



MAYOR'S OFFICE OF HOUSING & COMMUNITY DEVELOPMENT



San Francisco Mayor's Office of Housing and Community Development

One South Van Ness Avenue, 5th Floor, San Francisco, CA 94103

Tel 415-701-5500 Fax 415-701-5501

www.sfmohcd.org

# Table of Contents

| COVID-19 Response   | 41 |
|---|----|
| Policy, Legislative and Monitoring Updates                      | 37 |
| Strategy 5. Foster Healthy Communities and Neighborhoods        | 32 |
| Strategy 4. Promote Self-Sufficiency for All and Protect Rights | 27 |
| Strategy 3. Improve Access to Affordable Housing                | 23 |
| Strategy 2. Preserve Affordable Housing                         | 19 |
| Progress Toward Mayor's 30K Housing Goal                        | 18 |
| Strategy 1. Create New Permanently Affordable Housing           | 12 |
| MOHCD Strategies  | 11 |
| Overview of Plans   | 10 |
| Organization Chart  | 06 |
| About MOHCD   | 04 |
| Message From the Director                                       | 02 |

| Appendices   | 44 |
|--|----|
| Figure 1. FY 2019-20 Funding Sources                                     | 45 |
| Figure 2. FY 2019-20 Categories of Expenditures                          | 45 |
| Table 1. Housing Trust Fund Summary                                      | 46 |
| Table 2. Affordable Housing Fund Summary                                 | 47 |
| Table 3. Affordable Housing Fund Loan Expenditures                       | 48 |
| Table 4. Local Operating Subsidy Program (LOSP) Summary                  | 49 |
| Table 5. Inclusionary Small Sites Program Summary                        | 51 |
| Table 6. Downtown Neighborhoods Preservation Fund Summary                | 52 |
| Table 7. Below Market Rate (BMR) Demographics                            | 52 |
| Table 8. Neighborhood Resident Housing Preference (NRHP) Program Summary | 53 |
| Table 9. Housing Preference Program Summary                              | 54 |
| Table 10. Evictions From MOHCD-Assisted Housing                          | 54 |
| Figure 3. Community Impact   | 55 |
| Table 11. Community Development Grantees                                 | 57 |
|  |    |

# Message From the Director



I am very pleased to present the Mayor's Office of Housing and Community Development's (MOHCD) Annual Report for Fiscal Year 2019-2020 (FY19-20; July 1, 2019-June 30, 2020). It has been a year of transitions for the agency, with my appointment by Mayor Breed in April as Director of the Mayor's Office of Housing and Community Development. I want to thank Dan Adams for his leadership and service as acting director.

As the city government continues its response to the COVID-19 pandemic, MOHCD has been committed to investing in the operational stability of our community partners, supporting policies that advance the City's long-term economic recovery goals, and ensuring resources are allocated to support vulnerable residents.

The office launched the *Give2SF Housing Stabilization Recovery Fund* to help our City's most vulnerable households, regardless of immigration status, who have experienced a substantial loss of income due to COVID-19 and cannot afford their housing costs. In further response to the COVID-19 pandemic, MOHCD staff members supported implementation of the public health orders at congregate living facilities, monitored shelter-in-place (SIP) hotels, provided public information services, supported community engagement and community development efforts, and tracked COVID exposures at construction sites. In addition, MOHCD provided \$2M of janitorial services and cleaning supplies to ensure congregate living facilities and affordable housing properties were clean and safe. Several vacant parcels pending MOHCD development were utilized for COVID purposes, including public COVID testing and Safe Sleeping for homeless individuals.

Core to our mission, our agency has remained versatile and steadfast in our commitment to delivering affordable housing opportunities and essential services to build strong communities. Under the leadership of Mayor London Breed, in FY19-20 we opened 329 new affordable apartments, started or underwent construction of an additional 1,324 affordable homes, made over \$60 million in grants to our non-profit partners, assisted 98 first time homebuyers with buying their first home, and continued to ensure that the approximately 24,000 homes in our affordable housing portfolio are of high quality, and meeting the needs of the residents we serve.

MOHCD finalized the City's 2020-2024 Consolidated Plan, the five-year framework that guides the office's expenditures of federal community development funding. The plan was informed by an extensive community engagement process and involved hearing from nearly 4,000 constituents across neighborhood forums, focus groups and surveys. The plan includes an updated theory of change based on a more integrated approach to address displacement and affordable housing eligibility, as well as increased services to support resident self-sufficiency.

Over the last half year, my team has made a targeted effort to provide services as a unified agency. We recognize that our investments in the development of 100% affordable housing, community development and below market rate/ inclusionary housing programs must work more intentionally in concert with each other. Going forward, we will continue to strive for ONE MOHCD, a city agency united in our operations and engagements with the community.

Additional highlights of MOHCD's FY2019-2020 include:

- » Launching the African American Community Stabilization Request for Proposals to award grants to nonprofit organizations that provide essential and high-quality services to African American residents and historically Black neighborhoods
- » Progress toward the goal of producing or preserving 10,000 units of affordable housing by 2020; as of Summer 2020, we were nearly 98% of the way there and on track to surpass the goal by the end of 2020!
- » Grand opening celebrations with our close partners and collaborators at affordable housing sites including *Casala*, the first new public housing replacement building to open its doors at the Sunnydale HOPE SF development, as well as *Casa Adelante - 1296 Shotwell*, the first new 100% affordable housing development built in the Mission in well over a decade
- Increasing housing outreach and access programs to connect eligible residents to housing opportunities; as of June 30, 2020, close to 450,000 people have applied online for affordable rental and homeownership opportunities through our Database of Affordable Housing Listings, Information, and Applications (DAHLIA)

We are moving forward with issuing the first tranche of 2019 voter approved affordable housing bond funds. Over the next three years we will invest nearly \$253 million from the bonds for the production or preservation of affordable housing, including:

- Continuing our commitment to invest in public housing replacement construction and infrastructure at Sunnydale HOPE SF
- » Site acquisition and development in neighborhoods

which experience limited affordable housing production

- » New low-income housing, including permanent supportive housing and housing for seniors
- Acquisition and Preservation efforts, including our Small Sites program
- » Support for new middle-income housing units

As we reflect in the forthcoming pages of this report on the successes of the last fiscal year, we are looking forward to advancing substantive engagement with San Francisco residents and stakeholders. While the future may be uncertain, the resilience of our City remains constant.

We thank our many partners – clients, residents, advocates, community-based organizations, affordable housing developers, elected representatives, City staff, lenders, investors, and policy-makers – for their collaboration and commitment to continuing to help us carry out our mission. We could not have achieved our accomplishments without these partnerships and we look forward to our continued work together and more successes for San Francisco in 2020-2021.

Eu Alta

Eric D. Shaw Director

Mayor's Office of Housing and Community Development

### ABOUT US

The Mayor's Office of Housing and Community Development's mission is to support San Franciscans with affordable housing opportunities and essential services to build strong communities. The department is organized into four divisions: Housing, Community Development, Homeownership and Below Market Rate (HBMR) program, and Fiscal/ Administrative.

The **Housing** division focuses on creating housing policies and programs that create safe, stable, and affordable housing. Specifically, MOHCD's Housing division:

- » Guides and coordinates the City's housing policies
- Administers a variety of federal, state and local financing programs to develop new affordable housing and preserve existing units serving low and moderate-income households
- » Along with the Community Development division, administers the City's Housing Trust Fund of 2012, which will invest \$1.5 billion in affordable housing production and housing programs over the next 30 years
- Monitors the long-term affordability and physical viability of the MOHCD-assisted affordable housing portfolio in accordance with Federal and local requirements



MOHCD staff with Mayor London Breed, February 2020.

The **Community Development** division works with a broad network of community-based partners to create an inclusive and equitable City where all residents can thrive. Specifically, MOHCD's Community Development division:

- » Administers major federal grant programs, including the U.S. Department of Housing and Urban Development's (HUD) Community Development Block Grant (CDBG) program and its Housing Opportunities for Persons with AIDS (HOPWA) program
- » Manages local General Fund money to support a wide range of services. In FY19-20, this included \$30.0 million in grant funding
- » Manages Housing Trust Fund to support housing stability services and administer the Complete Neighborhoods program supporting community amenities in neighborhoods impacted by increased housing density
- » Works in close collaboration with the Mayor's Office and the Board of Supervisors to be responsive to emerging needs. In FY19-20, this included increased investments and new strategies to support the right to civil counsel in tenant evictions, increased services for the transgender and LGBTQ community, and increased services for immigrant families
- Partners with community-based organizations and coalitions to engage residents and stakeholders in community planning activities

#### The Homeownership and Below Market Rate

**(HBMR)** programs division focuses on implementing Inclusionary programs and ensuring that Citysponsored affordable housing is accessible to the people it is intended to serve. Specifically, MOHCD's HBMR division:

 Provides resources to advance sustainable homeownership opportunities for low- to middleincome households

- » Executes Planning code and creates and governs policies and procedures to facilitate occupancy of Inclusionary and other City- and OCII-sponsored BMR units
- Administers and monitors the marketing, distribution, and occupancy of all City-sponsored affordable housing and housing lottery preference programs
- » Monitors the long-term affordability and program compliance of affordable housing generated through the Inclusionary Housing Program and other City-sponsored homeownership programs

The **Finance and Administration** division ensures that the department has the financial, human, and technological resources necessary to manage San Francisco's affordable housing and community development investments and policies. The division works to:

- » Ensure the department's financial obligations are paid swiftly and accurately, following appropriate procedures and internal controls
- » Support job applicants and employees from preemployment through separation
- » Be an industry leader in the deployment of new technologies to meet departmental and San Francisco resident needs
- » Provide excellent customer service within the department, to other City partners, and to our community stakeholders
- » Create a welcoming environment for our guests
- » Promote equity, efficiency, collaboration, and belonging within the organization.

| Organization<br>Chart   | монсо<br>Егіс D   | Director<br>D. Shaw  | Policy/Leg, C<br>Policy/Legislativ<br>Communication<br>Executive Assista   | s <u>1</u>  |
|---|---|--|--|---|
| Deputy Director,<br>Finance & Administration<br>Benjamin<br>McCloskey   | Deputy Director,<br>Community Development<br>Brian Cheu   | Deputy Dire<br>Homeowne<br>Maria B   |  | Deputy Director,<br>Housing<br>Lydia Ely  |
| Fiscal         Finance Manager       1         Accountants/Analysts       4         OCII Accountant       1         Accounting Assistants       3         HR & Ops       1         HR & Ops Manager       1         Admin Assistant       1         IT Special Projects       1         Project Manager       1 | Data, Evaluation, &<br>ComplianceDirector1Data Manager - Housing1Compliance Manager1Data/Program Eval Mngr1Data Specialist2Program Eval Specialist1Data Analyst1Public ServicesProgram Manager1CD Specialists5CD Assistant1 | Analyst, Spe   | alyst 2<br>sistant 2<br>eership<br>anager 1<br>eecialist 2<br>sistant 1<br>ation 3<br>oCII supported:<br>ecialist, Assist. | Portfolio Management & Preservation         Director       1         Acquisition/Rehab         Senior Project Manager       1         Project Managers       2         Asset Management       1         Team Supervisor       1         Asset Managers       3         Junior Asset Manager       1         Housing Development       |
| HOPE SFDirector1Program Leads6Program Analyst1Trainees2   | Housing ServicesServices Director1Program Manager1CD Specialists3CapitalProgram Manager1Project Manager1Junior Project Manager1Community Building &<br>Neighborhood Planning  | Lotteries<br>Preference<br>Program Ma<br>Program Sp<br>Program As<br>Complian<br>Monitorin<br>Program Ma<br>Program Ma<br>Program Sp | anager 1<br>alyst 1<br>eccalist 2<br>sistants 3<br>anager 2<br>alyst 1   | Prousing Development         Director       1         Senior Project Managers       2         Project Managers       3         Loan Admin       1         Junior Loan Admin       1         Director       1         Director       1         Construction Services         Director       1         Construction Specialists       5 |

| Director                |
|-------------------------|
| Senior Project Managers |
| Project Manager         |

3

1

**Digital Equity** 

111

TOTAL

MOHCD STAFF

| Digital Equity Manager |  |
|------------------------|--|
| Program Assistant      |  |

1

1

#### **MOHCD Sources and Uses of Funds**

During FY19-20, MOHCD had total expenditures of \$462.9 million. For detailed information on sources and uses of funds, please see Appendix Figure 1, FY19-20 Sources of Funds and Figure 2, FY19-20 Uses of Funds. The Appendix also includes Table 1, Housing Trust Fund Expenditures, with additional detail on housing-related expenditures.

#### **MOHCD Guiding Documents**

MOHCD's work is guided by two primary planning documents, our 2016-2020 Strategic Plan and our Consolidated Plan.

#### STRATEGIC PLAN

The Strategic Plan for 2016-2020 outlines five strategies under the categories of Housing, Community Development, and Policy and Legislation. This Annual Report is organized according to these strategies, through which MOHCD strives to:

- » Strategy 1: Create permanently affordable housing
- » Strategy 2: Preserve affordable housing
- » Strategy 3: Improve access to affordable housing
- » **Strategy 4:** Promote self-sufficiency for all and protect rights
- » **Strategy 5:** Foster healthy communities and neighborhoods.

#### **CONSOLIDATED PLAN**

The *Consolidated Plan* serves as the application for a number of federal funding sources, and provides additional context for MOHCD's work. The 2020-2024 Consolidated Plan was completed during FY19-20.

The development of the 2020-2024 Consolidated Plan began in FY18-19 with project planning and community engagement. The community engagement phase included 10 community forums serving all Board of Supervisor districts, 40 population-specific focus groups, and a community survey with nearly 2,500 responses. MOHCD's community outreach process engaged nearly 4,000 residents and stakeholders across community forums, focus groups and web surveys.

Based on the key findings from the community engagement process and from secondary sources including document review, MOHCD updated its Theory of Change. The 2020-2024 MOHCD Theory of Change includes five objectives and five target populations.

MOHCD has determined that the optimum way to address the City's priority needs is to work towards a set of five interconnected, multidisciplinary objectives that cross program areas and utilize leveraged strategies both internally and across multiple city departments. These five objectives are:

- » Objective 1: Families and individuals are stably housed
- » **Objective 2:** Families and individuals are resilient and economically self-sufficient
- **» Objective 3:** Communities have healthy physical, social, and business infrastructure
- » **Objective 4:** Communities at risk of displacement are stabilized
- **» Objective 5:** City works to eliminate the causes of racial disparities

The MOHCD updated Theory of Change includes two new objectives, an anti-displacement objective and a racial equity objective. MOHCD is committed to the principles of racial equity and the elimination of racial disparities. Our department recognizes the oppressive history of racial injustice, especially in housing and community services, the structural inequities that remain today, and the trauma those inequities perpetuate. We achieve racial equity when race no longer determines one's socioeconomic outcomes.

