual           | % of Goal | Goal             | \$ Amt | Goal             | \$ Amt |
| Outcome Indicator 3Biv. Number of individuals that increase their savings by 2% of net income          | 2,150              | 1,116                 | 52%                     | 242              | 30%       | 356              | 119%      | 518              | 173%      | 350              |        | 400              |        |
| Outcome Indicator 3Biv(2). Number of individuals that improve their credit score by at least 35 points | 2,200              | 1,071                 | 49%                     | 267              | 33%       | 376              | 125%      | 428              | 122%      | 350              |        | 400              |        |
| Performance Measures: Output Indicators  | 5-year Goal        | 5-year Actual to Date | 5-year Actual % of Goal | Actual Year 1    |           | Actual Year 2    |           | Actual Year 3    |           | Expected Year 4  |        | Expected Year 5  |        |
|  |                    |                       |                         | Actual           | % of Goal | Actual           | % of Goal | Actual           | % of Goal | Goal             | \$ Amt | Goal             | \$ Amt |
| Output Indicator: Number of individuals opening up savings accounts and/or IDAs                        | 1,160              | 847                   | 73%                     | 240              | 96%       | 258              | 143%      | 349              | 194%      | 275              |        | 275              |        |
| Output Indicator: Number of individuals receiving credit counseling and repair services                | 2,600              | 2,434                 | 94%                     | 687              | 229%      | 566              | 189%      | 1,181            | 295%      | 800              |        | 800              |        |
| Output Indicator: Number of individuals receiving financial counseling and education                   | 7,600              | 6,003                 | 79%                     | 1,424            | 71%       | 2,178            | 363%      | 2,401            | 240%      | 2,000            |        | 2,000            |        |

## Goal Descriptions

**Table 8 – Goal Descriptions**

|           |                         |   |
|-----------|-------------------------|---|
| <b>1</b>  | <b>Goal Name</b>        | Increased Supply of Affordable Housing  |
|           | <b>Goal Description</b> | New affordable and permanent supportive housing units will be developed.  |
| <b>2</b>  | <b>Goal Name</b>        | Preserve and Maintain Affordable Housing Supply   |
|           | <b>Goal Description</b> | Existing affordable housing units will be preserved or maintained through remediating lead-based paint hazards, rehabilitating multiunit and single family homes; rehabilitation and conversion of public housing to nonprofit ownership and management under the RAD Program; and rebuilding dilapidated public housing under HOPE SF. |
| <b>3</b>  | <b>Goal Name</b>        | Increased Affordability of Rental Housing   |
|           | <b>Goal Description</b> | Pursue long-term rental support to provide deep affordability for permanent supportive housing.   |
| <b>4</b>  | <b>Goal Name</b>        | Increased Opportunities for Sustainable Homeownership   |
|           | <b>Goal Description</b> | Programs to assist potential and existing homeowners will be expanded with education programs, down payment assistance and the continuation of successful homeownership programs.   |
| <b>5</b>  | <b>Goal Name</b>        | Increase Access to Rental and Homeownership Housing   |
|           | <b>Goal Description</b> | Improve housing application system and the capacity of community-based organizations that assist clients find rental and homeownership opportunities.   |
| <b>6</b>  | <b>Goal Name</b>        | Reduced Rate of Evictions   |
|           | <b>Goal Description</b> | Legal services and counseling will be provided to counsel individuals before a notice of unlawful detainer is filed, and full-scope representation will be offered to individuals who need legal services after having received notice.   |
| <b>7</b>  | <b>Goal Name</b>        | Transitional Housing is Available for Those Who Need It   |
|           | <b>Goal Description</b> | Operating support will be provided to transitional housing facilities as appropriate, with priority given to vulnerable populations such as survivors of domestic violence.   |
| <b>8</b>  | <b>Goal Name</b>        | Homeless People Receive Basic Shelter and Support   |
|           | <b>Goal Description</b> | Homeless individuals, particularly those in emergency shelters, will be provided supportive services focusing on providing foundational skills and transitioning them to more stable housing.   |
| <b>9</b>  | <b>Goal Name</b>        | Increased Access to Services for Public Housing Residents   |
|           | <b>Goal Description</b> | Provide support services for public housing residents to assist them with transition of their public housing from housing authority control to nonprofit ownership and management under the RAD or HOPE SF programs.  |
| <b>10</b> | <b>Goal Name</b>        | Increased Access to Permanent Supportive Housing and Transitional Housing for PLWHA   |

|           |                         |  |
|-----------|-------------------------|--|
|           | <b>Goal Description</b> | Operating support and program support will be provided to residential care facilities for the chronically ill serving PLWHA, and to transitional housing specifically targeting PLWHA.   |
| <b>11</b> | <b>Goal Name</b>        | Key Nonprofit Service Providers Have High Quality Facilities   |
|           | <b>Goal Description</b> | Capital funds will be made available for rehabilitation, tenant improvements, and new construction for community facilities, as well as providing service providers with capital needs assessments and asset reserve analyses to ensure long-term sustainability of these facilities.  |
| <b>12</b> | <b>Goal Name</b>        | Enhanced Public Spaces   |
|           | <b>Goal Description</b> | Funding will be made available to enhance public spaces, focusing on greening efforts in low-income communities and enhancements to neighborhoods impacted by increased housing density.   |
| <b>13</b> | <b>Goal Name</b>        | Thriving, Locally-Owned Small Businesses   |
|           | <b>Goal Description</b> | Community Development Block Grants will be utilized to provide a variety of support for small businesses and entrepreneurs in San Francisco. Central to this support is technical assistance for entrepreneurs who want to establish a new microenterprise or small business, and for owners who seek to strengthen or expand their existing small business.   |
| <b>14</b> | <b>Goal Name</b>        | Robust Commercial Corridors in Low-Income Neighborhoods  |
|           | <b>Goal Description</b> | Community Development Block Grants will be utilized to strengthen commercial corridors in low- and moderate-income areas. Activities fall in a variety of categories including business attraction, physical improvements to businesses and in neighborhoods, and capacity-building to help neighborhood stakeholders manage and improve commercial districts. |
| <b>15</b> | <b>Goal Name</b>        | Increased Supports for Residents to Convene and Build Social Capital   |
|           | <b>Goal Description</b> | Community planning efforts will be supported that bring together residents to build social capital in low-income communities, including programming that allows residents to invest directly in community building grant opportunities.  |
| <b>16</b> | <b>Goal Name</b>        | Increased Capacity for Community-Based Organizations   |
|           | <b>Goal Description</b> | Community based organizations will be supported by strategic capacity building and technical assistance.   |
| <b>17</b> | <b>Goal Name</b>        | Increased Job Readiness  |
|           | <b>Goal Description</b> | Individuals will be provided with services that help build job search competencies.  |
| <b>18</b> | <b>Goal Name</b>        | Increased Occupational Skills that Match Labor Market Needs  |
|           | <b>Goal Description</b> | Individuals will be provided with job-driven, sector-specific occupational skills training.  |
| <b>19</b> | <b>Goal Name</b>        | Access to Job Opportunities for Disadvantaged San Francisco Residents  |
|           | <b>Goal Description</b> | Individuals will be provided with priority access to potential job opportunities.  |
| <b>20</b> | <b>Goal Name</b>        | Improved Service Connections   |

|           |                         |   |
|-----------|-------------------------|---|
|           | <b>Goal Description</b> | Community centers that serve as neighborhood and constituency hubs will be enhanced through service connection resources that allow residents to better access the existing social service infrastructure citywide and in their neighborhoods |
| <b>21</b> | <b>Goal Name</b>        | Improved Foundational Competencies and Access to Job Training and Employment Opportunities for Disconnected Populations   |
|           | <b>Goal Description</b> | Individuals will be provided with foundational competencies that will move them into the City's workforce development system and provide them skills towards achieving economic self-sufficiency  |
| <b>22</b> | <b>Goal Name</b>        | Increased Job Retention and Advancement Supports Through Legal and Other Related Services   |
|           | <b>Goal Description</b> | Individuals will be provided with legal services and other tools that will allow them to maintain their residency and employment and feel safe where they are living to ensure their ability to move towards self-sufficiency                 |
| <b>23</b> | <b>Goal Name</b>        | Improved Financial Literacy and Management  |
|           | <b>Goal Description</b> | Individuals and families will be provided with financial literacy skills linked to key financial events in their lives that will promote asset building and increase housing stability  |

**Estimate the number of extremely low-income, low-income, and moderate-income families to whom the jurisdiction will provide affordable housing as defined by HOME 91.215(b):**

MOHCD will assist approximately 105 extremely low-income and low-income households with affordable housing under this Action Plan through the development of affordable housing for families and veterans on Treasure Island as well as fund predevelopment activities for a phase of the Potrero HOPE SF revitalization initiative.

## Projects

### AP-35 Projects – 91.220(d)

#### Introduction

San Francisco's 2019-2020 proposed projects are listed in AP-38 Project Summary.

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

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

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

- Lack of affordable housing;
- Concentration of low-income communities;
- Income disparity;
- Linguistic and cultural isolation;
- Education disparity;
- Immigrant workforce;
- Digital divide; and
- Lack of asset building opportunities.

## **AP-38 Project Summary**

### **Project Summary Information**

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



## 2019-2020 CDBG Projects

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

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

#### ➤ Priority Need 1A: Develop and Maintain Affordable Housing

- Goal 1Aii. Preserve and Maintain Affordable Housing Supply

| Agency Name   | Project Description   | CDBG Funding Amount |
|---|---|---------------------|
| Mayor's Office of Housing and Community Development | Housing development pool - CDBG (includes \$11,300,000 of CDBG program income in a revolving loan pool) | \$15,350,215        |
| Mayor's Office of Housing and Community Development | Housing program delivery  | \$675,000           |
| Mayor's Office of Housing and Community Development | Architectural technical assistance services for housing development                                     | \$75,000            |
| Rebuilding Together San Francisco                   | Critical home repairs for homeowners  | \$30,000            |
|   | <b>Subtotal</b>   | <b>\$16,130,215</b> |

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

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

- Goal 1Bii. Increased opportunities for sustainable homeownership

| Agency Name   | Project Description   | CDBG Funding Amount |
|---|---|---------------------|
| Consumer Credit Counseling Service of San Francisco dba BALANCE | Pre-purchase homeownership counseling and information and referral services                 | \$50,000            |
| Housing and Economic Rights Advocates                           | Foreclosure intervention services through legal counseling and representation               | \$50,000            |
| San Francisco Community Land Trust                              | Education and technical assistance for residents and boards of existing and proposed co-ops | \$36,000            |
| San Francisco Housing Development Corporation                   | Pre- and post-purchase homebuyer education counseling and information and referral services | \$100,000           |
| San Francisco Lesbian Gay Bisexual Transgender Community Center | Pre-purchase homebuyer education and counseling services                                    | \$50,000            |
|   | <b>Subtotal</b>   | <b>\$286,000</b>    |

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

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

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

| Agency Name   | Project Description  | CDBG<br>Funding Amount |
|---|--|------------------------|
| Homeless Prenatal Program, Inc.                     | Housing counseling to obtain and retain rental housing   | \$65,000               |
| Independent Living Resource Center--San Francisco   | Rental housing counseling, financial management education and application assistance services for primarily disabled persons | \$35,000               |
| Mayor's Office of Housing and Community Development | Housing stabilization programs   | \$79,546               |
| Self-Help for the Elderly                           | Housing counseling and placement assistance  | \$50,000               |
| Shelter Tech  | Citywide Resource Guide  | \$95,454               |
|   | <b>Subtotal</b>  | <b>\$325,000</b>       |

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

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

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

| Agency Name   | Project Description   | CDBG<br>Funding Amount |
|---|---|------------------------|
| Bay Area Legal Aid  | Housing stabilization, eviction prevention and legal services integration work at HOPE SF sites, primarily Potrero Hill and Sunnydale | \$150,000              |
| Chinatown Community Development Center, Inc.  | Tenant counseling primarily for monolingual Chinese households  | \$50,000               |
| San Francisco Study Center, Incorporated, fiscal sponsor of the Housing Rights Committee of San Francisco | Tenant counseling, advocacy and education for renters to ensure housing stability and avoid eviction                                  | \$60,000               |
| Tenderloin Housing Clinic, Inc.   | Tenant Right to Counsel implementation; services are inclusive of but not limited to TRC  | \$758,203              |
|   | <b>Subtotal</b>   | <b>\$1,018,203</b>     |

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

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

• **Goal 1Cii. Transitional housing is available for those who need it**

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

**Objective 1: Families and Individuals are Stably Housed**➤ **Priority Need 1C: Prevent and Treat Homelessness**

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

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

**Objective 1: Families and Individuals are Stably Housed**➤ **Priority Need 1D: Provide Supportive Housing Services**

- **Goal 1Di. Increased access to services for public housing residents**

| <b>Agency Name</b>   | <b>Project Description</b>   | <b>CDBG<br/>Funding Amount</b> |
|--|--|--------------------------------|
| APA Family Support Services, fiscal sponsor of YMCA of San Francisco (Bayview) | Service connection, primarily for public housing residents in Sunnysdale   | \$45,000                       |
| Bayview Hunters Point Multipurpose Senior Services, Inc.                       | HOPE SF Services - Alice Griffith Housing Stabilization, and Senior Services at 4 Sites  | \$200,000                      |
| Hunters Point Family   | The Phoenix Project is an outcomes-driven program that serves transitional-aged youth (14-24) living in former SF public housing sites | \$225,000                      |
| Mayor's Office of Housing and Community Development                            | Services for RAD and HOPE SF housing sites   | \$150,000                      |
| Mayor's Office of Housing and Community Development                            | Academic support and case management services for HOPE SF residents  | \$50,000                       |
| Young Community Developers, fiscal agent of 100% College Prep Institute        | Academic support and case management services for HOPE SF residents  | \$100,000                      |
| Young Men's Christian Association of San Francisco (Bayview Branch)            | Community building and service connection for primarily public housing residents in Hunters View and greater Bayview/Hunters Point     | \$245,000                      |
|  | <b>Subtotal</b>  | <b>\$1,015,000</b>             |

**Objective 2: Communities Have Healthy Physical, Social, and Business Infrastructure**➤ **Priority Need 2A: Enhance Community Facilities and Spaces**