Each of the five objectives is supported by a comprehensive set of goals and activities that will

guide MOHCD through the next five years with specific activities that will enable the City to move its most vulnerable populations towards the five overarching objectives. Many of these goals and activities will be leveraged to support multiple objectives and will address multiple needs.

MOHCD has also identified five target populations based on the findings from the community engagement process and on MOHCD's role within the City structure. The five target populations are:

- » Extremely and very low-income households: Extremely low-income households are defined as households whose incomes are below 30% of the Area Median (AMI) Income. Very low-income households are those whose incomes are below 50% of AMI. The AMI for a San Francisco family of four for FY19-20 is \$136,800.
- » Households with barriers to access to opportunities: Primary barriers to opportunities include limited English proficiency, low digital access or literacy, low educational attainment, criminal record, and immigration status.
- » Households at risk of displacement: San Francisco's increasing income inequality and housing and business costs have been linked to changes in the city's socio-economic composition and displacement of communities of color and the businesses and organizations that serve them and low-income households. Vulnerable groups include people of color (Black, Latinx/Hispanic, Asian, Native American/American Indian, and Pacific Islander), people living with disabilities, low-income households, people experiencing homelessness, seniors, youth, immigrants, LGBTQ+, refugees, linguistically isolated households, small businesses, veterans, and non-profit organizations.
- » Households experiencing a legacy of exclusion: MOHCD has defined households experiencing a legacy of exclusion as households with Black/African

American and Native Americans -- descendants of American slavery and survivors of Native American genocide. At MOHCD we recognize the oppressive and exploitative history of racial injustice, as well as the present-day structural inequities that exist in the United States, San Francisco and the greater Bay Area.

» Households destabilized by systemic trauma: MOHCD defines trauma as lasting adverse effects on the individual's functioning and mental, physical, social, emotional, or spiritual well-being resulting from an event, series of events, or set of circumstances that an individual may experience as physically or emotionally harmful or life-threatening. MOHCD recognizes that many institutional systems and practices cause trauma such as institutional racism; exclusionary policies in housing, employment, education and health; discrimination due to gender, sex, or age; intergenerational poverty, and biased criminal justice. MOHCD understands that households destabilized by this systemic trauma need significant support and investment to be able to function or survive.

Both complete documents can be found on MOHCD's website at:

#### http://sfmohcd.org/plans-progress-reports.

#### **Racial Equity**

In addition to our two primary planning documents, MOHCD continues to put extensive effort into racial equity work and the development of trauma-informed systems.

#### **RACIAL EQUITY ACTION PLANNING**

In April 2018, MOHCD created its own internal Racial Equity Working Group, consisting of staff and managers across all of its program divisions and began a series of monthly all-staff racial equity meetings to lay out a framework for racial equity across the entire department. In February 2019, MOHCD engaged a consultant to guide our racial equity work, and began to create a racial equity action plan. In FY19-20 under the leadership of Mayor Breed, and in partnership with the Office of Racial Equity and other city and community leaders, MOHCD began to operationalize this plan to advance opportunities and improve programmatic outcomes for Black, Brown and lowincome residents. As such, we are assessing programs, contracts, and procurements to ensure they advance the City's racial equity goals. We are working closely with our partner organizations to monitor the impact of our investments. We will provide capacity building, clear information to partnering organizations, and create channels to give and receive feedback to ensure that all parties are aligned in the expectation to create an inclusive and equitable city where all residents have the opportunity to thrive.

#### INVESTING IN BLACK-LED ORGANIZATIONS

MOHCD set out to amplify Black/African-American voices in strategic planning and resource allocation in FY19-20. In Spring 2020, MOHCD launched the African American Community Stabilization Fund and co-designed a Request for Proposals specifically for Black-led, Black-serving organizations in San Francisco. In the coming year, the African American Community Stabilization Fund will invest an additional \$2M to increase organizational capacity of BLOs and expand community-based services in historically Black neighborhoods. In light of COVID-19 and an uncertain budget climate, MOHCD will work closely with BLOs to ensure that San Francisco's most vulnerable Black/ African American residents benefit from City funded programs and initiatives.

#### **Trauma-Informed Systems**

MOHCD was invited by the Department of Public Health, City's lead agency on Trauma-Informed Systems (TIS), to become an early-adopter agency of Trauma-Informed Systems and practices in MOHCD's work. As an early-adopter agency, several MOHCD staff were trained to be TIS trainers and all MOHCD took the TIS 101 training or will receive the TIS 101 training in FY20-21. MOHCD also incorporated TIS in its 2020-2024 MOHCD Theory of Change, calling out TIS in one of its strategies and identifying households destabilized by systemic trauma as one of its target populations. Furthermore, MOHCD has implemented TIS training and practices at all of the former public housing rehabilitated under the Rental Assistance Demonstration program as well as MOHCD's work with community-based organizations in the South of Market neighborhood.

### Overview of Plans

#### **CONTEXT FOR THIS DOCUMENT**

#### MOHCD Strategic Plan

Overarching department goals

#### **HUD-Required Plans**

#### **Consolidated Plan**

Housing and community development goals

#### **Annual Action Plan**

Summary of activities and resources for Consolidated Plan goals

#### CAPER

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

#### Analysis of Impediments

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

#### **Additional MOHCD Plans**

#### **HIV Housing Plan**

Goals for addressing the housing needs of HIV+ households

#### **Racial Equity Action Plan**

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

#### **Digital Equity Plan**

Goals for improving digital access and literacy



#### **MOHCD Annual Report**

Progress to Strategic Plan Goals; includes legislatively-mandated reporting

.

# **STRATEGIES**

**P**inn

#### STRATEGY 1

# Create New Permanently Affordable Housing

### Housing Grand Openings and Groundbreakings

In FY19-20, MOHCD celebrated the grand openings of the first new units at HOPE SF's Potrero site at 1101 Connecticut, new family housing at 1036 Mission, and the re-dedications of four former public housing developments that were rehabilitated under HUD's Rental Assistance Demonstration (RAD) Program: Ellis Gardens (350 Ellis), Rosa Parks Apartments, Hunters Point East West/ Westbrook, and Mission Dolores. Additionally, MOHCD celebrated the ground breakings of 88 Broadway (125 homes for low and moderateincome families) and 735 Davis (53 homes for lowincome and formerly homeless seniors), and Casa de la Mision at 3100 24th Street (45 homes for formerly homeless seniors).

| Date           | Event   |
|----------------|---|
| August 2019    | 270 Turk Press Conference                           |
| September 2019 | 3544 Taraval Acquisition announcement               |
| September 2019 | Hunters Point East West & Westbrook<br>Rededication |
| October 2019   | Ellis Gardens Rededication – RAD                    |
| December 2019  | 369 Third Avenue announcement                       |
| January 2020   | Casa de la Mision Groundbreaking                    |
| February 2020  | Rosa Parks Apartments Rededication – RAD            |
| February 2020  | Mission Dolores Rededication – RAD                  |
|                |   |



Mayor London Breed at the ribbon cutting ceremony of Our Transhome housing in San Francisco.

#### **New Project Funding and Acquisitions**

To support the development of new affordable housing in FY19-20, MOHCD issued one Request for Qualifications (RFQ), one Notice of Funding Availability (NOFA), and made one direct land acquisition in districts that are experiencing significant displacement pressures but which have traditionally been underserved by new affordable housing production.

#### **REQUEST FOR QUALIFICATIONS**

In November 2019, MOHCD issued its RFQ for the development of new affordable senior housing on a City-owned property located at the northeast parking lot of Laguna Honda Hospital, 375 Laguna Honda Hospital Boulevard, known as the Laguna Honda Hospital Replacement Lot in Supervisor District 7. The RFQ sought a team to create a master plan for the Site that includes 1) senior independent affordable housing; 2) assisted living units and/or residential care beds for the frail elderly that includes residential care beds affordable to frail elderly who are low-income; 3) an early childcare education center; and 4) an adult day health center. A selection panel chose Mercy Housing California to develop the site, which may begin construction in 2023.

#### NOTICE OF FUNDING AVAILABILITY

In December 2019, MOHCD issued a Notice of Funding Availability (NOFA) with the goal to promote the development of permanent affordable housing for low-income seniors and low- and moderate-income families, including homeless households, by providing funding for acquisition and predevelopment funds for the development of new, permanent affordable housing in Supervisor Districts 1, 2, 4, 7 and 8. A selection panel met in early 2020 and awards were announced in August 2020.

#### DIRECT ACQUISITION

MOHCD completed the acquisition of the parcel at 1939 Market Street, located in Supervisor District 8, in March 2020. In FY20-21 MOHCD will select a developer to develop new senior housing on the site.

#### **Middle-Income Housing**

The work that MOHCD initiated in 2015-2016 to create housing opportunities for households earning between 61% and 150% of area median income (AMI) continued in FY19-20. Due to changes in the regulations for federal Low Income Housing Tax Credits, MOHCD has since been able to expand its support to households earning up to 105% of AMI while still taking advantage of tax credits as a source of capital funding.

MOHCD, in collaboration with the San Francisco Unified School District, is supporting affordable housing development at 1351 42nd Avenue (the Francis Scott Key Annex site), more than half of which will serve middle-income educator families. Progress also continues on the production of new middleincome housing at 88 Broadway (family housing) and 735 Davis (senior housing) both of which continued construction in FY19-20. Future sites that include new middle-income housing include Balboa Park Upper Yard (2340 San Jose) and 4840 Mission Street, both primarily serving families with dependent children and both expected to begin construction in the next fiscal year.

In addition, MOHCD provides the "Teacher Next Door" program, offering up to \$40,000 of assistance to San Francisco Unified School District educators with a forgivable loan for the purchase of their first home and up to \$375,000 in down payment assistance for middle-income educator households.

Finally, an important part of MOHCD's middle income strategy is the acquisition of existing properties vulnerable to market pressures and conversion to permanent affordable housing with rents at an average of 80% AMI, and available to families earning up to 120% AMI through the Small Sites Program (SSP). SSP funding was augmented by the release of a NOFA for properties located with a one-mile radius of 50 1st Street through the Downtown Neighborhoods Preservation Fund, as well as with support from Preservation and Seismic Safety (PASS) Program that provides low-cost and long-term financing for the acquisition, rehabilitation and preservation of affordable housing. To date, these acquisition programs have deployed over \$145.2 million in funding to preserve 392 units for low and moderate-income households.

MOHCD completed four 100% affordable housing developments in FY19-20, two of which include

permanent supportive housing units. MOHCD includes new permanent supportive housing (PSH) for households that previously experienced homelessness, with an emphasis on chronically homeless individuals and families, in our developments in support of the Department of Homelessness and Supportive Housing's Five-Year Strategic Framework 2017-2022.

The following developments for families and seniors were completed in FY19-20:

55

#### **COMPLETED AFFORDABLE HOUSING IN FY19-20**



#### **455 Fell Street**

Central Freeway Parcel O

| No. of Homes     | 108 |
|------------------|-----|
|                  |     |
| No. of PSH Homes |     |

33 Homeless Families

Target Population Families

#### Sponsor(s)

Mercy Housing CA (Mercy) and San Francisco Housing Development Corporation

#### Sources of Capital

1st Mortgage, MOHCD, HCD-AHSC, FHLB AHP, Tax Credit Equity, GP Equity, Deferred Developer Fee, Accrued Interest

Sources of Operating Funding Local Operating Subsidy Program (LOSP)



1296 Shotwell Street

Casa Adelante

| No. of Home               | 3  | 94  |
|---------------------------|--|-----|
| No. of PSH H<br>21 Homele |  |     |
| Target Popul<br>Seniors   | ation  |     |
| Sponsor(s)                |  |     |
| and Chinat                | onomic<br>nt Agency (ME<br>own Communi<br>nt Center (CCI | ity |

Sources of Capital 1st Mortgage, MOHCD, Tax Credit Equity, Reinvestment Income, GP Equity, Deferred Developer Fee

Sources of Operating Funding Continuum of Care, Senior Operating Subsidy



1491 Sunnydale Avenue

Casala/Sunnydale Parcel Q

Target Population

#### Families

Sponsor(s)

Related CA and Mercy Housing CA (Mercy)

#### Sources of Capital

1st Mortgage, MOHCD, Tax Credit Equity, GP Equity, Accrued Interest

Sources of Operating Funding

Project-Based Section 8s (PBV)



#### **1101 Connecticut Street**

Potrero Block X

| No. | of Homes |  |
|-----|----------|--|
|     |          |  |

72

Target Population Families

#### Sponsor(s) BRIDGE Housing Corporation (BRIDGE)

#### Sources of Capital

1st Mortgage, MOHCD, FHLB AHP, Tax Credit Equity, GP Equity, Accrued Interest

Sources of Operating Funding PBV



#### AFFORDABLE HOUSING UNDER CONSTRUCTION IN FY19-20

In FY19-20, 1,324 affordable units were either under construction, or began construction, 443 of which are set aside as permanent supportive housing.



#### 246 Hahn Street

Sunnydale Block 6

No. of Homes

Target Population Families

.....

Sponsor(s) Mercy and Related CA

Sources of Capital 1st Mortgage, MOHCD, Tax Credit Equity, GP Equity, Deferred Developer Fee

Sources of Operating Funding **PBV** 

**1950 Mission Street** 



#### 1990 Folsom Street

No. of Homes

-----

Casa Adelante

Target Population Families

167

-----

Sponsor(s) TNDC and MEDA

#### -----

Sources of Capital 1st Mortgage, MOHCD, Tax Credit Equity, GP Equity, Deferred Developer Fee

Sources of Operating Funding **PBV** 



#### 555 Larkin Street

aka 500 Turk

No. of Homes 108 Target Population

Families

#### Sponsor(s)

143

Tenderloin Neighborhood Development Corp (TNDC)

#### Sources of Capital

1st Mortgage, MOHCD, HCD-AHSC, Tax Credit

Sources of Operating Funding **PBV** 



#### 401 Avenue of the Palms

Maceo May, Treasure Island

| No. of Homes      | 105 |
|-------------------|-----|
| No. of PSH Homes  | 103 |
| Target Population |     |

Senior Veterans

#### Sponsor(s)

CCDC and Swords to Plowshares

#### Sources of Capital

1st Mortgage, MOHCD, HCD-VHHP, Tax Credit Equity, GP Equity, Deferred Developer Fee

Sources of Operating Funding VASH PBV

**1,324** AFFORDABLE UNITS UNDER CONSTRUCTION

#### Target Population Families Sponsor(s) BRIDGE and Mission Housing Development Corporation (MHDC)

Le Fenix

No. of Homes

No. of PSH Homes

#### Sources of Capital

1st Mortgage, MOHCD, HCD-AHSC, Tax Credit Equity, GP Equity, Deferred Developer Fee

Sources of Operating Funding LOSP



#### 2060 Folsom Street

Casa Adelante

157

**4**N

No. of Homes 127

Target Population

Transition Age Youth

Sponsor(s) MEDA and CCDC

#### Sources of Capital

1st Mortgage, MOHCD, HCD-AHSC, FHLB AHP, Tax Credit Equity, GP Equity, Deferred Developer Fee

Sources of Operating Funding LOSP



#### 1064-8 Mission Street

| No. of Homes     | 258 |
|------------------|-----|
| No. of PSH Homes | 256 |
|                  |     |

Target Population Adults/Seniors

#### Sponsor(s)

Mercy Housing CA and Episcopal Community Services

#### Sources of Capital

MOHCD (including No Place Like Home), Tax Credit equity, GP Equity

Sources of Operating Funding LOSP



#### 735 Davis Street

| No. of Homes      | 53 |
|-------------------|----|
| No. of PSH Homes  | 15 |
| Target Population |    |

Seniors

Sponsor(s) BRIDGE and John Stewart Company (JSCo)

Sources of Capital MOHCD, FHLB-AHP, Tax Credit Equity, GP Equity

Sources of Operating Funding LOSP



#### 88 Broadway

| No. of Homes                  | 125 |
|-------------------------------|-----|
| Target Population<br>Families |     |
| Sponsor(s)<br>BRIDGE and JSCo |     |

#### Sources of Capital

1st Mortgage, MOHCD, FHLB AHP, Tax Credit Equity, GP Equity, Deferred Developer Fee

Sources of Operating Funding PBV



81

#### 490 South Van Ness

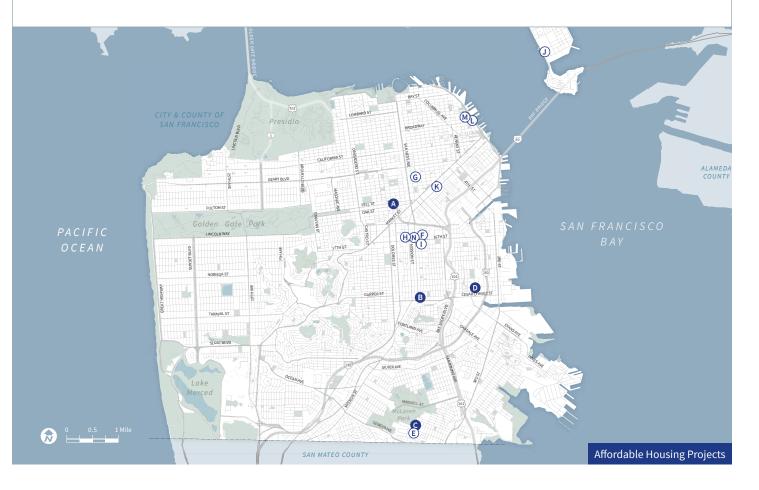
| No. of Homes                  |  |
|-------------------------------|--|
| Target Population<br>Families |  |
| 2 ()                          |  |

Sponsor(s) BRIDGE and MHDC

#### Sources of Capital

1st Mortgage, MOHCD, Tax Credit Equity, GP Equity, Deferred Developer Fee

Sources of Operating Funding PBV





Groundbreaking for the Sunnydale Block 6 development. Photo by Max Barnes.

Additionally, there are 903 permanent supportive housing units in active predevelopment that are expected to begin construction in the next three fiscal years. These include 170 homes for families, 649 homes for adults, 52 homes for seniors, and 32 for transition-age youth. Please note the chart of permanent supportive housing projects above excludes any permanent supportive housing projects under development in the Office of Community Investment and Infrastructure (OCII)'s affordable housing pipeline. For additional housing development funding detail, please see **Appendix Table 2**. Affordable Housing Fund Summary, and **Appendix Table 3**, Affordable Housing Fund Unit Detail.

#### **Operating and Services Contracts**

In FY19-20, Local Operating Subsidy Program (LOSP) was budgeted at \$9,625,974 in support of 1,190 LOSP permanent supportive housing units, and \$10,983,170 was budgeted for supportive services for 2,108 permanent supportive housing units, including LOSP units.

455 Fell Street entered into a new LOSP contract in FY19-20. 1296 Shotwell entered into a Continuum of

#### LOCAL OPERATING SUBSIDY PROGRAM (LOSP) EXPENDITURES AND BUDGET PROJECTIONS

| Budget Year | LOSP Expenditures        | PSH Homes | LOSP Homes |
|-------------|--------------------------|-----------|------------|
| FY2019-20   | \$9,625,974*             | 2,108     | 1,190      |
| FY2020-21   | \$12,419,477 (Projected) | 2,221     | 1,303      |
| FY2021-22   | \$21,533,376 (Projected) | 2,886     | 1,768      |
| FY2022-23   | \$21,533,376 (Projected) | 2,938     | 1,952      |

\*LOSP funding disbursed by calendar year; FY19-20 LOSP amount is what was budgeted for FY19-20 and closely aligns with what was expended during CY2019 and the first six months of CY2020.

Care operating and supportive services contract with the Department of Homelessness and Supportive Housing and was the first project to receive the Senior Operating Subsidy, a senior housing-specific operating subsidy created by the Board of Supervisors.

Please see **Appendix Table 4**, Local Operating Subsidy Program (LOSP) Expenditure for additional detail on that program.

# Progress to Mayor Lee's Housing Goal

On an important related note, MOHCD is well on its way to achieving the goal Mayor Edwin M. Lee set forth in 2014: to preserve or construct 10,000 units of housing affordable to low-income households by 2020. As of June 30, 2020, the City achieved a new/preserved unit count of 9,750 affordable units, 98% of the Mayor's affordable housing goal, and 33% of the 29,686 units produced or rehabilitated since 2014, and MOHCD is projected to exceed that goal by the end of 2020.



MOHCD's production numbers include:

# 4,512 î

### NEW BELOW MARKET-RATE APARTMENTS.

This includes affordable housing for very low-income seniors, families, and formerly homeless households.

# 3,480

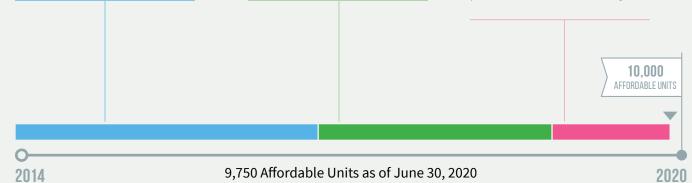
#### RENOVATED PUBLIC HOUSING UNITS.

Former public housing was transferred to communitybased non-profits for substantial rehabilitation.

# 1,758 🕯

#### REHABILITATED AFFORDABLE APARTMENTS.

Existing affordable units (either deed restricted or acquired rentcontrolled units) were rehabilitated to extend their useful lives and preserve their affordability.



#### **STRATEGY 2**

### Preserve Affordable Housing

### Rental Assistance Demonstration Program (RAD)

In 2015, MOHCD closed the financing for Phase 1 of the City's Rental Assistance Demonstration Program (RAD), a HUD initiative that allows for the transfer of public housing buildings to nonprofit ownership. Through this transfer, selected affordable housing teams undertook substantial rehabilitation and preservation work at the properties. In 2016, MOHCD closed on construction for RAD Phase 2, bringing the total number of public housing units to be rehabilitated and preserved to 3,480, and the total value of new resources employed in the effort, including public and private funding, to over \$2 billion. As of Spring 2020 all projects have completed rehabilitation totaling over \$800 million across the portfolio. A historic transformation effort, San Francisco's RAD program ensures that thousands of the City's most vulnerable residents can permanently enjoy safe, decent, and affordable housing, with new and comprehensive supportive services in every building.

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



Afforable housing development at 1101 Connecticut Street. Photo by Keith Baker.

#### **HOPE SF**

Launched in 2007 and now spanning four mayoral administrations, HOPE SF is a twenty-year human and real estate capital commitment aimed at creating racially equitable, mixed-income communities in which the original public housing residents can experience the benefits of neighborhood transformation. A public-private partnership led by Mayor London N. Breed, HOPE SF is the nation's first large-scale reparations initiative aimed at creating vibrant, inclusive communities without mass displacement of the original residents. Leveraging MOHCD's investments in public housing and affordable housing transformation, HOPE SF takes a place-based approach by expanding conditions of inclusion and the re-enfranchisement of public housing residents through deep investments in education, economic mobility, health, and community leadership across four of the largest and most historically isolated former public housing communities in the City: Hunters View, Alice Griffith, Potrero Terrace & Annex, and Sunnydale.

In FY19-20, the Mayor's HOPE SF initiative continued to distinguish itself as a locally and nationally recognized anti-poverty innovation, successfully re-housing 535 families, markedly improving household employment and income levels, and achieving record low-levels of neighborhood crime across each community. In close collaboration with its many public and private partners, particularly the Office of Community Investment and Infrastructure, the HOPE SF development teams coordinating the physical transformation of the sites with resident-led community building and services support achieved the following signature milestones:

A Hunters View. With the completion of Block 10, the final 54 former public housing households at Hunters View were successfully re-housed in their community bringing the percentage of legacy families successfully relocated and retained to 70%, a remarkable achievement compared to the national rate of return of 27.6% for all public housing residents in HOPE VI developments from 1993 to 2014. A total of 286 units have been built. Also, a selected market-rate developer City Ventures finalized a deal to build 64 for-sale

townhomes in the community, advancing the mixed-income vision of HOPE SF. Predevelopment on Phase III, which will bring another 118 affordable units to the community, including 53 public housing replacement units, is underway, with construction scheduled for 2021.

- B Alice Griffith. Across three phases, 333 units of newly built affordable housing were completed in "Double Rock," successfully housing all of the former public housing households with a retention rate of 82%. In 2023 predevelopment for the final phase of public housing replacement will begin, which will include 30 public housing replacement units.
- © **Potrero Hill.** In January 2019, for the first time in three generations, new construction at Potrero Hill was complete, with 1101 Connecticut delivering 72 state-of-the-art affordable units, 54 of which are set aside for residents of Potrero's public housing units. Block B, the next vertical development, is scheduled to start construction in 2021, delivering up to 165 affordable units; infrastructure related to Block B will result in new streets, utilities, and a park. Block A, a market rate project adjacent to Block B, is in its planning stages.
- **Sunnydale.** Casala/Parcel Q (55 units) completed construction in 2019. 41 Sunnydale public housing residents have been rehoused in brand new units. Construction on Block 6 (167 units) started in November 2019, and will deliver 125 public housing replacement units. Block 3 has launched predevelopment and will deliver 170 affordable units in 2024 as well as community serving retail, public health, and child care spaces.

#### ANNUAL PROGRESS REPORT 2019-2020











#### **Acquisition and Preservation Programs**

In FY19-20, MOHCD made loans totaling approximately \$75.6 million to assist four nonprofits to acquire and rehabilitate 11 properties with 21 commercial spaces and 168 residential units under its acquisition and preservation programs including the Small Sites Program, Downtown Neighborhoods Preservation Fund, and Preservation and Seismic Safety Program. These acquisition programs were created to protect long-term affordable housing in properties throughout San Francisco that are particularly vulnerable to market pressure and resulting property sales, increased evictions and rising tenant rents. Acquired properties are converted to permanent affordable housing with rents at an average of 80% AMI, and available to families earning up to 120% AMI. To date, these acquisition and preservation programs have deployed over \$145.2 million in funding to preserve 40 projects with 30 commercial spaces, and 392 residential units. See Appendix Table 5 and 6 for Acquisition and Preservation Program revenues and commitments through FY19-20.

**Small Sites Program.** Established in the 2014-15 fiscal year and funded by local sources, the Small Sites Program is an acquisition and rehabilitation loan program for multi-family rental buildings of 5 to 25 units. MOHCD issued an updated Notice of Funding Availability in September 2019 for approximately \$40 million to fund acquisitions and capacity building. See **Appendix Table 5**, Inclusionary Small Sites Summary for more detail.

#### **Downtown Neighborhoods Preservation**

**Fund.** Launched in October 2018, the Downtown Neighborhoods Preservation Fund prioritizes larger multifamily buildings with \$33 million to fund loans for acquisitions in downtown San Francisco within a one-mile radius of the Oceanwide Center, located at 50 1st Street. See **Appendix Table 6**, Downtown Neighborhoods Preservation Fund Summary for more information.

#### Preservation and Seismic Safety (PASS)

**Program.** Authorized by voters in 2016 and funded by approximately \$260.7 million in general obligation bonds, the Preservation and Seismic Safety Program provides low-cost and long-term first mortgage financing to fund the acquisition and preservation of affordable housing, and seismic retrofits to existing buildings. The first series of bonds totaling \$72.4 million was issued in February 2019, and the second series in November 2020.

Of particular note was the April 2020 Preservation and Seismic Safety financing of 937 Clay Street. Located in Chinatown, the project is the first large SRO preserved under the program and includes 73 residential units serving predominantly mono-lingual, Chinesespeaking low-income families and seniors. MOHCD's financing provided critical funds for rehabilitation and will ensure that the buildings are permanently preserved as affordable housing.

#### **STRATEGY 3**

# Improve Access to Affordable Housing

#### **Housing Access**

In FY19-20, MOHCD funded 16 projects through 10 different community-based organizations to assist low- and moderate-income residents access affordable rental housing. Services included housing education and counseling, financial education and counseling, and assistance in applying for affordable housing opportunities These projects served 6,164 residents, with a particular emphasis on vulnerable populations including monolingual non-English speakers, people with disabilities, seniors, people experiencing homelessness, veterans, disconnected LGBT individuals, transitional age youth, re-entry populations, and survivors of domestic violence.

#### **Affordable Housing Lotteries**

In FY19-20, MOHCD concluded the lease up or sales process for 110 housing lotteries in which just under 122,000 applications were submitted for 677 affordable homes. These lotteries included 1,934 applications by low- to moderate-income hopeful homeowners for 75 ownership units and 120,037 very low- to low-income household applications for 602 rentals. For each lottery, MOHCD uploads all lottery numbers into a third-party service that sorts them in random order.



Affordable rental workshop. Photo by Frank Jang

#### Database of Affordable Housing Listings, Information & Applications (DAHLIA)

In FY19-20, DAHLIA - San Francisco Housing Portal became the primary means for housing seekers to apply for affordable rental and ownership housing opportunities in San Francisco. In January 2020, MOHCD launched a web-based lease up administration tool called DAHLIA Partners, DAHLIA Partners enables MOHCD staff to monitor a rental project's lease up activity and allows a developer leasing agent to organize applications in lottery rank order. Additionally, DAHLIA Partners logs communication with applicants and tracks unit selection. All information entered in the DAHLIA Partners system is stored in MOHCD's Salesforce platform. Before the pandemic, fewer than 3% of the affordable housing applications received by MOHCD were submitted on paper. In March 2020, with the onset of the state of emergency, MOHCD quickly adjusted its business practices to accommodate those who may have difficulty applying electronically. MOHCD extended the application period allowing additional time for housing counselors to assist applicants with electronic submission of applications by phone. In addition, MOHCD discontinued "in -person" open houses and public lotteries. Instead, project tours are done virtually or scheduled by appointment. Lotteries are also held on a virtual platform and each lottery is recorded and can be made available to the public. See Appendix Table 7, Demographics of New BMR Tenants and Homeowners for more information on our DAHLIA applicants.