- **Goal 2Ai. Key nonprofit service providers have high quality facilities**

| Agency Name   | Project Description       | CDBG Funding Recommendation |
|---|---------------------------|-----------------------------|
| Mayor's Office of Housing and Community Development | Capital grant pool - CDBG | \$1,553,195                 |
| Mayor's Office of Housing and Community Development | Capital program delivery  | \$341,826                   |
|   | <b>Subtotal</b>           | <b>\$1,895,021</b>          |

**Objective 2: Communities Have Healthy Physical, Social, and Business Infrastructure**➤ **Priority Need 2B: Strengthen Small Businesses and Commercial Corridors**

- **Goal 2Bi. Thriving, locally-owned small businesses**

| Agency Name   | Project Description   | CDBG Funding Amount |
|---|---|---------------------|
| La Cocina, Inc.   | Kitchen incubator and technical assistance for food based microentrepreneurs                          | \$50,000            |
| Lawyers' Committee for Civil Rights of the San Francisco Bay Area | Legal services for entrepreneurs  | \$100,000           |
| Mission Asset Fund  | Building credit and access to capital for microentrepreneurs  | \$50,000            |
| Mission Economic Development Agency                               | Technical assistance for Mission Street (16th-25th) and Mission Bernal commercial corridor businesses | \$75,000            |
| Mission Economic Development Agency                               | Technical assistance in English and Spanish for microentrepreneurs                                    | \$75,000            |
| Northeast Community Federal Credit Union                          | Business technical assistance on ADA compliance   | \$100,000           |
| Office of Economic and Workforce Development                      | Section 108 repayment contingency   | \$262,308           |
| Pacific Community Ventures, Inc.                                  | Access to capital and technical assistance for small businesses                                       | \$45,000            |
| Renaissance Entrepreneurship Center                               | Technical assistance for microentrepreneurs   | \$75,000            |
| Renaissance Entrepreneurship Center                               | Technical assistance in English and Spanish to women entrepreneurs                                    | \$40,000            |
| San Francisco Lesbian Gay Bisexual Transgender Community Center   | Technical assistance, credit building microloans, workshops and mentorship                            | \$45,000            |
| San Francisco Small Business Development Center                   | Technical assistance for small businesses   | \$200,000           |
| SFMade, Inc.  | Technical assistance for local manufacturers  | \$65,000            |

| Agency Name                      | Project Description  | CDBG<br>Funding Amount |
|----------------------------------|--|------------------------|
| Southeast Asian Community Center | Technical assistance for Larkin Street/Little Saigon and Sunset commercial corridor businesses | \$50,000               |
| Southeast Asian Community Center | Technical assistance in English and Chinese for small businesses citywide                      | \$75,000               |
| Wu Yee Children's Services       | Technical assistance for child care businesses   | \$70,000               |
|                                  | <b>Subtotal</b>  | <b>\$1,377,308</b>     |

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

➤ **Priority Need 2B: Strengthen Small Businesses and Commercial Corridors**

- **Goal 2Bii. Robust commercial corridors in low-income neighborhoods**

| Agency Name   | Project Description   | CDBG<br>Funding Amount |
|---|---|------------------------|
| Bay Area Community Resources, Inc., fiscal sponsor of Portola Neighborhood Association            | Portola San Bruno Avenue commercial corridor revitalization   | \$70,000               |
| Excelsior Action Group  | Excelsior commercial corridor revitalization  | \$70,000               |
| North of Market Neighborhood Improvement Corporation  | Tenderloin commercial corridor revitalization   | \$90,000               |
| Ocean Avenue Association  | Ocean Avenue commercial corridor revitalization and technical assistance                              | \$30,000               |
| Renaissance Entrepreneurship Center   | Technical assistance BizFitSF for Third Street and Leland Avenue commercial corridor small businesses | \$100,000              |
| San Francisco Study Center, Incorporated, fiscal sponsor of AND Architecture + Community Planning | Architectural services to low- to moderate-income neighborhoods                                       | \$11,561               |
|   | <b>Subtotal</b>   | <b>\$371,561</b>       |

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

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

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

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

**Objective 2: Communities Have Healthy Physical, Social, and Business Infrastructure**➤ **Priority Need 2C: Increase Community Cohesion**• **Goal 2Cii. Increased capacity for community-based organizations**

| Agency Name                                 | Project Description   | CDBG<br>Funding Amount |
|---|---|------------------------|
| Homeownership San Francisco                 | Capacity building for a collaborative of five agencies that provide homeownership assistance  | \$45,000               |
| Northern California Community Loan Fund     | Asset management planning for CDBG/HOPWA-eligible facilities  | \$70,410               |
| Richmond District Neighborhood Center, Inc. | Organizational capacity building through participation in SF Neighborhood Centers Together, which offers training and peer support to Executive Directors | \$38,000               |
|   | <b>Subtotal</b>   | <b>\$153,410</b>       |

**Objective 3: Families and Individuals are Resilient and Economically Self-Sufficient**➤ **Priority Need 3A: Promote Workforce Development**• **Goal 3Ai. Increased job readiness**

| Agency Name   | Project Description    | CDBG<br>Funding Amount |
|---|------------------------|------------------------|
| Central City Hospitality House                                  | Job Readiness Services | \$100,000              |
| Community Housing Partnership                                   | Job Readiness Services | \$75,000               |
| Compass Family Services   | Job Readiness Services | \$75,000               |
| Five Keys Schools and Programs                                  | Job Readiness Services | \$70,000               |
| San Francisco Lesbian Gay Bisexual Transgender Community Center | Job Readiness Services | \$110,000              |
|   | <b>Subtotal</b>        | <b>\$430,000</b>       |

**Objective 3: Families and Individuals are Resilient and Economically Self-Sufficient**➤ **Priority Need 3A: Promote Workforce Development**• **Goal 3Aii. Increased occupational skills that match labor market needs**

| Agency Name                                   | Project Description                        | CDBG<br>Funding Amount |
|---|--|------------------------|
| Community Housing Partnership                 | Occupational Skills Training - Hospitality | \$56,250               |
| Episcopal Community Services of San Francisco | Occupational Skills Training - Hospitality | \$56,250               |
| Homebridge, Inc.                              | Occupational Skills Training - Health Care | \$60,000               |
|   | <b>Subtotal</b>                            | <b>\$172,500</b>       |

**Objective 3: Families and Individuals are Resilient and Economically Self-Sufficient**➤ **Priority Need 3A: Promote Workforce Development**• **Goal 3Aiii. Access to job opportunities for disadvantaged San Francisco residents**

| <b>Agency Name</b>                           | <b>Project Description</b>                  | <b>CDBG<br/>Funding Amount</b> |
|--|---|--------------------------------|
| America Works of California, Inc.            | Reentry focused Specialized Access Point    | \$150,000                      |
| Central City Hospitality House               | Neighborhood Access Point                   | \$300,000                      |
| Office of Economic and Workforce Development | Workforce development services              | \$90,000                       |
| PRC  | Disability focused Specialized Access Point | \$100,000                      |
| The Arc San Francisco                        | Disability focused Specialized Access Point | \$75,000                       |
| Upwardly Global                              | Specialized Access Point                    | \$7,500                        |
| Young Community Developers, Inc.             | Neighborhood Access Point                   | \$230,029                      |
|  | <b>Subtotal</b>                             | <b>\$952,529</b>               |

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

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

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

| <b>Agency Name</b>   | <b>Project Description</b>   | <b>CDBG<br/>Funding Amount</b> |
|--|--|--------------------------------|
| APA Family Support Services, fiscal sponsor of Samoan Community Development Center | Service connection in housing assistance, immigration and naturalization, employment, senior services, advocacy, information and referrals and outreach primarily for Samoan and Pacific Islander communities  | \$50,000                       |
| Community Youth Center of San Francisco  | Culturally competent and linguistically acceptable social services primarily for Asian residents in the Bayview, including access to employment, family support, childcare services, education, financial literacy, housing counseling and other supportive services | \$50,000                       |
| Hearing and Speech Center of Northern California                                   | Increase the early identification of hearing loss, support participants in accepting this loss, and connect them to services that can provide treatment and help them to thrive  | \$50,000                       |
| Lavender Youth Recreation and Information Center, Inc.                             | Youth advocacy and case management services primarily for LGBTQQ transitional age youth between ages 18 and 24 to connect them to urgently needed resources, build their capacity to improve their lives and support them in moving toward self sufficiency          | \$50,000                       |
| United Playaz, Inc.  | Case management and support services to direct youth away from influences that sustain at risk behavior and towards strengthening skills for self-sufficiency and  | \$55,000                       |

| Agency Name | Project Description                           | CDBG<br>Funding Amount |
|-------------|---|------------------------|
|             | becoming agents of change for their community |                        |
|             | <b>Subtotal</b>                               | <b>\$255,000</b>       |

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

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

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

| Agency Name  | Project Description   | CDBG<br>Funding Amount |
|--|---|------------------------|
| Community Technology Network of the Bay Area   | Digital Literacy Programming at RAD and Access Point sites  | \$55,000               |
| Community Youth Center of San Francisco  | Multicultural Engagement in Bayview Hunters Point   | \$107,214              |
| Community Youth Center of San Francisco  | Academic assistance, life skills building and support for at-risk, underserved young adults to enhance their educational/career outlook | \$109,938              |
| Donaldina Cameron House  | ESL and job readiness classes primarily for immigrants  | \$50,000               |
| Episcopal Community Services of San Francisco  | Foundational competencies programming, primarily for homeless adults  | \$70,000               |
| Homies Organizing the Mission to Empower Youth (HOMEY)                                       | Foundational competencies programming, primarily for individuals re-entering from the correctional system                               | \$50,000               |
| Mayor's Office of Housing and Community Development  | Program delivery for direct services  | \$45,000               |
| Mission Neighborhood Centers, Inc.   | Academic foundational competencies programming and GED preparation for transitional aged youth  | \$55,000               |
| Mission Neighborhood Centers, Inc., fiscal sponsor of Mission Language and Vocational School | Foundational academic competencies and job training program   | \$50,000               |
| PRC  | Employment and academic foundational competencies programming, primarily for people with HIV/AIDS or mental health disabilities         | \$50,000               |
| San Francisco Conservation Corps   | Academic foundational competencies programming for transitional aged youth  | \$50,000               |
| Sunset District Community Development (dba Sunset Youth Services)                            | Foundational competencies programming and intensive case management on youths at risk or involved with the juvenile justice system      | \$50,000               |



| Agency Name   | Project Description  | CDBG<br>Funding Amount |
|---|--|------------------------|
| The Arc San Francisco   | Foundational competencies programming for adults with developmental disabilities                                       | \$50,000               |
| Vietnamese Youth Development Center   | Academic foundational competencies programming, primarily for immigrants and transitional aged youth in the Tenderloin | \$50,000               |
| Young Men's Christian Association of San Francisco (Bayview Branch)   | Foundational competencies programming and case management, primarily for transitional aged youth in Bayview            | \$55,000               |
| Young Men's Christian Association of San Francisco (Bayview Branch), fiscal sponsor of Together United Recommitted Forever (T.U.R.F.) | Foundational competencies programming and case management, primarily for transitional aged youth in Sunnydale          | \$100,000              |
|   | <b>Subtotal</b>  | <b>\$997,152</b>       |

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

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

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

| Agency Name  | Project Description  | CDBG<br>Funding Amount |
|--|--|------------------------|
| AIDS Legal Referral Panel of the SF Bay Area       | Legal services primarily for people with HIV, including immigrants   | \$82,000               |
| Bay Area Legal Aid                                 | Legal representation and counseling regarding housing issues, economic self-sufficiency and issues faced by survivors of domestic violence | \$100,000              |
| PRC  | Legal representation and advocacy regarding SSI benefits   | \$50,000               |
| Swords to Plowshares: Veterans Rights Organization | Legal services to secure VA benefits for homeless and low-income veterans  | \$81,111               |
|  | <b>Subtotal</b>  | <b>\$313,111</b>       |

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

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

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

| Agency Name   | Project Description   | CDBG<br>Funding Amount |
|---|---|------------------------|
| Consumer Credit Counseling Service of San Francisco dba BALANCE | Provide high-volume, quality, one-on-one financial counseling services to low-income San Franciscans through targeted referral systems developed in partnership with the Office of Economic Empowerment and partner city agencies | \$100,000              |

| <b>Agency Name</b>                            | <b>Project Description</b>   | <b>CDBG<br/>Funding Amount</b> |
|---|--|--------------------------------|
| Mission Asset Fund                            | Financial education, coaching and access to loans for primarily immigrants   | \$65,000                       |
| Mission Economic Development Agency           | Financial education and coaching through workshops and individual counseling for primarily Spanish-speaking families | \$50,000                       |
| My Path                                       | Financial coaching and credit-building services to reduce and eliminate barriers to asset building                   | \$50,000                       |
| Northeast Community Federal Credit Union      | Financial education and credit building/repair counseling services primarily for the unbanked population             | \$50,000                       |
| San Francisco Housing Development Corporation | Financial education counseling and coaching services primarily for District 10 and Western Addition residents        | \$50,000                       |
|   | <b>Subtotal</b>  | <b>\$365,000</b>               |

#### **Administration Costs**

| <b>Agency Name</b>                                  | <b>Project Description</b>               | <b>CDBG<br/>Funding Amount</b> |
|---|--|--------------------------------|
| Mayor's Office of Housing and Community Development | General CDBG administration and planning | \$3,631,421                    |
|   | <b>Subtotal</b>                          | <b>\$3,631,421</b>             |

**TOTAL 2019-2020 CDBG: \$29,992,109**

## 2019-2020 ESG Projects

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

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

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

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

| Agency Name       | Project Description  | ESG Funding Amount |
|-------------------|--|--------------------|
| Hamilton Families | Rental assistance to assist families avoid eviction and become stably housed (Homeless Prevention and Rapid Rehousing) | \$170,607          |
|                   | <b>Subtotal</b>  | <b>\$170,607</b>   |

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

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

- Goal 1Ci. Reduced rate of evictions

| Agency Name  | Project Description   | ESG Funding Amount |
|--|---|--------------------|
| Catholic Charities CYO of the Archdiocese of San Francisco | Homelessness prevention and rapid re-housing assistance (Homeless Prevention and Rapid Rehousing)                                       | \$190,000          |
| Compass Family Services                                    | Homeless and eviction prevention services and housing counseling for individuals and families (Homeless Prevention and Rapid Rehousing) | \$40,000           |
| Q Foundation (dba AIDS Housing Alliance)                   | ESG-eligible rapid re-housing assistance (Homeless Prevention and Rapid Rehousing)  | \$150,000          |
|  | <b>Subtotal</b>   | <b>\$380,000</b>   |