#### Neighborhood Resident Housing Preference & Displaced Tenant Housing Preference Lottery Programs

MOHCD administers affordable housing lottery preferences to ensure that San Franciscans at risk of losing their current affordable housing have an increased opportunity to remain in the City. The Displaced Tenant Housing Preference (DTHP) program addresses increased eviction rates in the City's rent-controlled housing by providing housing lottery priority in 20% of affordable units in new and



1036 Mission Street. Photo by Bruce Damonte.

existing City-sponsored housing developments. In FY19-20, DTHP was expanded to include tenants at risk of eviction from formerly affordable housing units where rent will increase to market rate. During the fiscal year, MOHCD housed a total of 72 tenants who had been evicted from their rent-controlled homes. To further protect existing San Francisco residents, the Neighborhood Resident Housing Preference (NRHP) gives a housing lottery priority to residents of the supervisor district (and people living within a half mile radius of a project) for up to 40% of available units in new City-sponsored affordable projects. The goal of the program is to protect community diversity, stem displacement, and allow neighborhood residents to participate in the benefits that come with new and rehabilitated housing. In the same year, 117 households were able to secure new affordable housing in their own neighborhood using NRHP. Please see Appendix Table 8, Neighborhood Resident Housing Preference Detail for more information on NRHP.



455 Fell Street. Photo by Bruce Damonte.

#### **HOPE SF Right to Return Lottery Program**

In December 2019, Mayor Breed signed into legislation the HOPE SF Right to Return legislation clarifying the rights of current and former households to occupy replacement housing units on redeveloped public housing sites. HOPE SF, the City's signature antipoverty and equity initiative, is the nation's first largescale reparations initiative aimed at creating vibrant, inclusive communities without mass displacement of the original residents. The HOPE SF master plans consist of many components to reach initiative goals including one-for-one replacement of all demolished public housing units, development of new private affordable housing and private residential projects on market rate parcels. The Right to Return legislation protects the relocation rights of both current and former HOPE SF residents to live in and benefit from their revitalized community by providing an affordable housing lottery preference on redeveloped public housing sites, and preference for available SF Housing Authority project-based voucher assistance.

#### **Certificate of Preference Program**

The Certificate of Preference (COP) program gives a lottery preference to persons displaced in the 1960's-1970's by the former Redevelopment Agency's urban renewal programs in all City-sponsored and Office of Community Investment and Infrastructure (OCII)-sponsored affordable housing developments. There are currently 584 COP holders in contact with MOHCD, who have not used their certificates. During the reporting period, 17 COP holders used their certificate to secure affordable housing. See **Appendix Table 9**, Housing Preference Programs for more detail on COP, DTHP and NRHP.

#### **Homeownership Assistance Programs**

MOHCD assisted 98 low to moderate-income households to purchase their first home in San Francisco in Fiscal Year FY19-20, include the following:

- » 75 households purchased below market-ratehomes. Nine of these households also received down payment assistance to purchase.
- » 20 households purchased market-rate homes with MOHCD's Downpayment Assistance Loan Program (DALP). Households earning up to 175% of AMI could borrow up to \$375,000 in downpayment assistance. In FY19-20, the average loan amount for downpayment assistance was \$308,384.
- » A police officer received assistance from the First Responders program and four SF Unified School District educators received Teacher Next Door forgivable loans of up to \$40,000.
- » 22 homebuyers received a Mortgage Credit Certificate, which provides an additional Federal income tax credit.

In total, 1,194 households received MOHCD-funded individual homebuyer counseling services in FY19-20. The down payment assistance programs distributed \$7,402,196 in deferred loans in FY19-20.

#### **Post-Purchase Homeowner Services**

MOHCD provides services that not only assist in the purchase of a household's first home, but also help homeowners protect their investments and stay in their homes. Our mortgage assistance loan program assists households in danger of foreclosure due to unaffordable HOA special assessments or mortgage arrears. In March 2020, MOHCD quickly shifted this program and created the COVID-19 Homeowner Emergency Loan Program (HELP) to address the results of pandemic-related loss of income on homeowners' ability to pay HOA dues, and balances owed at the end of mortgage forbearance periods. With falling interest rates, MOHCD's comprehensive loan servicing team assisted over 200 homeowners in the refinance of their mortgage in FY19-20.

MOHCD also monitors program compliance, to ensure that precious housing resources are going where they should, and enforces program rules in collaboration with the City Attorney's Office, Planning Department, the Office of Short-Term Rentals and the Assessor-Recorder's Office. In FY19-20, MOHCD monitored 287 households from its portfolio of over 3,000 single family homeowners. We corrected 12 homeowners who were out of program compliance for minor reasons, and referred 10 others to the Planning Department or City Attorney's Office for more egregious infractions of program rules. In FY19-20 we collected over \$1 million in settlement funds from homeowners violating the owner occupancy requirement of MOHCD programs.

Non-profit partners greatly assist with the stewardship of the BMR and DALP programs. HomeownershipSF, for example, provided homeownership counseling, quarterly newsletters informing owners of upcoming workshops and programmatic updates, as well as quarterly workshops on a variety of topics of interest to our homeowners. In FY19-20 Homeownership SF held seven workshops, attended by 86 homeowners, on topics including estate planning, budgeting and property maintenance.

#### **STRATEGY 4**

# Promote Self-Sufficiency for All and Protect Rights

#### **Financial Education**

Projects funded through this program area provide individualized financial education counseling, basic banking services, predatory lending alternatives, and/or financial coaching services, all designed to help individuals achieve self-sufficiency and improve financial security. In FY19-20, MOHCD supported six community-based organizations through eight projects that provided 1,946 residents with financial counseling, education and coaching.

#### Sustainable Homeownership

This program area funds counseling and education programs for prospective first-time homebuyers and current homeowners. Services include credit counseling, budgeting, savings, local program application assistance, and mortgage qualification. Grantees are HUD-approved housing counseling agencies that follow the National Industry Standards for Homeownership Education and Counseling. In FY19-20, MOHCD supported ten programs with eight community-based organizations. These projects served 7,479 residents, with information and referral, pre-purchase counseling, and post-purchase and/or foreclosure intervention services.

Hunters View family receiving free laptops for at-home learning. Photo by Marquez Gray.

#### **Eviction Prevention**

Preventing the displacement of San Franciscans from their home is both affordable housing preservation and cultural preservation. When San Franciscans are displaced from their home, particularly low-income and longtime San Franciscans, they are left to contend with finding housing in one of the most expensive rental markets in the country. They typically move far away from their workplaces and social networks, or into a housing situation with even more severe housing problems, such as overcrowding, unsafe or unsanitary conditions, and rent burden. Displacement can also have a direct and long-lasting detrimental impact on a household's mental and financial wellbeing.

MOHCD funds community-based organizations (CBOs) to deliver essential anti-displacement services to our residents, including:

- » Eviction legal assistance, including implementation of the Tenant Right to Counsel
- » Tenants' rights counseling, education & outreach
- » Tenant-landlord mediation & technical assistance to housing providers
- » Emergency rental assistance & tenant-based subsidies

MOHCD funding in these services has increased significantly since 2012 to help meet the demand for these services. In FY19-20, MOHCD funded 38 projects with 22 different CBOs, for a total of \$15,662,902 in grant funds. The following anti-displacement services were provided in FY19-20:

- » Full-Scope Legal Representation: 1,729 households
- » Limited-Scope Legal Representation: 167 households
- » Legal Advice and Counsel: 406 households
- » Self-Help Assistance: 983 households
- » Tenants' Rights Counseling, Education, & Outreach: 1,311 households
- » Mediation: 487 households
- » Emergency Rental Assistance: 393 households
- » Tenant-Based Subsidies: 340 households

#### Season of Sharing Rental Assistance Program

In FY19-20, the City transitioned the Season of Sharing rental assistance program from the Department of Homelessness and Supportive Housing (HSH) to MOHCD. Season of Sharing serves low-income families with minor children, pregnant women, veterans, seniors, adults with disabilities, former foster youth, and survivors of domestic violence. The program's direct financial assistance is funded by private donations via the Chronicle Season of Sharing Fund. It is designed to provide financial assistance for unforeseen household emergencies. In FY19-20, San Francisco's Season of Sharing deployed more than \$815,000 in direct financial assistance to 228 households.

#### **Legal Services**

More than 70% of low-income households experience at least one civil legal problem per year, but less than 15% are able to obtain adequate legal help. The legal system pervades all aspects of life: family, community, work, health, safety, etc. Most San Franciscans "go it alone" without the help of a legal professional in urgent, complex and high-stakes civil legal matters. The programs that MOHCD funds address immigration status and other legal issues facing recent immigrants to this country, domestic violence, employment rights, benefits advocacy, consumer rights and legal protections, and issues of discrimination. This is a portfolio of work that has grown significantly in recent years, particularly as immigrant communities have needed greater support and assistance. In FY19-20, MOHCD funded 25 projects with 18 different agencies, for a total of \$11,392,925 in grant funds. The projects served 5,862 residents, providing full legal representation to 2,106, and legal counsel and advice to 3,402.

The immigration legal services portfolio has been responding to the urgent legal and social service needs of immigrant communities by providing a full range of legal services, including counseling, form/application processing, affirmative legal representation and removal defense at USCIS and the U.S. Immigration



APA Family Support Services digital literacy program in Chinatown. Photo by APA Family Support Services.

Court. Many agencies have a hybrid model that incorporates social services into their legal service programs. Clients are connected to intensive case management, mental health, medical homes, housing, school enrollment and other essential services Out of the legal services portfolio, 13 projects focused exclusively on immigration legal services, while several others included that as part of their work. MOHCD's investment in these services totaled over \$9 million in FY19-20. These projects provided counseling to over 1,600 clients, and full legal representation to over 1,150.

Three of these projects are large collaboratives, for which MOHCD is both a primary funder, and a key partner in their formation and development.

The San Francisco Immigrant Legal Defense Collaborative (SFILDC) is a diverse collective of fifteen organizations that provide both affirmative legal representation and intensive deportation defense. In FY19-20 these agencies provided representation to 882 individuals faced with detention and deportation.

The San Francisco Immigrant and Legal Education

Network (SFILEN) is another collaborative of twelve community-based organizations that provide counseling and affirmative legal representation, assistance with filing legal applications, and community education. In FY19-20 SFILEN provided legal counseling to 943 clients and full legal representation to 978. Additionally, over 1,600 individuals attended their trainings and "Know-Your-Rights" workshops.

Finally, the Immigration Hotline project is a collaborative of six agencies that provide a 24/7 emergency phone hotline for those facing immediate and urgent immigration issues, as well as those needing information about their rights and the rapidly changing legal and policy landscape. In FY19-20 these agencies responded to 2,781 call, and provided 114 community education workshops.

#### **Tenant Right to Counsel**

In FY19-20 MOHCD began implementation of a City ordinance that resulted from the June 5, 2018 passage of ballot initiative Proposition F, the No Eviction Without Representation Act. Prop F established a policy that all residential tenants facing eviction have a right to full-scope legal representation. This program is called the Tenant Right to Counsel (TRC) and requires eviction legal assistance projects to provide full-scope legal representation to the maximum extent possible (rather than self-help, legal advice and counsel, and limited-scope representation). TRC and the larger eviction defense system is led by the Eviction Defense Collaborative (EDC) in collaboration with eight other legal services organizations, including:

- » AIDS Legal Referral Panel
- » Asian Americans Advancing Justice Asian Law Caucus
- » Asian Pacific Islander Legal Outreach
- » Bay Area Legal Aid
- » Justice & Diversity Center of the Bar Association of San Francisco
- » Legal Assistance to the Elderly
- » Open Door Legal
- » Tenderloin Housing Clinic

During the first six months of implementation, TRC grantees provided full-scope legal representation to two-thirds of tenants facing eviction; the remaining one-third received other services, including self-help assistance, legal advice and counsel, and limited-scope representation.

Full-scope representation gets better results for tenants. Based on the first six months of implementation, 67% of full-scope clients stayed in their homes, as compared to 38% of limited-scope clients who stayed in their homes. Among Black tenants who received full-scope representation, 80% stayed in their homes. Almost as many tenants received full-scope representation during this period than in the entire 12-month period prior.

#### **Service Connection**

MOHCD supports projects that both provide intensive case management and serve as intermediaries to a network of social services through referrals and linkages. Service Connection is designed to connect people with additional support, address the whole range of an individual's or family's needs, and help people build their capacity to improve their lives and move toward self-sufficiency. MOHCD funded 31 projects with 26 different agencies in FY19-20, for a total of \$3,739,142 in grant funds. These projects served 4,052 residents, providing individual case management to 1,250 individuals.

### Skill Development, Educational Support, and Workforce Readiness

Through this program area, community-based organizations provide training and skills development for low- and moderate-income San Francisco residents. Services are focused on helping individuals achieve economic self-sufficiency, educational success and workforce readiness. In FY19-20 MOHCD funded 39 projects, with 33 different community-based organizations for a total of \$2,892,899 in grant funds. Through these projects, over 2,586 residents received training and skill development services.

#### **Digital Equity Response**

In 2019, MOHCD published the City's Digital Equity Strategic Plan and became the permanent home of the citywide SF Digital Equity (SFDE) initiative, which



APA Family Support Services digital literacy program in Visitacion Valley. Photo by APA Family Support Services.

works to ensure all residents have the necessary tools and skills to succeed in today's world. The nationally recognized Fiber to Housing program brings together the Department of Technology, affordable housing developers, and local Internet Service Provider Monkeybrains to provide free high-speed Internet at affordable and public housing sites throughout the city. Thus far, 5,000 households have been connected across 36 housing communities, with the majority coming online in FY19-20. MOHCD's Digital Equity Grants funded digital skill training pilots at 8 CBOs, including a TAY-led computer refurbishment program, an intergenerational digital hub for youth and seniors in Chinatown, a digital media program for homeless and justice-involved residents, and career-focused



Digital Equity Conference in February 2020.

digital skills training for people with disabilities.

With COVID-19 making distance learning, telehealth, and telecommuting the new normal, bridging the digital divide has become more urgent than ever. Since the start of shelter-in-place, SFDE and its grantees have worked to support the technology needs of residents and community partners. Highlights include:

- » Coordinating emergency Internet installation with the Department of Technology at 5 of the city's largest family affordable housing communities.
- » Distributing Wi-Fi equipment and providing remote tech support for hundreds of affordable housing households.
- » SFDE grantee DevMission distributed computers to 10 CBOs and their clients. Grantee Community Technology Network distributed tablets and provided virtual digital literacy trainings for seniors in affordable housing.