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

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

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

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

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

#### **Administration Costs**

| <b>Agency Name</b>                                  | <b>Project Description</b>                  | <b>ESG Funding Amount</b> |
|---|---|---------------------------|
| Department of Homelessness and Supportive Housing   | HMIS (Data Collection)                      | \$60,622                  |
| Department of Homelessness and Supportive Housing   | General ESG administration (Administration) | \$86,577                  |
| Mayor's Office of Housing and Community Development | General ESG administration (Administration) | \$28,859                  |
|   | <b>Subtotal</b>                             | <b>\$176,058</b>          |

**TOTAL 2019-2020 ESG: \$1,539,152**

## 2019-2020 HOPWA Projects

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

### San Francisco HOPWA Projects

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

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

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

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

| Agency Name   | Project Description                      | HOPWA Funding Amount |
|---|--|----------------------|
| Mayor's Office of Housing and Community Development | Housing information and referral project | \$48,000             |
|   | <b>Subtotal</b>                          | <b>\$48,000</b>      |

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

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

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

| Agency Name   | Project Description   | HOPWA Funding Amount |
|---|---|----------------------|
| Brilliant Corners   | Services Associated with HIV/AIDS Long-Term Rental Subsidy Program                  | \$290,000            |
| Catholic Charities CYO of the Archdiocese of San Francisco      | RCF-CI (Residential Care Facility for the Chronically Ill) for people with HIV/AIDS | \$326,488            |
| Catholic Charities CYO of the Archdiocese of San Francisco      | RCF-CI (Residential Care Facility for the Chronically Ill) for people with HIV/AIDS | \$758,187            |
| Dolores Street Community Services, Inc.                         | RCF-CI (Residential Care Facility for the Chronically Ill) for people with HIV/AIDS | \$479,350            |
| Larkin Street Youth Services                                    | RCF-CI (Residential Care Facility for the Chronically Ill) for people with HIV/AIDS | \$348,144            |
| Maitri Compassionate Care                                       | RCF-CI (Residential Care Facility for the Chronically Ill) for people with HIV/AIDS | \$492,167            |
| Mayor's Office of Housing and Community Development             | Capital pool - HOPWA (includes \$50,000 in HOPWA program income)                    | \$193,592            |
| Mayor's Office of Housing and Community Development             | Long term rental subsidy and housing advocacy program for persons with HIV/AIDS     | \$3,153,166          |
| Mercy Housing California XVII, A California Limited Partnership | Operating costs for a residence for persons with HIV/AIDS                           | \$50,000             |

| Agency Name                              | Project Description                            | HOPWA Funding Amount |
|--|--|----------------------|
| Rafiki Coalition for Health and Wellness | Transitional housing for persons with HIV/AIDS | \$50,000             |
|  | <b>Subtotal</b>                                | <b>\$6,141,094</b>   |

#### **Administration Costs**

| Agency Name   | Project Description          | HOPWA Funding Amount |
|---|------------------------------|----------------------|
| Mayor's Office of Housing and Community Development | General HOPWA administration | \$189,868            |
|   | <b>Subtotal</b>              | <b>\$189,868</b>     |

***TOTAL 2019-2020 SAN FRANCISCO HOPWA: \$6,378,962***

#### **San Mateo HOPWA Projects**

| Agency Name                                       | Project Description  | HOPWA Funding Amount |
|---|--|----------------------|
| San Mateo: Mental Health Association of San Mateo | Housing information referrals and assistance with locating affordable/appropriate housing units for very low-income persons living with HIV/AIDS | \$28,350             |
| San Mateo: Mental Health Association of San Mateo | Project sponsor administrative expenses  | \$43,006             |
| San Mateo: Mental Health Association of San Mateo | HUD-defined move-in costs (e.g., deposits) for very low-income persons living with HIV/AIDS  | \$25,000             |
| San Mateo: Mental Health Association of San Mateo | Short-term housing subsidies, including pre- and post-placement housing advocacy services for very low-income persons living with HIV/AIDS       | \$556,034            |
| San Mateo: San Mateo County STD/HIV Program       | Comprehensive case management and community based services for very low-income persons with HIV/AIDS   | \$149,382            |
|   | <b>Subtotal</b>  | <b>\$801,772</b>     |

***TOTAL 2019-2020 SAN MATEO HOPWA: \$801,772***

**TOTAL 2019-2020 HOPWA: \$7,180,734**

## 2019-2020 HOME Projects

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

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

#### ➤ Priority Need 1A: Develop and Maintain Affordable Housing

- Goal 1Ai. Increased supply of affordable housing

| Agency Name   | Project Description   | HOME Funding Amount |
|---|---|---------------------|
| Mayor's Office of Housing and Community Development | Housing development pool - HOME (includes \$1,115,000 in HOME program income); (As projects are selected, we will ensure that the CHDO set-aside is either met or exceeded) | \$5,871,233         |
|   | <b>Subtotal</b>   | <b>\$5,871,233</b>  |

### General Administration

| Agency Name   | Project Description         | HOME Funding Amount |
|---|-----------------------------|---------------------|
| Mayor's Office of Housing and Community Development | General HOME administration | \$528,470           |
|   | <b>Subtotal</b>             | <b>\$528,470</b>    |

**TOTAL 2019-2020 HOME: \$6,399,703**

## 2019-2020 General Fund Projects

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

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

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

##### • Goal 1Bii. Increased opportunities for sustainable homeownership

| Agency Name                         | Project Description  | General Fund Amount |
|-------------------------------------|--|---------------------|
| Enterprise Community Partners, Inc. | Co-op Program  | \$157,594           |
| Homeownership San Francisco         | Post-purchase counseling   | \$50,000            |
| Mission Economic Development Agency | Pre- and post-purchase homebuyer education and counseling services, including foreclosure prevention | \$70,000            |
| Rebuilding Together San Francisco   | Home Modification Fund   | \$439,362           |
| <b>Subtotal</b>                     |  | <b>\$716,956</b>    |

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

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

##### • Goal 1Biii. Increase access to rental and homeownership housing

| Agency Name  | Project Description   | General Fund Amount |
|--|---|---------------------|
| Bayview Hunters Point Multipurpose Senior Services, Inc. | Access to Housing - Western Addition  | \$80,767            |
| Homeless Prenatal Program, Inc.                          | Housing counseling to obtain and retain rental housing  | \$100,000           |
| Homeownership San Francisco                              | Tenant and Applicant Support Services - Citywide  | \$262,656           |
| Mission Economic Development Agency                      | Provide rental housing counseling services, including outreach, education and technical assistance, to low- to moderate- income Latinos currently working or residing in San Francisco                    | \$255,063           |
| San Francisco Housing Development Corporation            | Access to Housing - Western Addition  | \$80,767            |
| San Francisco Housing Development Corporation            | To provide new housing counseling services to underserved low-income communities citywide, with prominent locations in the Western Addition, Hayes Valley, Visitacion Valley and Tenderloin neighborhoods | \$200,000           |



| Agency Name   | Project Description  | General Fund Amount |
|---|--|---------------------|
| San Francisco Lesbian Gay Bisexual Transgender Community Center | LGBT access to housing   | \$124,453           |
| Sequoia Living, Inc.  | Shared housing pilot program that expands housing opportunities & maximizes existing housing stock | \$253,877           |
|   | <b>Subtotal</b>  | <b>\$1,357,583</b>  |

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

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

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

| Agency Name   | Project Description   | General Fund Amount |
|---|---|---------------------|
| Asian Americans Advancing Justice - Asian Law Caucus  | Direct legal representation - eviction defense  | \$255,973           |
| Bay Area Legal Aid  | Tenant Right to Counsel implementation; services are inclusive of but not limited to TRC  | \$1,829,984         |
| Bay Area Legal Aid  | Housing stabilization, eviction prevention and legal services integration work at HOPE SF sites, primarily Potrero Hill and Sunnydale | \$51,250            |
| Causa Justa :: Just Cause   | Eviction prevention, counseling tenant education and outreach, city-wide and in the Mission District                                  | \$110,382           |
| Eviction Defense Collaborative, Inc.  | Tenant Right to Counsel planning & implementation; services are inclusive of but not limited to TRC                                   | \$2,038,475         |
| Filipino-American Development Foundation, fiscal sponsor South of Market Community Action Network | Tenants rights and counseling - Excelsior/OMI   | \$78,797            |
| Hamilton Families   | Rental Assistance and Case Management for Formerly Homeless Families  | \$115,584           |
| Justice & Diversity Center of the Bar Association of San Francisco                                | Eviction prevention legal services, including services focused on individuals with mental health disabilities                         | \$10,000            |
| Lower Polk Community Benefit District   | Lower Polk Tenant Landlord Clinic (TLC)   | \$168,100           |
| Nihonmachi Legal Outreach (dba Asian Pacific Islander Legal Outreach)                             | Direct legal representation - eviction defense  | \$308,435           |
| Nihonmachi Legal Outreach (dba Asian Pacific Islander Legal Outreach)                             | Housing counseling, legal assistance and access to housing for immigrant communities  | \$65,795            |

| Agency Name   | Project Description  | General Fund Amount |
|---|--|---------------------|
| Q Foundation (dba AIDS Housing Alliance)  | Homelessness prevention and rapid re-housing assistance  | \$1,324,991         |
| San Francisco Study Center, Incorporated, fiscal sponsor of the Housing Rights Committee of San Francisco | Tenant counseling, advocacy and education for renters to ensure housing stability and avoid eviction | \$21,013            |
| San Francisco Study Center, Incorporated, fiscal sponsor of the Housing Rights Committee of San Francisco | Tenant counseling, advocacy and ed. for public housing residents, including RAD & HOPE SF residents  | \$269,045           |
| Tenderloin Housing Clinic, Inc.   | Tenant Right to Counsel implementation; services are inclusive of but not limited to TRC             | \$481,578           |
| The Bar Association of San Francisco  | Early intervention and neutral mediation, investigation, and technical assistance                    | \$646,104           |
|   |  | <b>\$7,775,506</b>  |

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

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

- **Goal 1Cii. Transitional housing is available for those who need it**

| Agency Name             | Project Description  | General Fund Amount |
|-------------------------|--|---------------------|
| Gum Moon Residence Hall | Shelter beds in a comprehensive transitional housing program primarily for Asian immigrant women who are survivors of domestic violence and sexual assault | \$42,025            |
|                         | <b>Subtotal</b>  | <b>\$42,025</b>     |

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

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

- **Goal 1Di. Increased access to services for public housing residents**

| Agency Name  | Project Description  | General Fund Amount |
|--|--|---------------------|
| APA Family Support Services, fiscal sponsor of YMCA of San Francisco (Bayview) | Service connection, primarily for public housing residents in Sunnydale                  | \$184,862           |
| Bernal Heights Neighborhood Center   | Tenant engagement, community building and service connection for Alemany residents.      | \$80,990            |
| Bernal Heights Neighborhood Center   | Tenant engagement, community building and service connection for Holly Courts residents. | \$105,311           |
| BRIDGE Regional Partners, Inc.   | Community engagement and services for primarily public housing residents in              | \$155,000           |

| Agency Name  | Project Description  | General Fund Amount |
|--|--|---------------------|
|  | Potrero Terraces and Annex and surrounding neighborhood  |                     |
| Chinatown Community Development Center, Inc.                               | Ping Yuen Service Connection Project   | \$157,594           |
| Chinatown Community Development Center, Inc.                               | Tenant engagement, community building and service connection for Ping Yuen residents.  | \$210,069           |
| Chinatown Community Development Center, Inc.                               | Tenant engagement, community building and service connection for Ping Yuen North residents.  | \$173,660           |
| Mercy Housing California   | Housing stabilization and case management services at the Sunnysdale HOPE SF site  | \$134,692           |
| Potrero Hill Neighborhood House  | Community outreach, engagement and service connection in Potrero Terraces and Annex and surrounding                                | \$83,267            |
| San Francisco Housing Development Corporation                              | Tenant engagement, community building and service connection for Hunters Point East & West residents                               | \$177,247           |
| San Francisco Housing Development Corporation                              | Tenant engagement, community building and service connection for Westbrook residents.  | \$207,860           |
| Shanti Project   | Housing stabilization and case management services at the Potrero Hill HOPE SF site  | \$135,183           |
| Tabernacle Community Development Corporation                               | Tenant engagement, community building and service connection for Robert B. Pitts residents   | \$174,487           |
| Tabernacle Community Development Corporation                               | Tenant engagement, community building and service connection for Westside Courts residents.  | \$74,920            |
| Young Men's Christian Association of San Francisco (Bayview Branch)        | Community building and service connection for primarily public housing residents in Hunters View and greater Bayview/Hunters Point | \$144,441           |
| Young Men's Christian Association of San Francisco (Urban Services Branch) | Service connection for primarily public housing residents in Potrero Terraces and Annex and surrounding neighborhood               | \$124,900           |
|  | <b>Subtotal</b>  | <b>\$2,324,483</b>  |

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

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

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

| Agency Name  | Project Description   | General Fund Amount |
|--|---|---------------------|
| Catholic Charities CYO of the Archdiocese of San Francisco | RCF-CI (Residential Care Facility for the Chronically Ill) for people with HIV/AIDS | \$1,357,485         |
| Community Awareness & Treatment Services, Inc.             | Rentry services primarily for transgender women                                     | \$157,594           |
|  | <b>Subtotal</b>   | <b>\$1,515,079</b>  |

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

➤ **Priority Need 2A: Enhance Community Facilities and Spaces**

- **Goal 2Ai. Key nonprofit service providers have high quality facilities**

| Agency Name   | Project Description                              | General Fund Amount |
|---|--|---------------------|
| Mayor's Office of Housing and Community Development | Capital grant pool - CDBG and Housing Trust Fund | \$10,000            |
|   | <b>Subtotal</b>                                  | <b>\$10,000</b>     |

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

➤ **Priority Need 2B: Strengthen Small Businesses and Commercial Corridors**

- **Goal 2Bii. Robust commercial corridors in low-income neighborhoods**

| Agency Name   | Project Description   | General Fund Amount |
|---|---|---------------------|
| San Francisco Study Center, Incorporated, fiscal sponsor of AND Architecture + Community Planning | Architectural services to low- to moderate-income neighborhoods | \$60,131            |
|   | <b>Subtotal</b>   | <b>\$60,131</b>     |

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

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

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

| Agency Name  | Project Description   | General Fund Amount |
|--|---|---------------------|
| Bay Area Community Resources, Inc., fiscal sponsor of Portola Neighborhood Association | Portola urban agriculture planning  | \$55,190            |
| Bernal Heights Neighborhood Center   | Public housing leadership development   | \$191,821           |
| Chinese for Affirmative Action   | Expanding Development-Related Employment Opportunities  | \$177,687           |
| Chinese Progressive Association, Inc.  | Community & Leadership Development in Excelsior/OMI/Sisterhood Farms primarily w/Chinese Community                | \$146,864           |
| Community Youth Center of San Francisco  | Youth peer leaders to provide guidance, support, while integrating academic support, skills-based themes, service | \$105,063           |

| Agency Name   | Project Description   | General Fund Amount |
|---|---|---------------------|
|   | learning, advocacy and leadership opportunities   |                     |
| Compass Family Services   | Section 8 Housing Outreach and Navigation for Families  | \$136,581           |
| Filipino American Development Foundation  | SoMa Filipinas Cultural District Planning   | \$126,075           |
| Mercy Housing California  | Community engagement and services for primarily public housing residents in Sunnydale-Velasco and greater Visitacion Valley | \$98,505            |
| Mission Housing Development Corporation   | Mission District Tenant Empowerment   | \$78,797            |
| Mission Neighborhood Centers, Inc.  | SF Latino Parity and Equity Coalition   | \$52,531            |
| Richmond District Neighborhood Center, Inc.   | Richmond Neighborhood Safety Project  | \$85,101            |
| San Francisco Lesbian Gay Bisexual Transgender Community Center   | Provide the LGBT community access to culturally competent resources and services, through arts and cultural activities      | \$175,000           |
| San Francisco Study Center, Incorporated, fiscal sponsor of the Housing Rights Committee of San Francisco | Neighborhood planning and community capacity-building in the Richmond District  | \$220,172           |
| Tenderloin Housing Clinic, Inc.   | Leadership and Community Development primarily for Latinos in the Tenderloin District                                       | \$299,865           |
| Tides Center, fiscal sponsor of PODER   | Community engagement on issues of housing, public spaces and community development  | \$277,752           |
| United Playaz, Inc.   | Firearm Return Program  | \$52,531            |
| Young Men's Christian Association of San Francisco (Chinatown Branch)                                     | Community Center for SRO Families in Chinatown  | \$178,606           |
| Young Men's Christian Association of San Francisco (Mission Branch)                                       | Implementation of the OMI/Excelsior Community Action Grant program  | \$192,055           |
|   |   | <b>\$2,650,196</b>  |

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

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

#### • Goal 2Cii. Increased capacity for community-based organizations

| Agency Name                             | Project Description  | General Fund Amount |
|---|--|---------------------|
| Community Youth Center of San Francisco | Capacity building for the API Council, including nearly 80 organizations | \$57,977            |

| Agency Name   | Project Description   | General Fund Amount |
|---|---|---------------------|
| EARN, Inc., fiscal sponsor of the Office of the Treasurer | Staff training on financial education for CDBG grantees   | \$14,000            |
| Fiscal Management Associates (FMA)                        |   | \$61,300            |
| Gay, Lesbian, Bisexual, Transgender Historical Society    | Capacity Building Project   | \$110,382           |
| Homeless Children's Network                               | Capacity building for Tenderloin youth serving agencies, including development of youth leadership council  | \$45,695            |
| Mayor's Office of Housing and Community Development       | Technical assistance for MOHCD-funded agencies  | \$110,034           |
| Mayor's Office of Housing and Community Development       | Capacity Building Support for Agencies Serving Vulnerable Populations in the Mission  | \$60,000            |
| Mayor's Office of Housing and Community Development       | Capacity Building Support for Agencies Serving Vulnerable Populations in SoMa   | \$20,195            |
| Northern California Community Loan Fund                   | Asset management planning for CDBG/HOPWA-eligible facilities  | \$82,924            |
| Safe & Sound  | Organizational capacity building through participation in the Family Economic Success Certification Program, which offers training and peer support to nonprofit benefits providers | \$20,000            |
| United Playaz, Inc.                                       | Capacity building for a youth development collaborative in the South of Market  | \$45,143            |
|   | <b>Subtotal</b>   | <b>\$627,650</b>    |

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

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

- **Goal 3Ai. Increased job readiness**

| Agency Name            | Project Description    | General Fund Amount |
|------------------------|------------------------|---------------------|
| Mujeres Unidas Activas | Job Readiness Services | \$65,000            |
|                        | <b>Subtotal</b>        | <b>\$65,000</b>     |

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

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

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

| Agency Name  | Project Description  | General Fund Amount |
|--|--|---------------------|
| APA Family Support Services  | Behavioral Health Services for API Community in Visitacion Valley  | \$51,250            |
| APA Family Support Services, fiscal sponsor of Samoan Community Development Center | Service connection in housing assistance, immigration and naturalization, employment, senior services, advocacy, | \$22,627            |

| Agency Name   | Project Description   | General Fund Amount |
|---|---|---------------------|
|   | information and referrals and outreach primarily for Samoan and Pacific Islander communities  |                     |
| Asian Pacific American Community Center   | Service connection primary to Asian Pacific Islanders residents of Visitacion Valley  | \$110,365           |
| Bernal Heights Neighborhood Center  | Wraparound services to achieve economic self sufficiency- Employment Barrier Removal  | \$175,474           |
| Central American Resource Center - CARECEN - of Northern California                               | Service Connection Primarily for Mayan and Indigenous people from Latin America   | \$64,614            |
| Chinatown Community Development Center, Inc.  | Service connection for API community  | \$56,570            |
| Chinatown Community Development Center, Inc.  | Service connection to residents of Single Resident Occupancy (SRO) hotels, and ESL training   | \$118,140           |
| Chinese for Affirmative Action  | Wraparound services to achieve economic self sufficiency-Primarily for Chinese Immigrants&CUHJ Lead   | \$173,777           |
| Chinese Newcomers Service Center  | Service connection, information & referral, and other culturally/linguistically relevant services   | \$42,644            |
| Chinese Progressive Association, Inc., fiscal sponsor of Excelsior Works!                         | The Excelsior hub provides employment soft skills and co-locates barrier removal non-profit agencies  | \$281,166           |
| Filipino-American Development Foundation, fiscal sponsor of Filipino Community Center             | Integrated wraparound services to achieve economic self sufficiency-Workplace legal support & Ed.   | \$155,046           |
| Filipino-American Development Foundation, fiscal sponsor of Filipino Community Center             | Bilingual and bicultural case management services primarily for the Filipino community  | \$70,000            |
| Filipino-American Development Foundation, fiscal sponsor of Filipino Community Center             | Basic needs assessments of individuals and the community to address barriers to sustainable housing opportunities, employment opportunities and community development | \$102,590           |
| Filipino-American Development Foundation, fiscal sponsor of Pin@y Educational Partnerships (PEP)  | Opportunities to connect the worlds of history, art, and culture with direct community engagement and action for transitional aged youth                              | \$101,827           |
| Filipino-American Development Foundation, fiscal sponsor South of Market Community Action Network | Case management for SOMA families   | \$100,447           |

| Agency Name  | Project Description   | General Fund Amount |
|--|---|---------------------|
| La Raza Community Resource Center, Inc.  | Service Connection Emergency Fund   | \$307,594           |
| Mayor's Office of Housing and Community Development                                | Workorder to First 5 to support a Family Resource Center in the Bayview   | \$500,000           |
| Portola Family Connection Center, Inc.   | Service connection and self-sufficiency services, primarily to API residents in the Excelsior.  | \$80,767            |
| St. James Infirmary, fiscal sponsor of TAJA's Coalition                            | Violence prevention and capacity building for the transgender community   | \$200,000           |
| The Regents of the University of California, on behalf of its San Francisco campus | Reentry services primarily for transgender women  | \$157,594           |
| Tides Center, fiscal sponsor of PODER  | Integrated and wraparound services to achieve economic self-sufficiency   | \$94,708            |
| Tides Center, fiscal sponsor of the Arab Resource and Organizing Center            | Service connection primarily for the Arab community   | \$50,000            |
| Wu Yee Children's Services   | Service connection for API community  | \$118,798           |
| Young Men's Christian Association of San Francisco (Chinatown Branch)              | Service connection to address gaps in employment and job placement, resource knowledge and social support services which lead to self sufficiency | \$42,422            |
| Young Men's Christian Association of San Francisco (Urban Services Branch)         | Service connection at OMI Family Resource Center- assistance to achieve self sufficiency and success  | \$373,496           |
|  | <b>Subtotal</b>   | <b>\$3,551,916</b>  |

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

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

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

| Agency Name   | Project Description  | General Fund Amount |
|---|--|---------------------|
| APA Family Support Services   | Provide basic work-readiness and accelerated ESL training for immigrant job seekers who face the most complex barriers to employment | \$126,075           |
| Booker T. Washington Community Service Center                             | Academic support, technology training, life skills and coaching for transitional age youth   | \$40,000            |
| Chinese Progressive Association, Inc., fiscal sponsor of Excelsior Works! | Resources to build the workforce readiness of and remove employment barriers for Latino residents of the Excelsior                   | \$100,000           |
| Community Youth Center of San Francisco                                   | Multicultural Engagement in Bayview Hunters Point  | \$58,358            |



| <b>Agency Name</b>  | <b>Project Description</b>  | <b>General Fund Amount</b> |
|---|---|----------------------------|
| Community Youth Center of San Francisco   | Academic assistance, life skills building and support for at-risk, underserved young adults to enhance their educational/career outlook | \$42,366                   |
| Donaldina Cameron House   | Bilingual services for API community  | \$56,570                   |
| Five Keys Schools and Programs  | Bilingual services for API community  | \$94,772                   |
| Good Samaritan Family Resource Center of San Francisco  | Provide English as a Second Language and literacy instruction, primarily for primarily Spanish-speaking families                        | \$57,701                   |
| Gum Moon Residence Hall   | ESL instruction and job readiness training; support and play groups for grandparent caregivers  | \$86,094                   |
| Homies Organizing the Mission to Empower Youth (HOMEY)  | Foundational competencies programming, primarily for individuals re-entering from the correctional system                               | \$80,373                   |
| Jewish Vocational and Career Counseling Service   | Youth Career Pathways Initiative  | \$157,594                  |
| Mayor's Office of Housing and Community Development   | Excelsior-based foundational competencies services  | \$100,000                  |
| San Francisco Community Empowerment and Support Group, Inc.   | Foundational competencies, primarily for immigrant API and senior residents of the Portola.   | \$55,190                   |
| Southeast Asian Community Center  | Bilingual services for API community  | \$131,509                  |
| Vietnamese Youth Development Center   | Translation Services and ESL Instruction for Southeast Asian Community  | \$107,690                  |
| Young Men's Christian Association of San Francisco (Bayview Branch), fiscal sponsor of Together United Recommitted Forever (T.U.R.F.) | Foundational competencies programming and case management, primarily for transitional aged youth in Sunnydale                           | \$75,235                   |
| Young Men's Christian Association of San Francisco (Chinatown Branch)   | Provides adult ESL instruction to primarily immigrants  | \$44,153                   |
| Young Men's Christian Association of San Francisco (Urban Services Branch)  | Foundational competencies programming primarily for transitional aged youth in the Excelsior  | \$55,000                   |
|   | <b>Subtotal</b>   | <b>\$1,468,680</b>         |

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

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

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

| <b>Agency Name</b>  | <b>Project Description</b>   | <b>General Fund Amount</b> |
|---|--|----------------------------|
| African Advocacy Network  | Legal services primarily for African Immigrants  | \$50,000                   |
| AIDS Legal Referral Panel of the SF Bay Area                        | Legal services primarily for people with HIV, including immigrants   | \$56,570                   |
| Asian Americans Advancing Justice - Asian Law Caucus                | Legal services primarily for individuals with mental health issues   | \$137,089                  |
| Asian Americans Advancing Justice - Asian Law Caucus                | Legal services primarily for immigrants  | \$52,000                   |
| Bay Area Legal Aid  | Employment Legal Services for API domestic violence survivors  | \$56,570                   |
| Central American Resource Center - CARECEN - of Northern California | Legal services primarily for immigrants  | \$80,000                   |
| Central American Resource Center - CARECEN - of Northern California | Legal Services Collaborative Primarily for Immigrants  | \$4,908,005                |
| Dolores Street Community Services, Inc.                             | 1) 24-Hour Immigration and Deportation Defense Hotline to connect individuals and families with necessary support and services, 2) Immigration Education and Consultations for San Francisco residents | \$1,382,844                |
| Dolores Street Community Services, Inc.                             | Legal services primarily for immigrant populations   | \$247,777                  |
| Dolores Street Community Services, Inc.                             | Legal services and education primarily for immigrant populations   | \$1,335,393                |
| Instituto Laboral de la Raza, Inc.                                  | Legal services primarily for immigrant workers   | \$60,000                   |
| Justice & Diversity Center of the Bar Association of San Francisco  | Legal services to low-income San Francisco residents in cases involving a basic human need   | \$165,572                  |
| La Raza Centro Legal, San Francisco                                 | Legal services primarily for immigrants - Primarily employment law   | \$50,000                   |
| La Raza Community Resource Center, Inc.                             | Legal services primarily for immigrants  | \$80,000                   |
| La Raza Community Resource Center, Inc.                             | Legal, case management and family support services, primarily for immigrants   | \$123,180                  |
| Lawyers' Committee for Civil Rights of the San Francisco Bay Area   | Legal services primarily for immigrants  | \$113,141                  |
| Legal Services For Children, Inc.                                   | Legal services, primarily for immigrant youth  | \$55,026                   |
| Mujeres Unidas y Activas  | Domestic Worker Rights and Legal Education   | \$226,281                  |

| Agency Name   | Project Description   | General Fund Amount |
|---|---|---------------------|
| Nihonmachi Legal Outreach (dba Asian Pacific Islander Legal Outreach) | Culturally and linguistically competent social and legal services primarily for the API community, including legal representation, counseling and referrals in a wide range of civil legal issues | \$75,000            |
| Nihonmachi Legal Outreach (dba Asian Pacific Islander Legal Outreach) | Employment and immigration legal services for survivors of domestic violence  | \$164,108           |
| Open Door Legal   | Legal services, primarily to residents of Bayview Hunters Point, across a variety of issue areas  | \$190,063           |
| SF CLOUT  | Counseling, education, information and referral services to union members, who are primarily immigrants   | \$177,687           |
|   | <b>Subtotal</b>   | <b>\$9,786,306</b>  |