#### **Community Development Overview**

For an overview of MOHCD's community development activities, addressing both Strategy 4 and Strategy 5, please see **Appendix Table 11**, Community Development Performance Measure, and **Appendix Table 12**, Community Development Grantees.

#### **STRATEGY 5**

# Foster Healthy Communities and Neighborhoods

#### **Place-Based Services in Housing**

This program area funds on-site service delivery to residents in affordable housing and former public housing, such as the RAD, HOPE VI, and HOPE SF projects described earlier in this report. They are divided into 20 senior/disabled and 11 family properties serving approximately 4,100 households.

At these properties MOHCD staff work with owners to implement a services model that integrates with property management. This model focuses on tenant engagement, community building and service connection, with an emphasis on housing stability, health and wellness, education, economic mobility, and public safety. During our 6+ years of implementation we have established many best practices and experienced much success. These include: the rehabilitation or construction of units. including the creation of beautiful community space which allows for robust calendars of weekly activities for all tenants; the engagement in trauma-informed housing stability services including weekly property management and services meetings, ongoing case coordination, short term case management, intentional service navigation, educational workshops or classes, community wide social events, and strength-based tenant empowerment. The sites themselves are also expected to create strong neighborhood partnerships and collaborations. Lastly, during rehabilitation or construction the services staff also provide interactive relocation support through case management and service coordination.



Ping Yuen Backpack Giveaway with Mayor Breed. Photo by. Chinatown Community Development Center.



Food distribution by the African American Arts and Culture District in the Bayview. Photo by the African American Arts and Culture District.

### Supportive Housing for Persons Living With HIV and AIDS

Through this program area, MOHCD funds supportive services, case management, and operating costs for long-term facilities that serve people with HIV/AIDS, and also provides deep rent subsidies and housing advocacy/case management services for persons with HIV/AIDS. MOHCD's FY19-20 funding went to ten projects with eight different community-based organizations and helped 542 individuals secure or maintain stable housing and supportive services.

#### **Domestic Violence Services**

Survivors of domestic violence are a vulnerable population for whom MOHCD sponsors housing, case management and legal services support. In FY19-20, MOHCD assisted three shelter programs and two legal services projects that serve survivors of domestic violence. The programs assisted 210 individuals in their effort to secure safe, permanent housing and provided legal services to 119.



Food distribution by SOMA Pilipinas in the South of Market.

### Community Building and Neighborhood Planning

The goal of this program area is to promote the development of social capital and sustainable healthy communities, and to support neighborhood-based capacity building efforts that encourage strategic planning and resident engagement to address collective needs and priorities. In FY19-20, MOHCD supported 30 projects with 28 different community-based organizations. These projects engaged over 2,000 residents to be more actively and consistently involved in their communities. They completed over 20 separate community planning processes. And in addition, MOHCD awarded 72 community action grants to neighborhood projects through community-led processes.



Courtyard open space at 1036 Mission Family Apartments. Photo by Bruce Damonte.

### Improvements to Community Facilities and Public Space

MOHCD is the primary City agency that funds the rehabilitation or new construction of non-profit facilities that serve low-income families and individuals. In addition to protecting and expanding services, capital funds are used to ensure that these facilities are accessible to all and meet health and safety standards. In FY19-20, MOHCD's capital program funded 16 organizations in making significant improvements or repairs to their facilities and funded two community and public space improvement projects.

#### SoMa Community Stabilization Fund / Central SoMa Plan

The Rincon Hill Area Plan was approved in 2005, effectively rezoning the area in the South of Market (SoMa) for residential development. The San Francisco Board of Supervisors approved an amendment to the Planning Code establishing the SoMa Community Stabilization Fund (SoMa Fund). This legislation imposed a SoMa impact fee on residential development in the Rincon Hill Area Plan to provide community stabilization benefits in SOMA including affordable housing, economic development, community cohesion and infrastructure improvements. Alongside this legislation, the Board of Supervisors approved a resolution, requiring the Mayor's Office of Community Development (MOCD), now MOHCD, to administer the Fund. The legislation also created the SoMa Community Stabilization Fund Community Advisory Committee (the CAC), composed of seven members representing the SoMa community, to advise MOHCD and the Board of Supervisors on the administration and expenditure of the SoMa Fund.

In December 2018, the Board of Supervisors adopted the Central SoMa Plan along with additional fees allocated to the Fund for social and cultural programming as well as community facilities. With the anticipated infusion of another \$45 million in development fees, the SoMa Fund initiated a strategic assessment of its investments and impact to determine whether it has met its objectives and to determine course corrections that should be made with its next strategic plan.

As a critical component of its work in promoting equity, the SoMa Fund continued its Trauma-Informed Systems development by expanding facilitation and training to grantees within the portfolio, in addition to the ongoing services provided at the only public school in the neighborhood, Bessie Carmichael School. FY19-20 saw two milestones for the SoMa Fund's capital investments. First, the SoMa Child Care Center, Early Childhood Education Program at the Transbay Terminal opened its doors to provide free and affordable care for low income families living near this transit center. Second, the Gran Oriente, a twenty-fiveunit historic SRO, was acquired and began renovations in order to stabilize the building as permanently affordable housing. This acquisition and rehabilitation project is an important asset for SoMa Pilipinas, the Filipino Cultural District, as it represents the legacy of the Filipino Masonic Brotherhood which purchased the building in the 1920's when Filipinos were prohibited from purchasing property as individual buyers.

#### **Cultural Districts**

In May of 2018, San Francisco legislation formalized the creation of a place-based program that recognizes community-defined areas as Cultural Districts. The Cultural Districts Program is aimed at amplifying racial and social equity given that its founding legislation states that its purpose is to "support cultural communities and ethnic groups that historically have been discriminated against, displaced and oppressed". MOHCD continues this commitment during these changing times and will continue to center our work on culturally responsive solutions developed by the people most impacted by social inequities.

The November 2018 Prop E legislation capped annual increases or decreases of Hotel Tax allocations to the arts programs, including Cultural Districts, at 10%. The baseline Cultural Districts funding stated in the legislation is \$3 million in Hotel Tax funds, derived from Hotel Tax receipts.

The stay in place order that began in March 2020 due to the COVID 19 Pandemic severely impacted hotel usage in the final quarter of FY19-20; however, the reduction to Prop E allocations was capped at 10%. The Cultural Districts' annual allocation for FY19-20 is was therefore set at \$2,700,000.

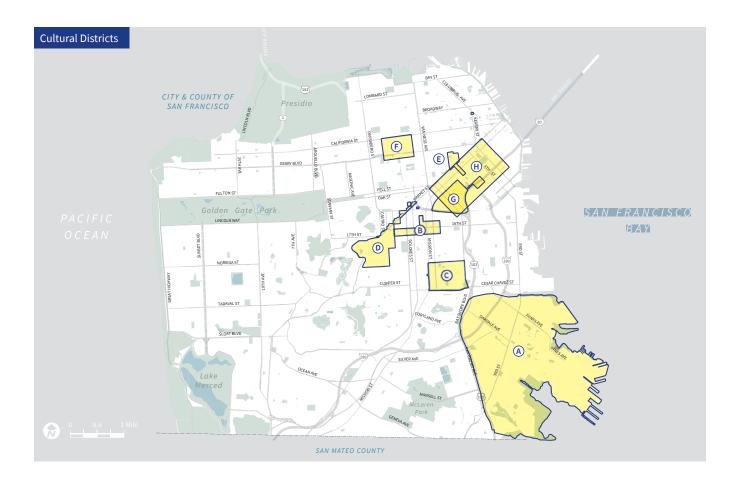
The Cultural Districts program is supported by an interdepartmental steering committee, including the Office of Economic and Workforce Development (OEWD), the Planning Department, the Arts Commission and MOHCD. These departments work together to streamline City and community partnerships to coordinate resources aimed at stabilizing these communities which face displacement. Each legislated Cultural District maintains a community-based advisory board, dedicated staffing, and funding for its operations. Each District works toward its community-defined vision for self-determination while also building connections across all Districts. The Cultural Districts collectively share policy strategies for strengthening community infrastructure.

In 2019, the first cohort of Cultural Districts completed their 'Leadership Accelerator' technical assistance, training, and coaching in the areas of financial and organizational planning. Each District received initial funding for basic operations, cultural events, and launching of website and communications. Each District also began their policy planning process in partnership with City Departments and intiated broad community engagement processes that will ultimately inform their mandated Cultural HIstory Housing and Economic Sustainability Strategies report (CHHESS).

Also in 2019, two new Cultural Districts were added to the program, the Castro LGBTQ Cultural District and



SOMA Pilipinas activity in the South of Market.



the American Indian Cultural District, bringing the total Cultural Districts to eight:

- African American Arts & Cultural District
- (B) American Indian Cultural District
- C Calle 24 Latino Cultural District
- D Castro LGBTQ Cultural District
- (E) Compton's Transgender Cultural District
- (F) Japantown Cultural District
- G Leather & LGBTQ Cultural District
- (H) SoMa Pilipinas Filipino Cultural District

members to gather, the Cultural Districts all leaped into action, providing emergency funds, playing key roles in community Task Force creation and deploying emergency services. Each of the Cultural Districts moved their programming, events and community engagement processes online and became central to the City's ability to move information, create culturally responsive messaging and coordinate immediate resources to the city's residents. The San Francisco COVID Command Center has selected a sub-set of Cultural Districts to assist with San Francisco's local response to the pandemic.

Although COVID restricted the ability for community

# POLICY, LEGISLATIVE & MONITORING UPDATES

### Policy, Legislative and Monitoring Updates

#### **FY19-20 Legislation**

In FY19-20, MOHCD's policy and legislative focus has been to maintain housing stability for residents affected by COVID-19 and increase resources for affordable housing as the long-term solution to housing stability.

COVID-19 threatened to worsen the existing housing crisis as residents who lost income became at risk of eviction or foreclosure. In response, Mayor Breed put in place a citywide moratorium on evictions and MOHCD created a housing stabilization fund to assist vulnerable individuals. Additionally, MOHCD supported affordable housing projects that were affected by COVID by allowing the projects' surplus cash to cover revenue loss or increased operating expenses.

Mayor Breed and mayors across the country called on the federal government to bolster local efforts for relief. MOHCD advocated federal and state budget and regulatory relief, specifically emergency housing for homeless individuals and families, short and long-term rental and mortgage assistance, operating support for existing affordable housing projects, and capital for the production and preservation of permanent affordable housing. These and other advocacy efforts by housing champions ensured that the federal CARES Act included \$12B for housing stabilization and that the State kept funding for key housing programs intact and launched new homeless housing programs, despite a record deficit.

Although the federal government has failed to extend the measures and protections of the CARES Act in a second relief bill, the State has continued to prioritize affordable housing. Through the State's Project Homekey program, MOHCD will be supporting the acquisition of two privately owned residential hotels as permanent supportive housing for homeless people. The implementation of AB 434 will consolidate multiple State housing programs into one universal application and award process and help deliver critical funding for affordable housing more quickly.

While the State has prioritized funding for affordable housing, the need is unfortunately outpacing the availability of resources. This is especially true of taxexempt bonds, which are used to finance the majority of affordable housing projects. This year, tax-exempt bonds allocated for multifamily housing were nearly three times oversubscribed. Since federal tax code limits the amount of tax-exempt bond debt that may be issued by the State, MOHCD has been advocating at the federal level for the expansion of tax-exempt bonds to keep up with the demand for affordable housing and at the State level for new regulations that will continue to fund projects that deliver permanent affordability and proximity to jobs and transit like those in San Francisco.

As MOHCD continues to advocate for an expansion of federal and State resources, the City's commitment to affordable housing remains steadfast. This year, housing was adopted in the City's Capital Plan, which would allow a housing bond to be built into the City's general obligation bond program. The City also expanded the right to return for public housing residents to be prioritized for revitalized housing under the HOPE SF program.

Looking ahead, MOHCD will be conducting the first issuance of the 2019 housing bond and the second issuance of the PASS program bonds to advance



Mayor Breed, Supervisor Sandra Fewer celebrating the acquisition and preservation of the 369 3rd Avenue under the Small Sites Program. Photo by Max Barnes.

existing pipeline projects as well as acquire new sites to expand the pipeline. As the economic impacts of COVID are expected to linger in the coming year, MOHCD will continue to act to protect the housing stability of residents and advocate for policies and resources to meet the affordable housing needs of the City.

#### 2015 Proposition A General Obligation Bond

Implementation of the voter-approved Prop A Bond funding was fully underway in FY19-20. Highlights through June 30, 2020 include:

- » Third and final issuance sold in October 2019
- » Over 75% of funds from all three issuances encumbered or spent
- » 266 housing units completed, incl. Potrero Parcel X, Sunnydale Parcel Q, 1296 Shotwell, and 9 Small Sites projects

- » 411 housing units in construction, incl. 500 Turk, 88 Broadway/735 Davis, 1990 Folsom, and 3 Small Sites projects
- » Down payment assistance provided to 57 households
- » Teacher Next Door loans provided to 40 households

#### 2016 General Obligation Bond – Preservation and Seismic Safety Program

Financing funded by the voter-approved repurposing of seismic safety bonding authority to include acquisition and preservation of affordable housing continued in FY19-20. Highlights through June 30, 2020 include:

- » Issued \$72.4 million to fund loans under the program
- » Provided \$34.3 million in first mortgage financing to acquire, rehabilitate and preserve as permanently affordable housing a total of 13 projects with 189 residential units, and 17 commercial spaces
- » Balance of issuance fully committed to identified projects

#### Downtown Neighborhood Preservation Fund

Ordinance 137-16, effective August 28, 2016, created the Downtown Neighborhood Preservation Fund (DNPF). Receipts into the fund will total \$40 million as described in the legislation. Through June 30, 2020, a total of \$17,672,361 has been received. In FY19-20, \$3 million was loaned for the predevelopment of multifamily housing at 266 4th St. The remaining funds, as well as future anticipated funds, are currently committed to projects in MOHCD's housing pipeline. Timing of future revenues is uncertain, as the marketrate project funding for DNPF is currently in legal and financial flux. Please see **Appendix Table 6** DNPF Summary of expenditures since the Fund's inception.