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

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

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

| Agency Name   | Project Description   | General Fund Amount |
|---|---|---------------------|
| Consumer Credit Counseling Service of San Francisco dba BALANCE | Provide high-volume, quality, one-on-one financial counseling services to low-income San Franciscans through targeted referral systems developed in partnership with the Office of Economic Empowerment and partner city agencies | \$35,331            |
|   | <b>Subtotal</b>   | <b>\$35,331</b>     |

**Public Services Grant Funding Pool**

| Agency Name   | Project Description                | General Fund Amount |
|---|------------------------------------|---------------------|
| Mayor's Office of Housing and Community Development | Public services grant funding pool | \$268,760           |
|   | <b>Subtotal</b>                    | <b>\$268,760</b>    |

**TOTAL 2019-2020 General Fund: \$32,255,602**

## 2019-2020 Local Housing Trust Fund Projects

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

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

#### ➤ Priority Need 1A: Develop and Maintain Affordable Housing

##### • Goal 1Aii. Preserve and Maintain Affordable Housing Supply

| Agency Name                        | Project Description   | Housing Trust Fund Amount |
|------------------------------------|---|---------------------------|
| Corporation for Supportive Housing | Training and technical assistance to supportive housing organizations | \$125,159                 |
|                                    | <b>Subtotal</b>   | <b>\$125,159</b>          |

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

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

##### • Goal 1Bii. Increased opportunities for sustainable homeownership

| Agency Name                        | Project Description  | Housing Trust Fund Amount |
|------------------------------------|--|---------------------------|
| GRID Alternatives                  | Roof repair and replacement to allow for solar roof top installation | \$161,534                 |
| Homeownership San Francisco        | Post-purchase counseling   | \$193,166                 |
| San Francisco Community Land Trust | Post-purchase counseling   | \$27,596                  |
|                                    | <b>Subtotal</b>  | <b>\$382,296</b>          |

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

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

##### • Goal 1Biii. Increase access to rental and homeownership housing

| Agency Name   | Project Description  | Housing Trust Fund Amount |
|---|--|---------------------------|
| Homeless Prenatal Program, Inc.                     | Housing counseling to obtain and retain rental housing   | \$37,691                  |
| Homeownership San Francisco                         | Access to Housing - Citywide   | \$69,998                  |
| Homeownership San Francisco                         | Provide outreach and access to housing services for SF Unified School District educators                                     | \$107,690                 |
| Independent Living Resource Center--San Francisco   | Rental housing counseling, financial management education and application assistance services for primarily disabled persons | \$21,538                  |
| Mayor's Office of Housing and Community Development | DAHLIA system training will be provided to service providers and the public in various formats                               | \$102,500                 |
| Mission Economic Development Agency                 | Comprehensive rental housing counseling/coaching, financial capability   | \$55,190                  |

| Agency Name                                   | Project Description  | Housing Trust Fund Amount |
|---|--|---------------------------|
|   | coaching, and access to bundled/integrated services                    |                           |
| San Francisco Housing Development Corporation | Access to housing, rental readiness and housing stabilization services | \$220,762                 |
| Self-Help for the Elderly                     | Housing counseling and placement assistance                            | \$33,115                  |
| The Arc San Francisco                         | Access to Housing - Citywide   | \$37,691                  |
|   | <b>Subtotal</b>  | <b>\$686,175</b>          |

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

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

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

| Agency Name   | Project Description   | Housing Trust Fund Amount |
|---|---|---------------------------|
| Bay Area Legal Aid  | Tenant Right to Counsel implementation; services are inclusive of but not limited to TRC                      | \$484,601                 |
| Bay Area Legal Aid  | Housing counseling primarily for residents of RAD sites   | \$110,382                 |
| Causa Justa :: Just Cause   | Eviction prevention, counseling tenant education and outreach, city-wide and in the Mission District          | \$533,432                 |
| Eviction Defense Collaborative, Inc.  | Tenant Right to Counsel planning & implementation; services are inclusive of but not limited to TRC           | \$1,612,097               |
| Justice & Diversity Center of the Bar Association of San Francisco  | Eviction prevention legal services, including services focused on individuals with mental health disabilities | \$86,151                  |
| Justice & Diversity Center of the Bar Association of San Francisco  | Tenant Outreach and Education   | \$64,614                  |
| Legal Assistance to the Elderly, Inc.   | Legal services focused on housing, primarily for seniors and adults with disabilities                         | \$32,307                  |
| San Francisco Study Center, Incorporated, fiscal sponsor of the Housing Rights Committee of San Francisco | Citywide Tenant Outreach and Education  | \$148,611                 |
| San Francisco Study Center, Incorporated, fiscal sponsor of the Housing Rights Committee of San Francisco | Tenant counseling, advocacy and education for renters to ensure housing stability and avoid eviction          | \$82,786                  |
| San Francisco Study Center, Incorporated, fiscal sponsor of the Housing Rights Committee of San Francisco | Tenant counseling, advocacy and ed. for public housing residents, including RAD & HOPE SF residents           | \$53,844                  |

| Agency Name                          | Project Description  | Housing Trust Fund Amount |
|--------------------------------------|--|---------------------------|
| Tenderloin Housing Clinic, Inc.      | Tenant Right to Counsel implementation; services are inclusive of but not limited to TRC | \$48,460                  |
| The Center for Common Concerns, Inc. | Eviction Prevention Data Project   | \$107,690                 |
|                                      | <b>Subtotal</b>  | <b>\$3,364,975</b>        |

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

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

- **Goal 1Di. Increased access to services for public housing residents**

| Agency Name   | Project Description                        | Housing Trust Fund Amount |
|---|--|---------------------------|
| Mayor's Office of Housing and Community Development | Services for RAD and HOPE SF housing sites | \$161,438                 |
|   | <b>Subtotal</b>                            | <b>\$161,438</b>          |

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

➤ **Priority Need 2A: Enhance Community Facilities and Spaces**

- **Goal 2Ai. Key nonprofit service providers have high quality facilities**

| Agency Name   | Project Description                     | Housing Trust Fund Amount |
|---|---|---------------------------|
| Mayor's Office of Housing and Community Development | Capital grant pool – Housing Trust Fund | \$250,000                 |
|   | <b>Subtotal</b>                         | <b>\$250,000</b>          |

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

➤ **Priority Need 2A: Enhance Community Facilities and Spaces**

- **Goal 2Aii. Enhanced public spaces**

| Agency Name   | Project Description                                | Housing Trust Fund Amount |
|---|--|---------------------------|
| Mayor's Office of Housing and Community Development | Public space improvement pool – Housing Trust Fund | \$250,000                 |
|   | <b>Subtotal</b>                                    | <b>\$250,000</b>          |

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

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

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

| Agency Name   | Project Description                | Housing Trust Fund Amount |
|---|------------------------------------|---------------------------|
| Mayor's Office of Housing and Community Development | Consumer protection legal services | \$135,000                 |
|   | <b>Subtotal</b>                    | <b>\$135,000</b>          |

**Public Services Grant Funding Pool**

| <b>Agency Name</b>                                     | <b>Project Description</b>         | <b>Housing Trust Fund<br/>Amount</b> |
|--|------------------------------------|--------------------------------------|
| Mayor's Office of Housing and<br>Community Development | Public services grant funding pool | \$191,418                            |
|  | <b>Subtotal</b>                    | <b>\$191,418</b>                     |

**TOTAL 2019-2020 Housing Trust Fund: \$5,546,461**

## 2019-2020 SOMA Fund Projects

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

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

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

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

| Agency Name  | Project Description  | SOMA Fund Amount |
|--|--|------------------|
| The Regents of the University of California, on behalf of its San Francisco campus | Capacity Building and Trauma-Informed Systems Training at Bessie Carmichael School | \$150,000        |
|  | <b>Subtotal</b>  | <b>\$150,000</b> |

### Public Services Grant Funding Pool

| Agency Name   | Project Description                | Housing Trust Fund Amount |
|---|------------------------------------|---------------------------|
| Mayor's Office of Housing and Community Development | Public services grant funding pool | \$1,249,999               |
|   | <b>Subtotal</b>                    | <b>\$1,249,999</b>        |

**TOTAL 2019-2020 SOMA Fund: \$1,399,999**



## AP-50 Geographic Distribution – 91.220(f)

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

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

#### Neighborhood Revitalization Strategy Areas (NRSA)

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

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

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

MOHCD compliance with HUD criteria:

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

indicators including physical improvements, social initiatives and economic development activities, which are measurable over time.

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

#### Areas of Low- and Moderate-Income Concentration

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

#### Areas of Minority Concentration

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

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

#### Invest In Neighborhoods Commercial Districts

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

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

neighborhoods across the city.

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

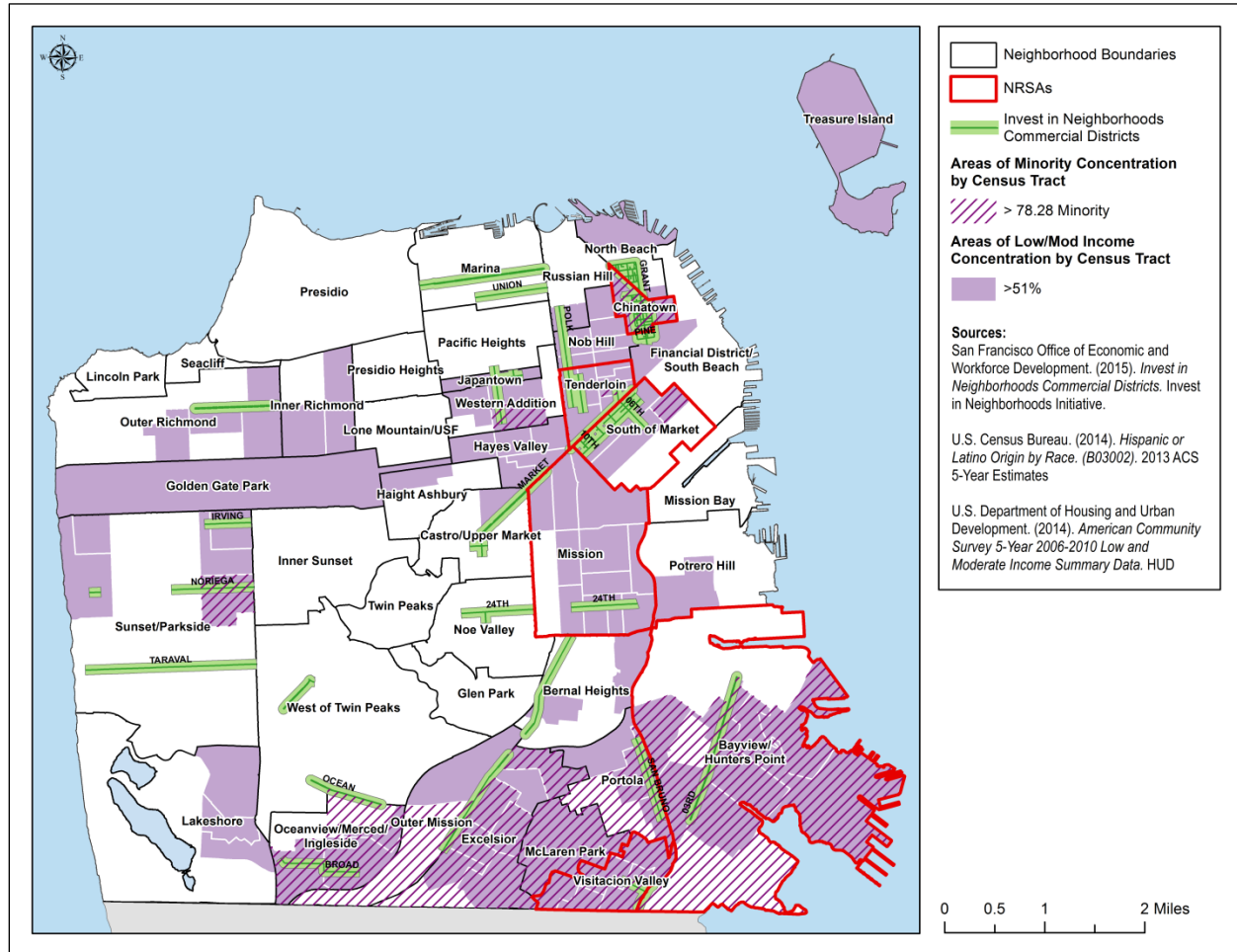
Invest in Neighborhoods provides a standard set of "baseline interventions" to all 25 corridors, and then targeted customized interventions to individual corridors based on an initial economic assessment and stakeholder input.

Among the baseline services all corridors receive include:

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

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

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



## Geographic Distribution

**Table 9 - Geographic Distribution**

| Target Area           | Percentage of Funds |
|-----------------------|---------------------|
| Tenderloin            | 10                  |
| Chinatown             | 10                  |
| South of Market       | 10                  |
| Mission               | 10                  |
| Bayview Hunters Point | 10                  |
| Visitacion Valley     | 10                  |

## Rationale for the priorities for allocating investments geographically

See discussion above.

## Discussion

See discussion above.

## Affordable Housing

### AP-55 Affordable Housing – 91.220(g)

#### Introduction

See discussion below.

**Table 10 – One Year Goals for Affordable Housing by Support Requirement**

| One Year Goals for the Number of Households to be Supported |     |
|---|-----|
| Homeless  | 193 |
| Non-Homeless  | 694 |
| Special-Needs   | 102 |
| Total   | 989 |

**Table 11 – One Year Goals for Affordable Housing by Support Type**

| One Year Goals for the Number of Households Supported Through |       |
|---|-------|
| Rental Assistance   | 76    |
| The Production of New Units                                   | 924   |
| Rehab/Preservation of Existing Units                          | 308   |
| Acquisition of Existing Units                                 | 280   |
| Total   | 1,588 |

#### Discussion

Approximately 76 new individuals and households will receive rental assistance in 2019-2020. MOHCD intends to provide tenant-based rental assistance to approximately 322 individuals and households through grants provided to community-based organizations offering tenant counseling and eviction prevention services. In addition, 76 formerly homeless households will be supported with project-based rental assistance.

Approximately 924 new units will be produced for low-income families earning less than 60% of area median income. Additionally 308 units rehabilitated or preserved as affordable housing including public housing replacement units developed under the City's HOPE SF program, HUD's Rental Assistance Demonstration program and through the issuance of a Notice of Funding Availability to preserve existing affordable housing. Additional MOHCD anticipates acquisition of approximately 280 existing housing units for preservation as affordable housing through MOHCD's Small Sites Program.

## **AP-60 Public Housing – 91.220(h)**

### **Introduction**

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

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

In the next year MOHCD will continue to rehabilitate approximately 70 former public housing units that were converted to nonprofit ownership and management under the RAD program. Under the HOPE SF initiative construction on the 1<sup>st</sup> phase of Sunnyside will be completed and construction on the 2<sup>nd</sup> phase of Sunnyside will continue. Predevelopment work on the 2<sup>nd</sup> vertical development of Potrero will be started in 2019-2020.

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

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

#### **RAD Community Engagement**

Our community engagement model consists of 3 tiers of service:

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

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

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

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

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

Once engaged and investments have been made in the Housing Development the consistent staff teams who participate in Community Engagement and Community Building work are available for ongoing

resources and activities (Health and Wellness, Educational, Economic Mobility) to learn and expose the community to new choices. One-on-one support is available for residents regarding any needs but especially related to housing stabilization. Staff teams are made up of paraprofessional to professional providers who respond quickly to requests with follow up to ensure information / activities are helpful and accurate. Off-site services enhance these efforts. Important key element is for onsite providers to have a relationship with offsite city service providers.

### **Resident Engagement and RAD**

- Goals accomplished during phased conversion of all 28 properties
  - Continuing to build trusting relationships with management and services personnel
  - Assisting residents understand the changes that have happened under RAD
  - Engaging residents in problem solving solutions for challenges at properties
  - Engaging residents in the implementation of the following processes such as:
    - Grievances
    - Leases / House Rules
    - Services
    - Relocation
    - Wait Lists
    - Housing Retention
    - Recertification
    - Tenant Councils
  - Providing continuity and evolution of tenant associations
- Goals for new HOPE 6 RAD conversions that are in Predevelopment
  - Easing transition of residents to RAD
  - Helping residents understand what RAD is and how it will affect them
  - Engaging them in development of construction scope of work
  - Engaging them in the implementation of the following processes such as:
    - Grievances
    - Leases / House Rules
    - Services
    - Relocation
    - Wait Lists
    - Housing Retention
    - Recertification
    - Tenant Councils
  - Introducing residents to new owners, management entities and services personnel
  - Providing continuity and evolution of tenant associations
- Why monthly meetings with residents at large are required and ongoing?
  - Regular meetings message that development, property management, services team are committed to strong resident relationships - trust building
  - Provide regular opportunity for asking questions, getting updates and providing feedback
  - Provide updates on construction, relocation, property management systems, and services activities
  - Provide on-going opportunity for staff teams and residents to get to know each other

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

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

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

MOHCD: MOHCD coordinates the real estate transition from SFHA to developer team and will be a project lender. MOHCD will also coordinate the resident services model and its implementation at each site. Lastly MOHCD is leading the creation of clear and consistent dialogue, documentation and communication about RAD between all partners and residents.

Development Teams: Developer teams will implement the rehabilitation programs and own the buildings as well as provide consistent and effective property management including investment in the on-site services model. They are committed to support resident involvement in all phases of the conversion and implementation.

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

### **HOPE SF Community Engagement**

#### **Resident Services and Community Building Overview**

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

In program year 2019-2020, two of the HOPE SF sites (Sunnydale and Potrero Hill) will be in the midst of significant construction of a subset of replacement and affordable housing units, with construction occurring across all four sites by the end of the fiscal year. 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 empowerment, 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 opened within this fiscal year. 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. Additionally, at both Sunnydale and Alice Griffith, HOPE SF will support the third year of implementation for the Phoenix Project- an outcomes-driven, data-informed community support whose mission is to provide opportunity youth, ages 14 to 24 living in HOPE SF communities, with the durable relationships and opportunities they need to succeed.

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 will continue to support and intensify resident focused programs as CHOICE Neighborhoods as we transition from CHOICE Neighborhoods funding. The Urban Strategies team will focus on relocation of households and 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 Senior Services will provide support for housing stability 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. Young Community Developers, will provide workforce services to residents and connect them to employment opportunities.

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

## **Choice Neighborhood Grants**

### Planning Grants

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

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

### Implementation Grants

Urban Strategies complete their cycle of the Choice Neighborhoods Implementation Grant at Alice Griffith in September 2017. The team will continue to partner with residents, city agencies, community organizations, and other stakeholders as they complete their process. Workforce development programming will proceed as construction on-site continues at Alice Griffith through 2016; construction is projected to be completed by spring 2019 for the final public housing replacement phases of Alice Griffith. Additionally, key neighborhood revitalization and construction projects will continue to come online in the surrounding district which will provide opportunities for training and placement. Educational Liaison at Alice Griffith will continue to partner with the school district to execute plans addressing chronic absenteeism and parent engagement. Other city agencies will continue to execute their plans for improved transportation, parks, retail, and other commercial and recreational assets in the greater neighborhood.

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

HUD designated SFHA as a “Troubled” agency on December 13, 2012 and SFHA executed a Public Housing Authority Recovery and Sustainability Agreement and Action Plan (PHARS) with the U.S. Department of Housing and Urban Development and the City and County of San Francisco on July 1, 2013. However, HUD has found SFHA in default of its obligations and has directed the City and County of San Francisco to take over SFHA’s essential functions by October 1, 2019.

## **Discussion**

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

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

### **Introduction**

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

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

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

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

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

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

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

### **Addressing the emergency shelter and transitional housing needs of homeless persons**

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

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

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

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

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

Although permanent housing is the primary goal for people who are homeless, interim housing is a necessity until the stock of housing affordable to people with extremely low incomes can accommodate the demand. Interim housing should be available to all those who do not have an immediate option for permanent housing, so that no one is forced to sleep on the streets. Interim housing should be safe and easily accessible and should be structured to provide services that assist people in accessing treatment in a transitional housing setting or permanent housing as quickly as possible.

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

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

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

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

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

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

For people who are homeless involved with the criminal justice system whose crimes are non-violent petty misdemeanors, and for repeat, frequent users of the hospital system occasioned by lack of 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 housing is available, they are necessary to support recovery. Coupled with other supportive services, they also can provide a link to other community services and housing opportunities.

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

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

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

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

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

Strategies to facilitate the early identification and assistance needed to prevent homelessness include 1)

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

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

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

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

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

## **Discussion**

In addition to the items described above, the Mayor has also recently created the new department of Homeless and Supportive Housing. The new Department has approximately 110 staff members, largely transferring from the Department of Public Health and the Human Service Agency. This will bring together under one roof the multitude of City services from outreach – including the Homeless Outreach Team – to shelter and supportive housing. The Department of Homelessness and Supportive Housing’s budget is approximately \$165 million annually and was introduced as part of the Mayor’s proposed FY 2016-17 and 2017-18 budget. It encompasses the majority of homeless spending in the City which is primarily expended through contracts to non-profits to provide services and interventions from outreach through supportive housing.

## AP-70 HOPWA Goals– 91.220 (I)(3)

Table 12 – HOPWA Goals

| One year goals for the number of households to be provided housing through the use of HOPWA for:             |     |
|--|-----|
| Short-term rent, mortgage, and utility assistance to prevent homelessness of the individual or family        | 90  |
| Tenant-based rental assistance   | 200 |
| Units provided in permanent housing facilities developed, leased, or operated with HOPWA funds               | 230 |
| Units provided in transitional short-term housing facilities developed, leased, or operated with HOPWA funds | 22  |
| Total  | 542 |



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

### Introduction:

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

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

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

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

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

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

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

### *Secondary Units*

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

### *Smaller Units*

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

Moreover, the Planning Department allows a density bonus of twice the number of dwelling units when the housing is specifically designed for and occupied by senior citizens, physically or mentally disabled persons. State Density Bonus law also allows an increase in a building's density if a certain amount of affordable housing is provided. Often not this law is producing smaller affordable housing in a building that is predominantly market rate housing. In July 2016 the City approved a San Francisco-specific 100% Affordable Housing Density Program, which provides developers incentives such as increased density and up to three additional stories in height than what is permitted by the site's zoning in return for building 100% of its units as permanently affordable housing. The 100% Affordable Housing Density Program also provides a more expeditious way to increase an affordable housing's height and density rather than using the lengthy Special Use District historically used by affordable housing developments.

### *Rental Units*

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

### Identify and Implement Creative Financing Strategies

Due to the high cost of housing subsidies required to provide a unit to low and very low income households (typically public subsidy of \$250,000-\$350,000 required per unit), financing is amongst the most challenging barriers to affordable housing production. In addition, several Federal and State programs that historically have supported affordable housing development are diminishing. The recent recession impacted government coffers as well as financial institutions, reducing the capital available for development. For example, the Federal Low Income Housing Tax Credit program (LIHTC) has, in years past, financed about 90% of affordable housing. In this economic climate and with the elimination of

redevelopment agencies and their required commitment of 20% of their tax increment for affordable housing, it forced the City of San Francisco seek creative solutions to finance affordable housing production and preservation.

#### *Jobs-Housing Linkage Program*

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

#### *Historic Rehabilitation Tax Credits*

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

#### *Citywide Inclusionary Housing Program*

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

#### *Tax Increment Financing*

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

#### *Housing Trust Fund*

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

#### *Proposition A Housing Bond*

San Francisco voters approved Proposition A in November 2015, which authorized the City to sell \$310 million in general obligation bonds in order to pay for low and middle-income housing production as well as fund other programs that assist first-time homebuyers and address the rehab needs of existing public housing. The bonds will be repaid from the City's General Fund. MOHCD is continuing to implement housing programs and modifying existing programs to account for this new funding source. The first sale of the Proposition A bond sales occurred in October 2016 and the second sale of Proposition A bonds will occur in May 2018.

#### *Proposition C Loans to Finance Acquisition and Rehabilitation of Affordable Housing*

San Francisco voters approved Proposition C in November 2016, which amends the 1992 voter-approved Proposition A, to allow the City to sell up to \$260 million in general obligation bonds to finance the acquisition, improvement and rehabilitation of at-risk multi-unit residential buildings and

convert them to permanently affordable housing. MOHCD will be implementing a housing program for use of these funds in 2018 and 2019.

#### 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. As described above, passage of the 100% Affordable Housing Density Bonus Program in 2016 allows affordable housing developers to pursue zoning accommodations such as increased density and height without going through the lengthy rezoning and application of a Special Use District process.

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, the Board of Supervisors report studied how to meaningfully measure traffic impacts in CEQA.

Additionally San Francisco is implementing the State law created by California Senate Bill 35 that allows administrative approval and removes environmental review requirements for affordable housing projects that is consistent with the objective standards like zoning for the project's site. This administrative approval process expedites the development timeline for affordable housing development in San Francisco.

#### Address NIMBYISM

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

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

**Discussion:**

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

## **AP-85 Other Actions – 91.220(k)**

### **Introduction:**

#### **Actions planned to address obstacles to meeting underserved needs**

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

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

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

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

Another action that will be taken will be granting those households displaced by Ellis Act evictions, units destroyed by fire, 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, unit destroyed by fire, or by the Redevelopment Agency and given a certificate of preference, then these households would be prioritized for eligibility screening for MOHCD's affordable housing. These certificate of preference holders must meet the housing's eligibility criteria, such as income and household size, for the housing they applied to.

### **Actions planned to foster and maintain affordable housing**

The maintenance and preservation of existing affordable housing is a key housing activity for San Francisco given the age of its affordable housing stock. To this end MOHCD will continue to work with existing affordable housing operators to review their properties capital needs and how they could be addressed with building reserves, non-City funding sources such as Low Income Housing Tax Credits, and local funding as available.

### **Actions planned to reduce lead-based paint hazards**

Over the past 20 years, MOHCD has developed a highly collaborative infrastructure of City agencies and non-profit organizations to address childhood lead poisoning, lead hazards, and other health conditions stemming from poor quality housing in low-income communities. Collaborating agencies serve as referral partners to the Healthy Homes/Lead program, which is a component of the day-to-day programmatic activities of MOHCD's Homeownership and Below Market Rate programs which serve to improve low-income homeowners and renters.

To promote the occupancy of lead safe units by low-income families with children, the program requires property owners to execute a grant agreement, deed of trust, and declaration of restrictions that impose a five year restriction period; forbidding the property owner to evict current tenants; requiring property managers to maintain the property free of lead hazards; affirmatively marketing to low-income families with children under the age of six.

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

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

In addition, MOHCD is assisting the Office of Employment and Workforce Development on creating a program in response to a law suit brought on by the City Attorney's Office against paint companies who knowingly sold lead based paint to San Franciscans. OEWD is the lead agency in creating this program which will provide lead remediation similar to MOHCD's current program with a lead abatement job training component and certification component. This program should be up and running in the 2020 calendar year.

### **Actions planned to reduce the number of poverty-level families**

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

The cost of housing in San Francisco exacerbates the wealth disparity. Local housing costs not only exceed the national average but the city now has the most expensive housing in the region.

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

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

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

In April 2007, the Center for American Progress issued a report, *From Poverty to Prosperity: A National Strategy to Cut Poverty in Half*, which was the result of the Center convening a diverse group of national



experts and leaders to examine the causes and consequences of poverty in America and to make recommendations for national action. In the report, the Center’s Task Force on Poverty calls for a national goal of cutting poverty in half in the next 10 years and proposes a strategy to reach the goal.

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

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

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

### **Smart Government**

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

**Table 13 – “On-Ramp” Programs to Address City Goals**

| Policy area   | Homelessness   | Asset Building/Homeownership   | Employment   | Youth/Education  |
|---------------|--|--|--|--|
| Goal          | To end chronic homelessness  | Asset building for low- and moderate-income residents  | Living-wage jobs with opportunities for career advancement                               | All students graduate high school and have the ability to go to college                  |
| City strategy | <b>Housing First</b> is a successful program that places homeless individuals into | <b>City’s First Time Homebuyers’ Program</b> helps low-income residents afford to own in San Francisco | <b>Four Sectors</b> have been identified by OEWD as having high growth potential for our | <b>SF Promise</b> guarantees college financial assistance for SF students who do well in |

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

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

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

### **Community Voice**

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

### **Shared Data and Goals**

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

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

San Francisco has identified a sector, or industry-based approach to organize key aspects of its workforce development activities. Sector-based programs are skill-development that align training to meet the specific demands of growing or high demand industries. They incorporate case management, career counseling, and job search assistance for workers.