#### 2016 STUDENT HOUSING MONITORING ASSESSMENT



| Name of Tenant           | California College of Arts               |      |  |  |  |
|--------------------------|--|------|--|--|--|
| Property Address         | 75 Arkansas                              |      |  |  |  |
| Master Lease             | August 06, 2018 plus 9 y                 | ears |  |  |  |
| Total Number of<br>Units | 27 4-Bedroom units,<br>3 2-Bedroom units |      |  |  |  |
| Number of Students       | Enrolled at least Half-time              | 194  |  |  |  |
| Number of Students       | in Good Standing                         | 194  |  |  |  |



| Name of Tenant  | California College of Arts                    |        |  |  |
|---|---|--------|--|--|
| Property Address Panoramic Residence<br>1321 Mission Street |   |        |  |  |
| Master Lease  | December 31, 2013 plus 10                     | years  |  |  |
| Total Number of<br>Units                                    | 80 Units / 120 rooms, 60 Stu<br>20 3-Bedrooms | udios, |  |  |
| Number of Students Enrolled at least Half-time 120          |   |        |  |  |
| Number of Students in Good Standing 120                     |   |        |  |  |

#### **Student Housing - Annual Monitoring**

MOHCD currently monitors two Student Housing Projects. Planning Code Section 415.3(F)(2) exempts Student Housing projects from the Inclusionary Housing requirements if certain criteria are met. Project sponsors must submit to MOHCD an annual monitoring fee and report that addresses the following:

- » The Post-Secondary Institution continues to own or control the Student Housing Project for a minimum of 5 years, evidenced by a lease or contractual agreement.
- Occupants of the living space in the Student Housing project are students in good standing enrolled at least half time or more in the postsecondary Educational Institution or Institutions.

#### Monitoring Evictions From MOHCD Supported Housing

The Administrative Code requires MOHCD to annually report the number of tenants receiving eviction notices, unlawful detainer notices filed in court, and the number of tenants who have been evicted from housing for which MOHCD has a loan agreement or lease with an affordable housing provider. In FY19-20, the percent of residents evicted from MOHCDsponsored developments was 0.74%. Please see **Appendix Table 10** for additional information. C

## **COVID-19 RESPONSE**

INNE

### COVID-19 Response

#### **Give2SF Housing Stabilization Program**

In May 2020, MOHCD, in partnership with Young Community Developers, La Raza Community Resource Center, Eviction Defense Collaborative, Catholic Charities, and Q Foundation, began implementation of the City's COVID-19 rent relief program funded primarily through private donations via the City's Give2SF COVID-19 Response & Recovery Fund. The program targets financial assistance to the most vulnerable households and leverages emergency tenant protections. The Give2SF Housing Stabilization Program leverages emergency tenant protections by providing rental assistance for months either not covered by these protections or for months that would result in strengthened eviction protections.

This partnership set out to deploy more than \$7.5 million in direct financial assistance. By the end of 2020, Give2SF Housing Stabilization Program will serve an estimated 1,875 households with an average amount of assistance of \$4,000.

### Financial Assistance For Existing Affordable Housing

In response to the COVID-19 pandemic, MOHCD acted quickly to provide financial assistance to keep residents in their homes and ensure the safety and continuity of affordable housing operations. Two key components of that assistance include:

- » Preservation and Seismic Safety Program Forbearance - As of June 2020, 7 projects containing 70 residential units and 13 commercial spaces with \$22.8 million in total PASS financing were in forbearance.
- » Residual receipts emergency measures to enable sponsors to address anticipated operating shortfalls – This work will bring all legacy projects into conformance with MOHCD's Residual Receipts Policy; increase sponsor's share of 2019 Residual Receipts distributed from 1/3 to 2/3; and crosssubsidize projects with additional 2019 Residual Receipts distributions.



Laptop giveaway at 1101 Connecticut. Photo by Marquez Gray.



Food distribution at Hunterview HOPE SF site. Photo by Marquez Gray.

#### **Emergency Operations Center**

To support San Francisco's response to COVID-19, all City staff are Disaster Service Workers. To date, 21 MOHCD staff members have been deployed at the direction of the Emergency Operations Center/ COVID Command Center. These staff have supported implementation of the public health orders at congregate living facilities, monitored shelter-in-place (SIP) hotels, provided public information services, supported community engagement and community development efforts, and tracked COVID exposures at construction sites. In addition, MOHCD provided \$1.9M of janitorial services and \$226,000 of cleaning supplies to ensure congregate living facilities and affordable housing properties were cleaned appropriately at the beginning of the pandemic, especially in buildings with reported COVID-positive residents or documented cleaning deficiencies.

Several vacant parcels pending MOHCD development were utilized for COVID purposes, including public COVID testing (in partnership with the Department of Public Health) and Safe Sleeping for homeless individuals (in partnership with the Department of Homelessness and Supportive Housing). MOHCD further supported these efforts by paying for over \$230,000 of security services at these parcels.

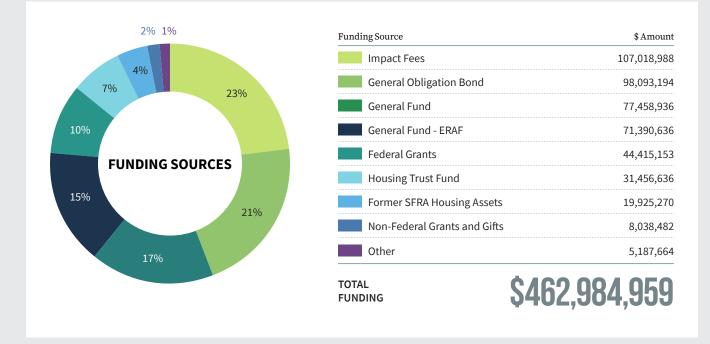
#### **Residential Eviction Moratorium**

Under Mayor Breed's leadership, San Francisco was one of the first jurisdictions in California to order emergency tenant protections. MOHCD, in collaboration with the City Attorney's Office and Rent Board, developed binding rules and regulations for the Mayor's eviction moratorium, which protected tenants from nonpayment and other types of evictions, late fees and other penalties for nonpayment, and rent increases in the City's portfolio. Other emergency tenant protections have been added since Mayor Breed's original March 13 executive order, including emergency orders from the Governor's Office and Judicial Council of California, a new state law, and a series of local ordinances.

San Francisco's robust network of MOHCD-funded tenant attorneys, tenant counselors, mediators, and rental assistance providers have been leveraging these emergency tenant protections, educating tenants on their rights, representing them in court, and are bracing themselves for early 2021 when these stopgap measures expire.

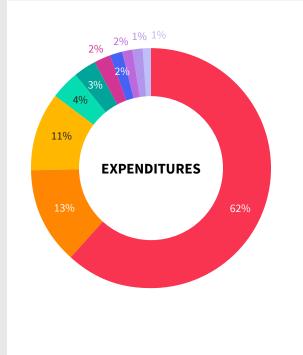


#### FIGURE 1. FY2019-20 FUNDING SOURCES UTILIZED



1

#### FIGURE 2. FY2019-20 CATEGORIES OF EXPENDITURES



| Expenditure                                    | \$ Amount   |
|--|-------------|
| Multifamily Housing Grants & Loans             | 286,718,546 |
| Grants to Nonprofit Organizations              | 60,453,339  |
| Purchase & Maintenance of Property             | 48,899,484  |
| Salaries & Fringe                              | 17,078,138  |
| Debt Service & Issuance                        | 14,756,942  |
| LOSP Program                                   | 10,165,592  |
| Homeowner Loans                                | 7,505,237   |
| Services of Other Departments                  | 6,941,580   |
| Rental assistance                              | 5,523,550   |
| Departmental Non-Personnel & COVID-19 Response | 4,942,552   |

TOTAL EXPENDITURES



#### **TABLE 1. HOUSING TRUST FUND SUMMARY**

| Downpayment Assistance Loan Progra                           | m                      |
|--|------------------------|
| Program Area   | FY2019-20 Expenditures |
| Downpayment Assistance Loan Programs                         | -                      |
| CalHOME state program funds                                  | -                      |
| First Responders Downpayment Assistance                      | -                      |
| Subtotal   | -                      |
| Housing Stabilization Programs                               |                        |
| Program Area   | FY2019-20 Expenditures |
| Existing Homeowner Loans                                     | 175,676                |
| Rental Rehab Loan Program (federal funds)                    | -                      |
| Single Family Rehab (federal/state funds)                    | -                      |
| Housing Counseling and Assistance                            | 1,181,408              |
| Eviction Defense/Prevention and Tenant Housing Stabilization | 3,352,916              |
| Small Site Acquisition/Rehab                                 | 3,207,780              |
| Subtotal   | \$7,917,780            |
| Complete Neighborhoods Infrastructu                          | re                     |
| Program Area   | FY2019-20 Expenditures |
| Grants for neighborhood improvements                         | 467,089                |
| Subotal  | \$467,089              |
| Affordable Housing Development                               |                        |
| Program Area   | FY2019-20 Expenditures |
| Multifamily Housing Loans and Grants                         | 9,798,061              |
| Multifamily Housing Loans and Grants - COP funded            | 6,487,350              |
| Debt Service & Issuance                                      | 1,245,094              |
| Subtotal   | \$17,530,505           |
| Program Delivery   | \$3,542,510            |
| TOTAL Housing Trust Fund Expenditures                        | \$29,457,884           |

Note: The above excludes \$8.8M of General Fund ERAF spent on HTF Debt Service.

#### TABLE 2. AFFORDABLE HOUSING FUND SUMMARY

| FY2019-20 Revenues and Encumbrances            |                     |                             |                     |                              |  |  |  |  |
|--|---------------------|-----------------------------|---------------------|------------------------------|--|--|--|--|
| Fund   | Balances<br>7/01/19 | Fee Payments<br>and Revenue | Balances<br>6/30/20 | Loan Encumbrances<br>6/30/20 |  |  |  |  |
| Inclusionary                                   | \$92,289,967        | \$28,922,975                | \$121,212,942       | \$12,062,862                 |  |  |  |  |
| Jobs-Housing                                   | \$84,135,544        | \$1,867,271                 | \$86,002,815        | \$8,154,992                  |  |  |  |  |
| Market/Octavia                                 | \$6,911,753         | \$3,774,075                 | \$10,685,828        | -                            |  |  |  |  |
| Eastern Neighborhood (EN) Mission & SOMA       | \$5,627,216         | \$1,831,235                 | \$7,458,451         | \$853,032                    |  |  |  |  |
| Eastern Neighborhoods Alternative Inclusionary | \$3,840,931         | -                           | \$3,840,931         | -                            |  |  |  |  |
| Van Ness & Market Residential SUD              | \$10,477,971        | \$3,885,921                 | \$14,363,892        | -                            |  |  |  |  |
| Expedited Condominium Conversion Program       | \$7,585,952         | \$2,648,265                 | \$10,234,217        | \$185,270                    |  |  |  |  |
| 180 Jones Fund                                 | \$1,500,000         | -                           | \$1,500,000         | \$1,046,811                  |  |  |  |  |

|                                     | F١           | / 2019-20 Expendi | itures            |                          |                |
|-------------------------------------|--------------|-------------------|-------------------|--------------------------|----------------|
|                                     | Inclusionary | Jobs-Housing      | EN Mission & SOMA | Condo Conversion Program | 180 Jones Fund |
| FY 2019-20 Project Expenditures     |              |                   |                   |                          |                |
| 1064-1068 Mission                   | \$2,020,298  |                   |                   |                          |                |
| 1411 Florida Street (Small Sites)   |              |                   |                   |                          |                |
| 180 Jones                           |              |                   | \$575,279         |                          |                |
| 1950 Mission Street                 | \$687,103    |                   | \$505,741         | \$478,937                |                |
| 2060 Folsom                         |              |                   |                   |                          | \$453,189      |
| 2217 Mission Street (Small Sites)   | \$162,139    |                   |                   |                          |                |
| 3353 26th Street (Small Sites)      |              | \$117,163         |                   |                          |                |
| 35 Fair Avenue (Small Sites)        | \$74,627     |                   |                   |                          |                |
| 462 Green Street (Small Sites)      | \$726,508    |                   |                   |                          |                |
| 4840 Mission Street                 | \$10,602,321 |                   |                   |                          |                |
| 490 South Van Ness                  | \$4,925,344  |                   |                   |                          |                |
| 534-536 Natoma St (Small Sites)     | \$148,266    |                   |                   |                          |                |
| 681 Florida (formerly 2070 Bryant)  | \$368,621    |                   |                   |                          |                |
| 70-72c Belcher Street (Small Sites) | \$424,663    |                   |                   |                          |                |
| 735 Davis Senior                    | \$10,048,789 |                   | \$129,467         |                          |                |
| 88 Broadway Family                  |              |                   |                   |                          |                |
| El Dorado Hotel                     |              | \$63,631          |                   |                          |                |
| Hayes Valley North                  |              |                   |                   |                          |                |
| Hunters View - Phase 2A             | \$30,591     |                   |                   |                          |                |
| Maceo May Apartments                | \$7,951,128  |                   |                   | \$1,043,223              |                |
| Merry Go Round (Small Sites)        | \$8,884      |                   |                   |                          |                |
| Treasure Island C3.1                | \$806,697    |                   |                   | \$1,185,027              |                |
| Upper Yard                          | \$1,445,165  |                   |                   |                          |                |
| Washburn Hotel                      |              | \$53,701          |                   |                          |                |
| Administrative Expenditures         | \$3,998,933  |                   |                   |                          |                |
| Adjustments of Prior Year Expenses  |              |                   |                   |                          |                |
| 101 First Street (to OCII)          | \$4,940,141  |                   |                   |                          |                |
| 645 Harrison Street (from OCII)     | \$(804,577)  |                   |                   |                          |                |
| TOTAL Expenditures                  | \$44,430,077 | \$56,109,736      | \$234,494         | \$2,707,187              | \$453,189      |