Sector strategies have emerged as a best practice within federal state and local policy. A report by

Public/Private Ventures, *Targeting Industries, Training Workers and Improving Opportunities*, through a longitudinal random assign study found that sector strategies have produced the following results:

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

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

Since hitting the trough of the last business cycle in 2010, San Francisco has demonstrated its economic resiliency and recovery. From 2010 to 2015, San Francisco added an average of 25,000 new jobs each year. In 2012, total employment in the City reached pre-recession levels<sup>3</sup>, and, since reaching this milestone, the unemployment rate has continued to steadily decline – standing at approximately 3% as of the publishing of this report<sup>4</sup>.

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

- Identified four priority industries based upon employment growth, job accessibility to moderately skilled workers, career ladder opportunities, and providing self-sufficiency wages.
- Align skill development and occupational skills training to meet the workforce needs of these priority industries.
- Identify intermediaries who can engage industries serve as a bridge to social service providers that work intensively with disadvantaged participants.
- Integrate intensive case management into skill development and job training programs
- Implement and enforce policies that generate employment opportunities for San Francisco workers.

### ***Serious Collaboration***

The City will bring together public and philanthropic funding, tap into nonprofit expertise, and work with

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

<sup>3</sup> Bureau of Labor Statistics, 2013

<sup>4</sup> California Employment Development Department, 2014

businesses and corporations to make sure that opportunity is accessible for all people in our communities and that every community can fully contribute its strengths and unique culture to our collective prosperity.

### **Economic Development**

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

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

Additionally, OEWD's Invest In Neighborhoods Initiative provides focused, customized assistance to meet the specific needs of San Francisco's neighborhood commercial corridors. Invest in Neighborhoods aims to enhance and strengthen neighborhood commercial districts around the City in collaboration with multiple departments and nonprofit partners. These include economic development services such as loan programs, facade improvement grants, and technical assistance for small businesses especially in low-moderate income areas. Every neighborhood commercial district has its own unique needs, opportunities and challenges. Invest In Neighborhoods aims to deploy the specific services and resources that are most needed in each district.

### **Nonprofit Collaboration**

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

### **Private Investment**

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

The City sees foundations playing several roles:

- Providing expert advice

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

### **Actions planned to develop institutional structure**

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

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

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

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

The City's 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.

The MOHCD Director is a member of the Our Children, Our Families Council, an inter-agency body that is co-chaired by the Mayor and the Superintendent of the San Francisco Unified School District. The Our

Children, Our Families Council consists of up to 42 members, with leaders from the City & County of San Francisco, the San Francisco Unified School District, and the community. The Mayor and Superintendent of SFUSD chair the Council. The Council is comprised of 13 City Department heads, up to 13 leaders from San Francisco Unified School District, and 14 community representatives appointed by the Mayor. The Council is charged with promoting coordination, increasing accessibility, and enhancing the effectiveness of programs and services for children, youth and families.

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

The City agencies also coordinate in the decision-making at the project level on affordable housing developments in the City, including at the level of individual project funding decisions. The Citywide Affordable Housing Loan makes funding recommendations to the Mayor for affordable housing development throughout the City or to the OCII Commission for affordable housing under their jurisdiction. Loan 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 (HSH) and the Office of Community Investment and Infrastructure as successor to the San Francisco Redevelopment Agency (OCII). MOHCD also works closely with OCII and DSHS 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 and HSH also meet on a bi-monthly basis to coordinate the development and operation of the City's permanent supportive housing pipeline and portfolio. Like the Health and Human Services Cluster meeting, this bi-monthly convening provides a regular forum to discuss issues of services coordination, policy, new initiatives, funding opportunities, and emerging needs specific for permanent supportive housing funded by these departments.

MOHCD and HSH are also members 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 40 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 and Community Development, San Francisco Housing Authority, and the San Francisco Municipal Transportation Agency, plus one non-voting slot to enable representation of the Mayor's Office. The LTCCC evaluates how service delivery systems interact to serve people, and recommends ways to improve service coordination and system interaction. Workgroups responsible for carrying out the activities in the plan provide periodic progress reports through presentations to the LTCCC.

**Discussion:**

See above.



## Program Specific Requirements

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

#### Introduction:

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

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

|  |                   |
|--|-------------------|
| 1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed  | 11,650,000        |
| 2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan. | 0                 |
| 3. The amount of surplus funds from urban renewal settlements  | 0                 |
| 4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan   | 0                 |
| 5. The amount of income from float-funded activities   | 0                 |
| <b>Total Program Income:</b>   | <b>11,650,000</b> |

#### Other CDBG Requirements

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

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

1. being used beyond those identified in Section 92.205 is as follows:

HOME funds are only being used for those eligible activities identified in 24 CFR 92.205. In addition to the HOME funds, MOHCD is also using local funds to supplement the HOME funds for HOME-eligible activities, namely funds from San Francisco's Housing Trust Fund, housing or job-linkage fees collected by the City and County of San Francisco, or from the Proposition A housing bond passed by San Francisco voters in November 2015.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Additionally, ESG sub-recipients shall document the following prior to providing ESG Homelessness

#### Prevention or Rapid Re-Housing Rental Assistance:

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

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

#### **Standards for targeting and providing essential services related to street outreach**

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

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

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

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

If diversion is not possible and emergency shelter is appropriate, the maximum length of stay will be no longer than 6 months, unless ESG sub-recipient determines, on a case-by-case basis, that a longer stay is appropriate. No persons who are facing or suspect they may face a threat of violence will be discharged

into an unsafe condition. Emergency shelter workers will work in collaboration with appropriate victim service providers to arrange safe accommodations for those who are or may be facing a threat of violence. Those who are in danger of a violent crime or feel they may be will be entered into a secure database system that is comparable to the Homeless Management Information Systems (HMIS). All other Emergency Shelter admissions will be entered into HMIS.

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

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

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

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

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

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

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

- Participate in the Coordinated Assessment system. It is expected that the Coordinated Assessment system will provide a standardized means for clients to access emergency shelter (including essential services), homelessness prevention and rapid re-housing programs, etc., including a common assessment tool for client information related to identification of needs, barriers, risk factors, etc. and a process for referral to other appropriate assistance, especially mainstream and housing resources.
- Ensure that ESG sub-recipient staff coordinate as needed regarding referrals and service delivery with staff from other agencies in order to ensure that services are not duplicated and clients can more easily access appropriate services.

- Ensure that ESG sub-recipient staff participate in any Continuum of Care trainings related to improving coordination among Continuum of Care members and to the implementation of the Coordinated Assessment system.

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

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

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

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

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

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

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

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

- Ensure that a written lease agreement is in place; (not required if only providing rental arrears assistance)
- Enter into a rental assistance agreement with the owner of the unit; (not required if only providing rental arrears assistance). This agreement must indicate the amount of the program participant's contribution toward rent and utilities, as well as the duration of assistance.
- Rental assistance cannot be provided if program participant is also receiving rental assistance from another public source during the same period.
- ESG rental and other financial assistance may be administered by ESG sub-recipients as a grant or may be repaid by program participant. If repaid, funds shall be treated as program income pursuant to 24 CFR 85.25. Program income also includes any amount of a security or utility

deposit returned to the ESG sub-recipient.

- See “standard policies and procedures for evaluating individuals’ and families’ eligibility for assistance under ESG” listed above for additional requirements.

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

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

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

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

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

As the program participant is nearing the end of their initial commitment of assistance, the case manager may contact the program participant to assess their need for continued assistance – depending on the design of the ESG sub-recipient’s Rental Assistance program. If continued assistance is necessary

and the potential assistance is within the period of recertification (i.e., every three months for Homelessness Prevention assistance and every twelve months for Rapid Re-Housing assistance), the ESG sub-recipient may provide more assistance. Otherwise, the ESG sub-recipient is required to recertify program participant eligibility, as well as perform the necessary requirements for the unit (e.g., habitability standards, rent reasonableness standard, FMR, lease agreement, etc.)

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

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

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

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

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

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

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

- Require the program participant to have monthly contact, which may include phone/email, with



a case manager to assist the program participant in ensuring long-term housing stability.

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

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

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

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

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

In San Francisco, HSH is the lead agency responsible for allocating ESG funds. All of San Francisco's ESG-funded services are provided by private non-profit organizations. The process for making ESG funding allocations to non-profit organizations is outlined below:

- In partnership with the Citizen's Committee on Community Development (CCCCD), MOHCD and the Office of Economic and Workforce Development (OEWD), and the Department of Homelessness and Supportive Housing conduct multiple public hearings to solicit citizen input on community needs for allocating funds from four federal sources, including ESG;
- HSH issue Requests for Proposals and hold technical assistance workshops for interested non-profit organizations to provide information on the application and the review process;
- HSH staff review all of the applications that are submitted by non-profit organizations and make funding recommendations to the CCCC;
- CCCC makes funding recommendations to the Mayor for specific projects that will be implemented by non-profit organizations;
- In partnership with the CCCC, MOHCD, OEWD and HSH conduct a public hearing to solicit input on the preliminary recommendations;
- Funding recommendations for specific projects that will be implemented by non-profit organizations go through the San Francisco Board of Supervisors review process;
- The Board of Supervisors and the Mayor approve the funding recommendations; and
- MOHCD submits annual Action Plan application for HUD consideration.

4. If the jurisdiction is unable to meet the homeless participation requirement in 24 CFR 576.405(a), the jurisdiction must specify its plan for reaching out to and consulting with homeless or formerly homeless individuals in considering policies and funding decisions regarding facilities and services funded under ESG.

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

5. Describe performance standards for evaluating ESG.

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

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

## **Discussion:**

Identify the method for selecting HOPWA sponsors.

The method for selecting HOPWA sponsors is outlined below:

In partnership with the Citizen's Committee on Community Development (CCCD), MOHCD and the Office of Economic and Workforce Development (OEWD), and the Department of Homelessness and Supportive Housing conduct multiple public hearings to solicit citizen input on community needs for allocating funds from four federal sources, including HOPWA;

- MOHCD issue Requests for Proposals and hold technical assistance workshops for interested non-profit organizations to provide information on the application and the review process;
- MOHCD staff review all of the applications that are submitted by non-profit organizations and make funding recommendations to the CCCD;
- CCCD makes funding recommendations to the Mayor for specific projects that will be implemented by non-profit organizations;
- In partnership with the CCCD, MOHCD, OEWD and HSH conduct a public hearing to solicit input on the preliminary recommendations;
- Funding recommendations for specific projects that will be implemented by non-profit organizations go through the San Francisco Board of Supervisors review process;
- The Board of Supervisors and the Mayor approve the funding recommendations; and
- MOHCD submits annual Action Plan application for HUD consideration.

# Citizen Participation Comments Attachment

## Notes from January 22, 2019 Community Needs Hearing

### Barriers to Fair Housing Break-out Groups

#### Sessions #1 and #2

#### Station 1 – Neighborhood Change and Choice

**1. Based on the maps and your personal experience, what are the most important or noteworthy changes in this neighborhood in the past 5 years?**

- Super Gentrification (2 dots)
- Higher income, white, young residents (2 dots)
- Racial tensions because of pitting races against each other
- Displacement of long-time residents (1 dot)
- More violence
- Lack of information about applying
- Price discrimination
- Disappearance of SRO's
- SRO and other building upkeep declining
- Exploitation by landlords
- Not enough units – no place to go for tenants as their income increases
- Increased drug use
- Empty store fronts
- Decline of “care not cash”
- Businesses for higher income households (1 dot)
- Open drug dealing (1 dot)
- Streets getting dirty
- More pets & mess (1 dot)
- More tents & cardboard homes street sleeping

**2. What do you think has caused or contributed to those changes in your neighborhood?**

- Capitalism
- Tech industry
- Current Federal Government
- Drug addiction (1 dot)
- Lack of sense of urgency for policy makers
- City policies that caused changes police more people
- Lack of accountability of City for quality services
- Limited contracts & funding for services
- Lack of resident input for quality control
- Discrimination
- Lack of affordable units
- Lack of police

- Tenderloin resources and services attract people from other neighborhood

**3. If money were not object, where would you choose to live (top 3 desirable places) and where would you choose to not live (top 3 least desirable places)?**

- Desirable locations per map – Outer Richmond, Seacliff (2), Presidio, Inner Richmond (2), Marina, North Beach (3), Nob Hill (4), Tenderloin (5), South of Market (7), Mission (2)
- Least desirable locations per map – Outer Sunset (4), Inner Sunset, Twin Peaks, Mission (4), Western Addition, Tenderloin (3), Potrero Hill, McLaren Park, Candlestick Point, Brisbane, Daly City (2)

**4. What makes a neighborhood a desirable place to live?**

- Open spaces social tolerance (1 dot)
- Safety (2 dots)
- Near the water (1 dot)
- Cleanliness (2 dots)
- Things to do (3 dots)
- Transportation (2 dots)
- Diversity (1 dot)
- Shopping (1 dot)
- Affordable (1dot)
- Schools (2 dots)
- Church (1 dot)
- Parks
- Social services (1 dot)
- Seniors, children, tenant advocacy, youth services
- Convenience
- Language access
- Hospitals
- Healthy food
- Laundry services
- Public restroom
- Police station ccc tv

**5. Do you feel like you have a choice in where you live? And where do you live now (zip code)?**

- More people have less choice in 94102 (1 dot) and 94103 (1 dot)
- Some choice in 94133
- More choice in 94103 with voucher
- More choice in 94103 with lottery

**6. What makes you feel like you have a choice or don't have a choice?**

- Income (4 dots)
- Not enough
- Housing prices (3 dots)
- Racism (1 dot)
- Nimbys (1 dot)
- yimby

## Station 2 – Access to Opportunity

### **7. What are the most pressing challenges to getting or keeping a job for you and for others in your neighborhood?**

Challenges:

- Transportation costs
- Pay not enough for high cost city (1 dot)
- Employment discrimination in hiring practices (1 dot)
- Age discrimination (1 dot)
- Lack of training/education for job opportunities (1 dot)
- Development takes away parking

### **8. What has helped you or others in your neighborhood get or a keep a job?**

Assets

- Jobs
- Non-profit agencies

### **9. What are the most pressing challenges that you or others in your neighborhood face in accessing public transportation?**

Challenges:

- Limited routes in certain areas (2 dots)
- Not enough parking
- Parking unaffordable
- Sleeping in bus shelter
- Buses don't run on schedule
- Dirty bus stops
- Impatient drivers
- Scooters!

### **10. What has helped you or others in your neighborhood in accessing public transportation?**

Assets:

- We have great public transportation (2 dots)
- Library system

### **11. What are the most pressing challenges that you or others in your neighborhood face in living in or creating more healthy neighborhoods?**

Challenges:

- Lack of trees
- Dirty streets (1 dot)
- Lack of public restrooms (1 dot)
- Homeless outreach team (HOT team) don't stop in the Tenderloin

### **12. What has helped you or others in your neighborhood in live in or create healthy neighborhoods?**

Assets:

- Health clinics (1 dot)
- Healthy food choices (1 dot)

- Food bank & farmers market (1 dot)
- Cleaning crews
- Bodekker Park
- Good schools
- Churches

### Station 3: Fair Housing Violations

#### **13. Have you or a member of your household experienced a violation of your fair housing protections?**

- Disability discrimination
- Source of income
- Section 8 voucher
- No translation of housing documents

#### **14. What did you do/Who did you go to for support? How helpful was it?**

- No notes

### Other Question

#### **15. Is there anything that we should have asked, something that is important to you?**

- Harassment by real estate companies to get people out

## **Community Development/Social Service Needs Break-out Groups**

### Session #1

#### **1. Other than housing services, what are the services that are most important for you and/or your family?**

- Lack of intersectionality, outreach specialist are v. focused on one issue
- Lack of nonprofit space
- More programs to keep those newly placed in housing, housed -> psychological, emotional
- Services targeted to assist
- Hoarding and cluttering
- Mental health + substance use
- Public bathroom 24 hours!

#### **2. How would you find out about these services?**

- I don't. Lack of communication
- Not enough case managers who know services; not enough counselors
- Project Homeless Connect
- Listening on the street -> need street outreach. Not aggressive outreach. Need to be culturally comp.

#### **3. What gets in the way of being able to access or use existing programs and services?**

- Medical issues + access to Medical or other insurance

- Lack of communication/information, need shared info source among case managers. Coordination between case managers.
- Remote locations + restricted hours for services
- Stigma – esp. around mental health
- Help with initial connection: transit, social phobias
- Hoarding + cluttering
- Lack of signage on street or generic signage -> need descriptions + language diversity

**4. If there are services that you use and you think needs to be improved, how do they need to be improved?**

- More counselors, more \$, more cultural specialists
- All can be improved
- More accessibility -> physical space
- Some people claustrophobic or have other traumas which makes it hard to meet in an enclosed office. Alternate meeting locations; mobile service locations
- More support for homeless connect
- Warm hand off to doctors apt.
- Give counselors smaller caseload

**5. What do you and others in your neighborhood need to get, keep and advance in a job?**

- Reliable MUNI service. More drivers
- Help getting there the first 1-3 times
- Bus pass for first 2 weeks
- Training for youth; City College options
- Apprenticeship program -> better job matching -> needs to be paid internship
- Job finders
- Job coach
- Targeted services for recent immigrants

**6. How would you find out about services that would meet those needs?**

- Fliers
- Word of mouth
- Nonprofits
- Central City SRO
- Social media (facebook, twitter, insta)
- Radio
- Bay Area Video Coalition

**7. What, if any, suggestions do you have for the City to improve access to good jobs?**

- Public postings – physical job boards, not just electronic
- Help with resumes
- Intentional training, individualized support to get high paying jobs
- Interview skills
- Subsidized training – software engineers
- Develop skills in the community
- Hire in the community

- Find out barriers to participating in programs

**8. What would you and your family need in order to be financially stable and/or to be able to build wealth?**

- Jobs that pays more - more than just enough to cover rent
- Lower rents
- Local hiring – work where live
- Low-income housing -> BMR
- Childcare; elder/companion care
- Home care

**9. What do you like most and least about your neighborhood shopping area?**

- Most: Good, affordable food.
- Diversity: people, food, community services
- Give incentives to businesses, esp. small bus.
- Least: Develop more clear commercial corridors -> community – serving retail. Van Ness to Union Square
- Businesses must have toilets for customers + non-customers
- Overcharge women + homeless (eg banana)
- Need more healthy + affordable food options

**10. What are things that would build your sense of community?**

- Craft/arts street fair
- Free food truck festival for people who can't afford
- Community events: music + food trucks, picnics
- International/friendship day. July 30
- Tenderloin Flea Market – Shannon Ally?
- Bodecker Park tree lightning/holiday celebrations
- Dance classes – public, a wide variety

**11. Which programs or services need to be offered in a language other than English?**

- Spanish: program/forum to inform about services; opportunity fair (also in Russian)
- More restaurants with menus in Spanish, Chinese
- Filipino/Tagalog, Arabic (need more translators), Farsi, Hindi (need more translators)
- All services

**12. Is there anything important to you that we should have asked?**

- Rental assistance -> more outreach + information about what is available. More \$
- Listing of social services
- Services for children in community esp. for ages 11-17. Year around. Gender-specific program

**Session #2**

**1. Other than housing services, what are the services that are most important for you and/or your family?**

- Legal services for veterans, access to income + barrier removal (housing)



- Eviction prevention
- More Vietnamese + SE Asian services
- Immigration services, esp. Vietnamese
- Food services, esp. Cal Fresh. Counseling for those services
- Senior services
- Citizenship classes
- Access to good jobs that pay living wages
- More intensive case mgmt., esp. for formerly homeless, esp. for jobs
- Language issues but still need pathways to employment
- In hope support services in other language

**2. How would you find out about these services?**

- Community – SE Asian, word of mouth
- Case managers
- Community centers VYDC

**3. What gets in the way of being able to access or use existing programs and services?**

- Capacity: more demand than supply
- Not enough income -> income eligibility (eg. Medical)
- Transportation/cost of
- Childcare/cost of
- Language barrier – orgs lack capacity in the language or lack capacity in area of need
- Organizational capacity/staff capacity & knowledge; staff passion
- Take into account clientele b/f determining program intake requirements
- Cleanliness of streets
- Homeless challenges

**4. If there are services that you use and you think needs to be improved, how do they need to be improved?**

- Employment: discrimination. Improve access to jobs; access/support to those who experience discrimination
- Publish who is on housing list for temporary housing
- Synthesize DAHLIA & other services
- City staff provide presentations about availability of services. Provide points of contacts w/in org. (Long-term solutions for homeless)
- Promote services
- More stops for HOT (Homeless Outreach Team) accessible, visible
- Safety + cleanliness of streets impact how services are provided. Esp. after dark
- Mobile beds for homeless

**5. What are the services that you need but have been unable to find?**

- Services for homeless – short + long term
- Mental health + substance use
- Legal services – comprehensive + free /low-cost
- Child support services -> difficult to afford housing if someone has child support payments
- Citizenship + naturalizations, esp. for Vietnamese

- 6. What do you and others in your neighborhood need to get, keep and advance in a job?**
  - High school diploma is a barrier. Are there options for those who do not have that or who don't have language skills
  - Apprenticeship programs for those who don't have education/language skills
  - Priority /for San Franciscans in jobs/hiring preference
  - Balance the above with recent immigrants needs
  - Vocational rehabilitation
  - Equity – race, disability -> how can those barriers be removed
  - Educate employees about diverse workforce. Hold people accountable
- 7. How would you find out about services that would meet those needs?**
  - See Q2
  - Cal Fresh office
  - hospital
- 8. What, if any, suggestions do you have for the City to improve access to good jobs?**
  - City job employment application. City workers needs to be improved. Language barriers
  - Classes about how to find + apply for jobs, digital library
  - Nonprofits should be able to pay their employees a living wage
- 9. What would you and your family need in order to be financially stable and/or to be able to build wealth?**
  - Not live in SF
  - Balance day-to-day expenses + long term needs
  - Need to take classes, but need child care to do so (esp. language classes)
  - Affordable housing = income
  - Affordable housing => needs to be safe neighborhood
  - Fear of losing benefits with higher income
- 10. What are the public space improvements that you believe are needed in your neighborhood?**
  - Cleanliness, safety, lights
  - Mini-mobile home for homeless
  - Safe needle disposal
  - Quicker response time -> police, cleanliness
- 11. What do you like most and least about your neighborhood shopping area?**
  - No notes
- 12. What are things that would build your sense of community?**
  - No notes
- 13. Is there anything that we should have asked, something that is important to you?**
  - No notes

## Immediate Housing Needs Break-out Groups

### Session #1

- 1. What do you and your family need to get or stay in housing?**
  - Need more BMR units
  - Higher paying jobs
  - Limit rent increases
  - More rent control
  - Ability to age in place – ADA – aging veterans
  - City needs to take action
  - Eviction protections
  - ADA-friendly units (affordable)
- 2. In your opinion, do you feel that existing housing services that address those needs are accessible to you and your family? Why or why not?**
  - BMR units too expensive. Rent increases make housing inaccessible
  - DALP not competitive for market-rate unit
  - Language line should provide Vietnamese
  - Rent board hardship – advocate required [ROSA@thclinic.org](mailto:ROSA@thclinic.org)
  - Need more org's to serve Vietnamese/non English speaking groups
  - Need centralized & coordinated resources
- 3. Thinking about specific groups of people, what would they need to get or stay in housing? Specific groups may include seniors and persons with disabilities.**
  - Family-sized units
  - Teacher housing... for teachers & our kids' futures
  - ADA/senior units
- 4. If you wanted to learn about affordable rental or ownership opportunities, what method of being notified would you prefer?**
  - Email, in our language
  - Community-based organizations
  - Text messages
  - Flyers in our building
  - Bus ads
- 5. If homeownership is something that you're considering, what do you feel are the main barriers to purchasing a home in San Francisco?**
  - HOA fees too high
- 6. What are the kinds of things that help people move on from temporary housing or shelter into more permanent housing? What gets in the way of moving on?**
  - Navigating the systems
  - Criminal background (barrier)
  - Credit issues (barrier)

- Instability in shelter – time limits, etc. - stairs all over
- Oversight for programs – to ensure efficiency, success for people
- Consistency in resource communication – especially for domestic violence survivors

**7. What are the public space improvements that you believe are needed in your neighborhood?**

- No notes

**8. What are things that would build your sense of community?**

- No notes

**9. Is there anything that we should have asked, something that is important to you?**

- No notes

**Session #2**

**1. What do you and your family need to get or stay in housing?**

- Higher wages
- Affordable rents
- Creative ways to pay rent (payment plan)
- Rent control across the board
- Eviction protections
- Reliable transportation
- Tenant protections
- More BMR units – rental + ownership
- BMR's that target lower –incomes 40-60% AMI
- Improved mobility features to allow residents to age in place (elevator, stair lifts) – funding stream for ADA improvements

**2. In your opinion, do you feel that existing housing services that address those needs are accessible to you and your family? Why or why not?**

- BMR units still not affordable to very low income (30% AMI)
- Poor credit is large barrier to access
- Need funding for first/last/security deposit
- More housing for seniors + veterans on fixed incomes

**3. Thinking about specific groups of people, what would they need to get or stay in housing? Specific groups may include seniors and persons with disabilities.**

- Child care
- More support for single parents
- Support for individuals with acquired disabilities – workforce training or re-entry assistance
- Mental health resources – workforce training or re-entry assistance
- Ongoing support & services
- Social workers, community building activities

**4. If you wanted to learn about affordable rental or ownership opportunities, what method of being notified would you prefer?**

- Case managers
- Text messages
- Library
- Bulletin boards
- In-person assistance – not everyone has access or are internet savvy
- Outreach workers
- In-house supportive services

**5. If homeownership is something that you're considering, what do you feel are the main barriers to purchasing a home in San Francisco?**

- No notes

**6. What are the kinds of things that help people move on from temporary housing or shelter into more permanent housing? What gets in the way of moving on?**

- Social workers to assist in transition
- Central location to access resources + information
- Housing option to help people move from transitional -> supportive -> permanent

**7. What are the public space improvements that you believe are needed in your neighborhood?**

- Monitor pricing at corner bodegas
- More access to grocery stores, fresh food
- Accessible fitness opportunities in parks @ rec & park facilities
  - More variety of options, times, activities
  - For people with physical challenges
  - On-site managers
- More seating in parks, @ bus stops

**8. What are things that would build your sense of community?**

- No notes

**9. Is there anything that we should have asked, something that is important to you?**

- No notes

## **Long Range Housing Planning Break-out Groups**

Notes for the Long Range Housing Planning break-out groups will be synthesized and posted on the Planning Department's website after all of the forums have taken place.

## Notes from the March 26, 2019 Public Hearing on the Draft 2019-2020 Action Plan

Brian Cheu provided an overview of the draft 2019-20 HUD Action Plan, including goals and objectives from our current five-year Consolidated Plan. He introduced the Action Plan for public comment:

Fatimah Aure and Sharon Miller from Renaissance Entrepreneurship Center spoke. Their organization was able to buy its building and provide space for small businesses and nonprofits. They thanked the Committee for its support, especially for its investments in programming for immigrants and Spanish speakers.

Virginia Cheung (and colleagues) from Wu Yee Children's Services spoke. They thanked the Committee for its support, especially of childcare providers. They spoke about their small business development program, which has helped 205 small businesses and created hundreds of childcare slots. The need for high quality childcare is great among monolingual families. Their organization helps with business and housing plans for small business owners. They said that there is a need for more services to Hispanic and African American business owners.

Marcus Tartt (and colleague) from Renaissance Entrepreneurship Center spoke. They thanked the Committee for its support and explained the importance of small businesses in driving economic growth. Sam's Bar and Grill is the oldest African American owned bar and grill in California. When it was considering closing its doors, Renaissance Entrepreneurship Center provided a CPA, web designer, and other consultants to help stabilize its operations.

Tonia Stoski from On Lok spoke. She asked the Committee what it was thinking about doing for senior care in the future. Brian Cheu explained that MOHCD provides senior housing financing and wants to continue to build senior housing. MOHCD has heard that affordable housing is still not affordable for many seniors. MOHCD would like to explore how we can bridge that funding gap. The City's Department of Public Health (DPH) and Department of Aging and Adult Services (DAAS) also provide funding for senior services. Brian Cheu asked if there are gaps in DPH and DAAS funding that MOHCD could fill. Tonia said that she would like to explore with MOHCD how to provide services to seniors who may not income-qualify under DPH or DAAS programming.

Jessica Li from Wu Yee Children's Services spoke. She told the story of a childcare provider who relocated to an affordable housing development where she runs her business out of her home. Wu Yee Children's Services is looking for additional collaborative opportunities, possibly with Mercy Housing, to benefit other small business owners.