#### TABLE 3. AFFORDABLE HOUSING FUND LOAN EXPENDITURES

|  |                   | FY 2                 | 2019-20 Afford      | able Housing F | und Loan Expe | nditures          |                        |                                   |
|--|-------------------|----------------------|---------------------|----------------|---------------|-------------------|------------------------|-----------------------------------|
|  | 100 I             | ENIM                 | Condo<br>Conversion |                |               | Dec. 4            | # - £11-: t-           | Truce of                          |
|  | 180 Jones<br>Fund | EN Mission<br>& SOMA | Program             | Inclusionary   | Jobs Housing  | Funds<br>Expended | # of Units<br>Assisted | Type of<br>Housing                |
| 1064-1068<br>Mission                     |                   |                      |                     | \$2,020,298    |               | \$2,020,298       | 258                    | Senior, Formerly<br>Homeless      |
| 1411 Florida<br>Street                   |                   |                      | \$478,937           |                |               | \$478,937         | 7                      | Small Sites Program               |
| 180 Jones                                | \$453,189         |                      |                     |                |               | \$453,189         | 70                     | Family, Formerly<br>Homeless      |
| 2060 Folsom                              |                   |                      |                     |                | \$19,858,902  | \$19,858,902      | 127                    | Family, TAY, Formerly<br>Homeless |
| 2217 Mission<br>Street                   |                   |                      |                     | \$162,139      |               | \$162,139         | 8                      | Small Sites Program               |
| 3353 26th Street<br>(Small Sites)        |                   | \$117,163            |                     |                |               | \$117,163         | 10                     | Small Sites Program               |
| 35 Fair Avenue                           |                   |                      |                     | \$74,627       |               | \$74,627          | 4                      | Small Sites Program               |
| 462 Green Street                         |                   |                      |                     | \$726,508      |               | \$726,508         | 7                      | Small Sites Program               |
| 4840 Mission<br>Street                   |                   |                      |                     | \$10,602,321   |               | \$10,602,321      | 137                    | Family, Public Hsg<br>Replacement |
| 490 South Van<br>Ness                    |                   |                      |                     | \$4,925,344    | \$3,972,153   | \$8,897,497       | 81                     | Family, Public Hsg<br>Replacement |
| 534-536 Natoma<br>Street                 |                   |                      |                     | \$148,266      |               | \$148,266         | 5                      | Small Sites Program               |
| 681 Florida<br>(formerly 2070<br>Bryant) |                   |                      |                     | \$368,621      |               | \$368,621         | 130                    | Family, Formerly<br>Homeless      |
| 70-72c Belcher<br>Street                 |                   |                      |                     | \$424,663      |               | \$424,663         | 5                      | Small Sites Program               |
| 735 Davis Senior                         |                   |                      |                     | \$10,048,789   | \$169,562     | \$10,218,351      | 53                     | Senior, Formerly<br>Homeless      |
| El Dorado Hotel                          |                   | \$63,631             |                     |                |               | \$63,631          | 57                     | Formerly Homeless                 |
| Hayes Valley<br>North                    |                   |                      | \$1,043,223         |                |               | \$1,043,223       | 84                     | Family, Public Hsg<br>Replacement |
| Hunters View -<br>Phase 2A               |                   |                      |                     | \$30,591       |               | \$30,591          | 107                    | Family, Public Hsg<br>Replacement |
| Maceo May<br>Apartments                  |                   |                      | \$1,185,027         | \$7,951,128    |               | \$9,136,155       | 105                    | Family, Formerly<br>Homeless      |
| Merry Go Round<br>(Small Sites)          |                   |                      |                     | \$8,884        |               | \$8,884           | 14                     | Small Sites Program               |
| Treasure Island<br>C3.1                  |                   |                      |                     | \$806,697      |               | \$806,697         | 138                    | Family, Formerly<br>Homeless      |
| Upper Yard                               |                   |                      |                     | \$1,445,165    |               | \$1,445,165       | 131                    | Family, Public Hsg<br>Replacement |
| Washburn Hotel                           |                   | \$53,701             |                     |                |               | \$53,701          | 22                     | Formerly Homeless                 |
| Le Fenix (1950<br>Mission)               |                   |                      |                     | \$687,103      | \$25,004,079  | \$25,691,182      | 157                    | Family, Formerly<br>Homeless      |
| 88 Broadway                              |                   |                      |                     |                | \$2,969,476   | \$2,969,476       | 125                    | Family                            |
| TOTAL                                    | \$453,189         | \$234,494            | \$2,707,187         | \$40,431,144   | \$51,974,172  | \$95,800,187      | 1,842                  |                                   |

#### TABLE 4. LOCAL OPERATING SUBSIDY PROGRAM (LOSP) SUMMARY

|  | FY 2019-2            | 0 Local Operating Subsidy Pr  | ogram (LOSP)          | Expenditu | res       |                        |             |
|--|----------------------|---|-----------------------|-----------|-----------|------------------------|-------------|
|  |                      |   | - <u>3.em (2001</u> ) |           |           | PSH Units              |             |
|  |                      |   | Target                | Total     | Total PSH | with LOSP<br>Operating | LOSP        |
| Project Name                           | Address              | Sponsor(s)  | Population            | Units     | Units     | Contract               | Budgeted    |
| 1036 Mission Family<br>Housing         | 1036 Mission         | Tenderloin Neighborhood<br>Development Corporation                                    | Families              | 83        | 40        | -                      |             |
| 10th & Mission Family<br>Housing       | 1390 Mission         | Mercy Housing California  | Families              | 136       | 44        | 44                     | \$513,339   |
| 1100 Ocean                             | 1100 Ocean           | Mercy Housing California  | Familes &<br>TAY      | 71        | 25        | 19                     | \$397,980   |
| 1180 Fourth Street                     | 1180 4th             | Mercy Housing California  | Adults &<br>Families  | 150       | 50        | 50                     | \$633,967   |
| 1296 Shotwell Senior<br>Housing        | 1296 Shotwell        | Chinatown Community<br>Development Center<br>/ Mission Economic<br>Development Agency | Seniors               | 94        | 22        | -                      |             |
| 149 Mason Street<br>Apartments         | 149 Mason            | Glide   | Adults                | 56        | 56        | 55                     | \$891,806   |
| 455 Fell Street Apartments             | 455 Fell             | Mercy Housing California  | Families              | 108       | 33        | 33                     | \$499,870   |
| 626 Mission Bay                        | 626 Mission<br>Bay   | Tenderloin Neighborhood<br>Development Corporation                                    | Families              | 143       | 29        | -                      |             |
| 735 Davis Senior                       | 735 Davis            | Bridge Housing and John<br>Stewart Company  | Seniors               | 53        | 15        | 15                     |             |
| 95 Laguna Senior<br>Affordable Housing | 95 Laguna            | Mercy Housing California  | Seniors               | 79        | 15        | -                      |             |
| 990 Polk                               | 990 Polk             | Tenderloin Neighborhood<br>Development Corporation                                    | Seniors               | 110       | 50        | 30                     | \$104,955   |
| Arlington Hotel                        | 472 Ellis            | Mercy Housing California  | Adults                | 154       | 105       | 38                     | \$13,235    |
| Armstrong Place                        | 5600 3rd             | Bridge Housing  | Seniors               | 116       | 23        | 23                     | \$215,210   |
| Arnett Watson Apartments               | 650 Eddy             | Community Housing<br>Partnership  | Families              | 83        | 83        | 79                     | \$1,045,992 |
| Bayview Hill Gardens                   | 1075 Le Conte        | Mercy Housing California  | Families              | 73        | 72        | 22                     | \$-         |
| Bishop Swing Community<br>House        | 275 10th             | Episcopal Community<br>Services   | Adults                | 135       | 134       | 75                     | \$42,298    |
| Broadway Sansome<br>Family Housing     | 235 -295<br>Broadway | Chinatown Community<br>Development Center   | Families              | 75        | 37        | 37                     | \$490,289   |
| Casa Quezada                           | 35 Woodward          | Dolores Street Community<br>Services  | Adults                | 52        | 52        | 52                     | \$549,621   |
| Dr. George W Davis Senior<br>Housing   | 1751 Carroll         | McCormack Baron Salazar /<br>BHP Multi Senior Svcs                                    | Seniors               | 121       | 23        | -                      |             |
| Eddy & Taylor Family<br>Housing        | 168 Eddy             | Tenderloin Neighborhood<br>Development Corporation                                    | Families              | 113       | 30        | -                      |             |
| Edith Witt Senior<br>Community         | 66 9th               | Mercy Housing California  | Adults                | 107       | 27        | 11                     | \$115,890   |
| Edward II                              | 3151-3155<br>Scott   | Community Housing<br>Partnership  | TAY                   | 25        | 24        | 24                     | \$543,195   |
| Folsom + Dore Apartments               | 1346 Folsom          | Tenderloin Neighborhood<br>Development Corporation                                    | Adults &<br>Families  | 98        | 40        | 20                     | \$293,701   |
| Hotel Essex                            | 684 Ellis            | Community Housing<br>Partnership  | Adults                | 84        | 84        | 44                     | \$125,179   |

|  | FY 2019-2              | 0 Local Operating Subsidy Pi  | rogram (LOSP)        | Expenditu      | res         |                        |                       |
|--|------------------------|---|----------------------|----------------|-------------|------------------------|-----------------------|
|  |                        |   |                      |                |             | PSH Units<br>with LOSP |                       |
| Droject Nome                               | Address                | (momoor(o)  | Target               | Total<br>Units | Total PSH   | Operating              | LOSP                  |
| Project Name<br>John Burton Advocates for  | 800 Presidio           | Sponsor(s)<br>Booker T. Washington                                  | Population<br>TAY    | 50             | Units<br>25 | Contract<br>25         | Budgeted<br>\$416,866 |
| Youth Housing Complex                      |                        | Community Service Ctr /<br>JSCo                                     |                      | 50             | 23          | 25                     | \$110,000             |
| Kelly Cullen Community                     | 220 Golden<br>Gate     | Tenderloin Neighborhood<br>Development Corporation                  | Adults               | 174            | 172         | 80                     | \$57,258              |
| Mary Helen Rogers Senior<br>Community      | 701-725<br>Golden Gate | Chinatown Community<br>Development Center                           | Seniors              | 100            | 20          | -                      |                       |
| Mission Bay South Block<br>3E              | 1150 Third<br>Street   | Chinatown Community<br>Development Center/<br>Swords to Plowshares  | Adults &<br>Families | 119            | 62          | -                      |                       |
| Mission Creek Senior<br>Community          | 225 Berry              | Mercy Housing California  | Seniors              | 140            | 51          | 51                     | \$717,613             |
| Monterey Boulevard<br>Apartments           | 403 Monterey           | Bernal Heights<br>Neighborhood Center                               | Families             | 4              | 4           | 4                      | \$79,313              |
| Mosaica Family<br>Apartments               | 680 Florida            | Tenderloin Neighborhood<br>Development Corporation                  | Families             | 93             | 20          | 20                     | \$186,835             |
| Mosaica Senior<br>Apartments               | 655 Alabama            | Tenderloin Neighborhood<br>Development Corporation                  | Seniors              | 24             | 11          | 11                     | \$70,070              |
| Parkview Terraces                          | 871 Turk               | Chinatown Community<br>Development Center /<br>Bayside Communities  | Seniors              | 101            | 20          | 20                     | \$239,079             |
| Plaza Apartments                           | 988-992<br>Howard      | Tenderloin Neighborhood<br>Development Corporation                  | Adults               | 106            | 106         | 53                     | \$-                   |
| Railton Place                              | 242 Turk               | The Salvation Army  | TAY                  | 40             | 40          | 40                     | \$284,920             |
| Rene Cazenave Apts<br>(Transbay Block 11A) | 25 Essex               | Community Housing<br>Partnership                                    | Adults               | 120            | 119         | 68                     | \$84,987              |
| Richardson Apartments<br>(Parcel G)        | 365 Fulton             | Community Housing<br>Partnership                                    | Adults               | 120            | 120         | 64                     | \$234,928             |
| The Coronet                                | 3595 Geary             | Bridge Housing  | Seniors              | 150            | 25          | 25                     | \$101,826             |
| TIHDI: Island Bay Homes                    | 1411 Flounder          | Community Housing<br>Partnership                                    | Families             | 70             | 41          | 25                     | \$17,918              |
| Vera Haile Senior Housing                  | 129 Golden<br>Gate     | Mercy Housing California /<br>St. Anthony's                         | Seniors              | 90             | 18          | 3                      | \$26,743              |
| Veterans Commons                           | 150 Otis               | Swords To Plowshares /<br>Chinatown Community<br>Development Center | Adults               | 76             | 75          | -                      |                       |
| Willie B. Kennedy Senior<br>Housing        | 1239 Turk              | Tenderloin Neighborhood<br>Development Corporation                  | Seniors              | 98             | 20          | -                      |                       |
| Zygmunt Arendt House                       | 850 Broderick          | Community Housing<br>Partnership                                    | Seniors              | 47             | 46          | 30                     | \$631,091             |
| Totals                                     |                        |   |                      | 4,041          | 2,108       | 1,190                  | \$9,625,974           |

#### TABLE 5. INCLUSIONARY SMALL SITES PROGRAM SUMMARY

|            |                          |             |           | Fee       | e Revenue & l | nterest Receiv | ved         |             |           |              |
|------------|--------------------------|-------------|-----------|-----------|---------------|----------------|-------------|-------------|-----------|--------------|
| FY 10-11   | FY 11-12                 | FY 12-13    | FY 13-14  | FY 14-15  | FY 15-16      | FY16-17        | FY17-18     | FY18-19     | FY19-20   | TOTAL        |
| 6,745      | 153,668                  | 918,694     | 3,070,553 | 2,461,460 | 9,381,725     | 3,993,720      | 1,489,673   | \$2,892,297 | 2,264,847 | \$23,741,085 |
|            |                          |             |           |           |               |                |             |             |           |              |
|            |                          |             |           |           | Expen         | ditures        |             |             |           |              |
| Project Ex | penditure                |             |           | FY 14-15  | FY 15-16      | FY16-17        | FY17-18     | FY18-19     | FY19-20   | TOTAL        |
| 380 San    | Jose Ave                 |             |           |           | 1,050,839     | 380,714        |             |             | \$66,736  | \$1,498,289  |
| 642-646    | Guerrero St              |             |           |           | 1,481,708     | 118,306        |             |             |           | \$1,600,014  |
| 70-72C B   | elcher St                |             |           |           | 1,581,460     | 118,087        |             |             | \$424,663 | \$2,124,210  |
| 1684-168   | 38 Grove St              |             |           |           | 1,102,025     | 161,151        | 11,794      |             |           | \$1,274,970  |
| 1500 Cor   | tland Ave                |             |           |           | 176,556       | 677,165        | 408,279     |             |           | \$1,262,000  |
| 1015 Sho   | otwell                   |             |           |           |               | 2,579,602      | 401,398     |             |           | \$2,981,000  |
| 2217 Mis   | sion                     |             |           |           |               | 2,264,152      |             | 181,709     | \$162,139 | \$2,608,000  |
| 462 Gree   | n                        |             |           |           |               | 1,509,536      | 21,303      | 408,653     | \$726,508 | \$2,666,000  |
| 70-72 Be   | lcher                    |             |           |           |               |                | 1,610,517   | 89,029      |           | \$1,699,546  |
| 3840 Fol   | som                      |             |           |           |               | 859,604        | 258,472     | 174,123     |           | \$1,292,199  |
| 2976 23r   | d St                     |             |           |           |               |                | 721,724     | 13,472      | \$8,884   | \$744,080    |
| 568-570    | Natoma St                |             |           |           |               |                | 266,333     | 64,855      |           | \$331,188    |
| 29-35 Fai  | ir Ave                   |             |           |           |               |                | 1,165,381   | 268,992     | \$74,627  | \$1,509,000  |
| 534-536    | Natoma St                |             |           |           |               |                |             | 1,251,475   | \$148,266 | \$1,399,741  |
| 60 28th S  | St                       |             |           |           |               |                |             | 100,000     |           | \$100,000    |
| Encumb     | rance Balar              | nce June 30 | , 2019    | \$687,396 | \$2,406,846   | \$2,669,180    | \$2,293,321 | \$2,004,578 | \$909,990 |              |
| Balance    | Balance Available \$2,63 |             |           |           |               |                |             |             |           | \$2,633,155  |

#### **TABLE 6. DOWNTOWN NEIGHBORHOODS PRESERVATION FUND SUMMARY**

| Fee Revenue & Interest Received |  |                    |             |              |             |  |  |  |
|---------------------------------|--|--------------------|-------------|--------------|-------------|--|--|--|
|                                 |  | FY17-18            | FY18-19     | FY19-20      | TOTAL       |  |  |  |
|                                 |  | \$408,345          | \$371,668   | \$18,080,706 |             |  |  |  |
|                                 |  |                    |             |              |             |  |  |  |
|                                 | Funds Dis  | sbursed & Encumbei | red         |              |             |  |  |  |
|                                 | Number and Type of Housing Unit                                  | FY17-18            | FY18-19     | FY19-20      | TOTAL       |  |  |  |
| 1201 Powell St                  | 17 units; predominantly 1 bedroom senior units                   | -                  | \$5,925,856 | -            | \$5,925,856 |  |  |  |
| 266 4th St                      | 70 units, mix of studios, 1-bedroom and 2-bedrooms, for families | -                  | -           | \$3,000,000  | \$3,000,000 |  |  |  |

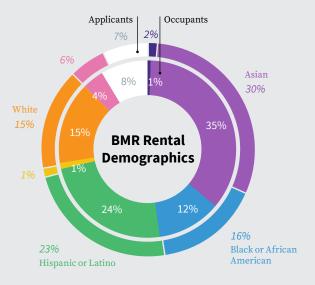
Balance available

#### **TABLE 7. BELOW MARKET RATE (BMR) DEMOGRAPHICS**

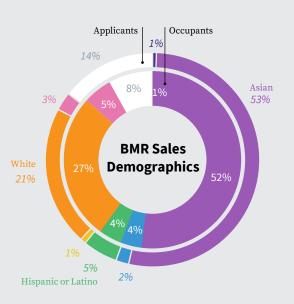
| Demographics for BMR Rentals*             |            |           |  |  |  |  |  |
|---|------------|-----------|--|--|--|--|--|
| 589 units (new and re-rental)             | Applicants | Occupants |  |  |  |  |  |
| American Indian or Alaska Native          | 1,818      | 4         |  |  |  |  |  |
| Asian                                     | 36,301     | 214       |  |  |  |  |  |
| Black or African American                 | 19,045     | 71        |  |  |  |  |  |
| Hispanic or Latino                        | 28,005     | 140       |  |  |  |  |  |
| Native Hawaiian or Other Pacific Islander | 1,710      | 6         |  |  |  |  |  |
| White                                     | 18,392     | 90        |  |  |  |  |  |
| Other or Multi-Racial                     | 6,597      | 24        |  |  |  |  |  |
| Unknown                                   | 8,169      | 51        |  |  |  |  |  |
| Total                                     | 120,037    | 602       |  |  |  |  |  |

| Demographics for BMR Sales*               |            |           |  |  |  |
|---|------------|-----------|--|--|--|
| 75 units (new and resale)                 | Applicants | Occupants |  |  |  |
| American Indian or Alaska Native          | 16         | 0         |  |  |  |
| Asian                                     | 1,012      | 39        |  |  |  |
| Black or African American                 | 40         | 3         |  |  |  |
| Hispanic or Latino                        | 102        | 3         |  |  |  |
| Native Hawaiian or Other Pacific Islander | 14         | 0         |  |  |  |
| White                                     | 409        | 20        |  |  |  |
| Other or Multi-Racial                     | 56         | 4         |  |  |  |
| Unknown                                   | 276        | 6         |  |  |  |
| Total                                     | 1,934      | 75        |  |  |  |

\*New developments in which the last unit was leased/sold, or re-rental/sale units that were leased/sold, in FY19-20.



\$9,154,850



#### TABLE 8. NEIGHBORHOOD RESIDENT HOUSING PREFERENCE (NRHP) PROGRAM SUMMARY

|                       | FY 2019-20 Neighborhoo                                      | d Resident Ho | using Preference | (NRHP) Progra | ım              |                  |
|-----------------------|---|---------------|------------------|---------------|-----------------|------------------|
| Eligible Projects     | Project Name  | District      | Lottery Date     | NRHP Units    | NRHP Applicants | Total Applicants |
| Ownership             | 901 Tennessee   | 10            | 5/13/2019        | 2             | 11              | 87               |
|                       | 719 Larkin  | 6             | 9/5/2019         | 2             | 10              | 44               |
|                       | Total   |               |                  | 4             | 21              | 131              |
| Inclusionary          | 1335 Folsom   | 6             | 5/2/2018         | 2             | 420             | 2,464            |
| Rental                | ChesHill on Mission   | 11            | 8/14/2018        | 3             | 679             | 4,024            |
|                       | The Sutherland  | 6             | 9/30/2019        | 2             | 1,110           | 6,375            |
|                       | Total   |               |                  | 7             | 2,209           | 12,863           |
| Multifamily<br>Rental | Marcy Adelman and Jeanette<br>Gurevitch Openhouse Community | 8             | 1/15/2019        | 22            | 223             | 1,316            |
|                       | Eddy & Taylor Family Housing                                | 6             | 2/28/2019        | 19            | 1,003           | 5,011            |
|                       | 455 Fell  | 5             | 3/14/2019        | 18            | 413             | 5,653            |
|                       | 1491 Sunnydale  | 10            | 7/23/2019        | 5             | 809             | 4,675            |
|                       | Casa Adelante   | 9             | 10/9/2019        | 28            | 458             | 4,726            |
|                       | Edwin Lee Apartments  | 6             | 11/6/2019        | 14            | 1,102           | 6,699            |
|                       | Total   |               |                  | 106           | 4,008           | 28,080           |

| Projects by Supervisor District |          |                  |                       |  |  |
|---------------------------------|----------|------------------|-----------------------|--|--|
| District                        | Projects | Total NRHP Units | Total NRHP Applicants |  |  |
| District 1                      |          |                  |                       |  |  |
| District 2                      |          |                  |                       |  |  |
| District 3                      |          |                  |                       |  |  |
| District 4                      |          |                  |                       |  |  |
| District 5                      | 1        | 18               | 413                   |  |  |
| District 6                      | 5        | 39               | 3,645                 |  |  |
| District 7                      |          |                  |                       |  |  |
| District 8                      | 1        | 22               | 223                   |  |  |
| District 9                      | 1        | 28               | 458                   |  |  |
| District 10                     | 2        | 7                | 820                   |  |  |
| District 11                     | 1        | 3                | 679                   |  |  |
| Total                           | 11       | 117              | 6,238                 |  |  |



#### **TABLE 9. HOUSING PREFERENCE PROGRAM SUMMARY**

| Certificate of Preference (COP)     | FY 2019-20 |
|-------------------------------------|------------|
| New COP Certificates Issued         | 31         |
| COP Placements to Rental Housing    | 16         |
| COP Placements to Ownership Housing | 1          |
| Total Housed                        | 17         |

| Displaced Tenants Housing Preference (DTHP) |     |
|---|-----|
| DTHP Certificates Issued                    |     |
| Ellis Act Eviction                          | 70  |
| Owner Move-In Eviction                      | 71  |
| Fire Victim Displacee                       | 26  |
| Total Issued                                | 167 |
| DTHP Placements to Rental Housing           | 63  |
| DTHP Placements to Ownership Housing        | 9   |
| Total Housed                                | 72  |

| Neighborhood Resident Housing Preference (NRHP) |        |  |  |  |  |
|---|--------|--|--|--|--|
| New Developments with NRHP                      | 11     |  |  |  |  |
| 9 Rental Developments / 113 Units               |        |  |  |  |  |
| 2 Ownership Developments / 4 Units              |        |  |  |  |  |
| Total Applications for NRHP-eligible Projects   | 28,080 |  |  |  |  |
| NRHP Applicants in Completed Projects           | 6,238  |  |  |  |  |
| NRHP Placements to Rental Housing               | 113    |  |  |  |  |
| NRHP Placements to Ownership Housing            | 4      |  |  |  |  |
| Total Housed                                    | 117    |  |  |  |  |

#### TABLE 10. EVICTIONS FROM MOHCD-ASSISTED HOUSING

| Number of Housing Deve  | elopments     |                         |      |                 | 307    |
|-------------------------|---------------|-------------------------|------|-----------------|--------|
| Number of Affordable Ur | nits          |                         |      |                 | 21,615 |
| Number of Households (  | HHs) in the L | Inits During the Period |      |                 | 24,857 |
|                         |               |                         |      |                 |        |
| Households Receiving    | % of          | Unlawful Detainer       | % of | Total Number of | % of   |

| Households Receiving | % of      | Unlawful   | Detainer      | % of      | Total Number of | % of      |
|----------------------|-----------|------------|---------------|-----------|-----------------|-----------|
| Eviction Notices     | Housholds | Actions Fi | iled in Court | Housholds | Evictions       | Housholds |
| 2,618                | 10.53%    | 330        |               | 1.33%     | 185             | 0.74%     |

6,744

#### FIGURE 3. COMMUNITY IMPACT

Community impact targets are set through negotiations with each community grantee, based on funding levels, type and intensity of service, assessment of client needs, cost-perclient, community engagement strategies required, mitigatin of specific challenges, and other programmatic considerations.

#### AN F **Domestic Violence Services** Financial Education Survivors of domestic violence Individuals receiving credit receiving shelter, case management counseling and repair services and/or legal services 210 608 \$ R2 Financial Education **Eviction Prevention** Individuals receiving legal Individuals provided with financial representation counseling, education, and coaching 1,514 3,762 Re **Eviction Prevention** Homeless Services Individuals receiving tenant Individuals moved into more education and counseling stable housing 1,622 409 R2 -山 **Eviction Prevention** Housing Access Individuals receiving short-term Individuals receiving assistance in rental assistance accessing housing, including preparing for successful rental application 4,517 737 XXX **Eviction Prevention** HOPE SF Individuals whose evictions Residents participating in have been prevented community building activities across four HOPE SF sites and eight RAD sites

907

#### PUBLIC SERVICES ACCOMPLISHMENTS



#### CAPITAL AND OTHER ACCOMPLISHMENTS



Community Building & Neighborhood Planning

| HOPE SF<br>Public housing residents that<br>achieve 75% of their goals from case<br>management service plans<br>150                            | Service Connection<br>Individuals who achieve at<br>least 75% of their service plan<br>855   | Capital<br>Nonprofit service providers<br>receiving capital improvements<br>to their facilities   |
|--|--|---|
| HOPWA<br>Individuals more stably housed  | Skill Development, Educational<br>Support and Workforce Readiness<br>Individuals trained in foundational<br>competencies<br><b>2,586</b> | Capital<br>Nonprofit service providers<br>receiving Capital Needs Assessments   |
| HOPWA<br>Individuals housed in long-term<br>residential care facilities  | Sustainable Homeownership<br>Individuals provided with<br>pre-purchase education and<br>counseling<br>3,131                              | Capital<br>Community and public spaces<br>improved through capital investments  |
| Legal Services         Individuals receiving legal         representation (does not inlcude         eviction prevention clients)         2,106 | Sustainable Homeownership<br>Number of new homeowners<br>created   | Community Building &<br>Neighborhood Planning<br>Community based organizations<br>receiving grants through community<br>grantmaking process<br>29 |
| Service Connection<br>Individuals receiving case<br>management as an element<br>of service connection<br><b>1,250</b>                          |  | Community Building &<br>Neighborhood Planning<br>Residents engaged in opportunities for<br>neighborhood involvement<br><b>1,255</b>               |

#### **TABLE 11. COMMUNITY DEVELOPMENT GRANTEES**

- African Advocacy Network
- AIDS Legal Referral Panel of the SF Bay Area
- America Works of California, Inc.
- Anders & Anders Foundation
- APA Family Support Services
- APA Family Support Services, fiscal sponsor of YMCA of San Francisco (Bayview)
- Asian Americans Advancing Justice Asian Law Caucus
- Asian Pacific American Community Center
- Asian Women's Shelter
- Baker Places, Inc.
- Bay Area Community Resources (fiscal sponsor to Portola Neighborhood Association)
- Bay Area Legal Aid
- Bayview Hunters Point Center for the Arts and Technology (dba BAYCAT)
- Bayview Hunters Point Multipurpose Senior Services, Inc.
- Bayview Opera House, Inc.
- Bayview-Hunters Point Center for Arts and Technology
- · Bernal Heights Neighborhood Center
- Bindlestiff Studio
- Booker T. Washington Community Service Center
- BRIDGE Regional Partners, Inc.
- Brilliant Corners
- Catholic Charities CYO of the Archdiocese of San Francisco
- Causa Justa :: Just Cause
- Centers for Equity and Success, Inc.
- Central American Resource Center -CARECEN - of Northern California
- Central City Hospitality House
- Chinatown Community Development Center, Inc.
- Chinese for Affirmative Action
- Chinese Newcomers Service Center

- Chinese Progressive Association, Inc.
- Chinese Progressive Association, Inc., fiscal sponsor of Excelsior Works!
- Chinese Progressive Association, Inc., fiscal sponsor of San Francisco Rising
- Collective Impact, DBA Mo' Magic
- Community Forward SF, Inc.
- Community Housing Partnership
- Community Tech Network
- · Community Vision Capital & Consulting
- · Community Youth Center of San Francisco
- Compass Family Services
- Consumer Credit Counseling Service of San Francisco dba BALANCE
- · Corporation for Supportive Housing
- Dev Mission
- Dolores Street Community Services, Inc.
- Donaldina Cameron House
- Enterprise Community Partners, Inc.
  Episcopal Church of St. John the Evangelist
- Episcopal Community Services of San Francisco
- Eviction Defense Collaborative, Inc.
- Excelsior Action Group
- Filipino American Development Foundation
- Filipino Community Development Corporation (FCDC)
- Filipino-American Development Foundation, fiscal sponsor of Filipino Community Center
- Filipino-American Development Foundation, fiscal sponsor of Kultivate Labs
- Filipino-American Development Foundation, fiscal sponsor of Pin@y Educational Partnerships (PEP)
- Filipino-American Development Foundation, fiscal sponsor of SoMa Pilipinas
- Filipino-American Development Foundation, fiscal sponsor South of

Market Community Action Network

- Five Keys Schools and Programs
- Freedom West Homes
- Friendship House Association of American Indians
- Gay, Lesbian, Bisexual, Transgender Historical Society
- Good Samaritan Family Resource Center
   of San Francisco
- GRID Alternatives Bay Area, Inc.
- Gum Moon Residence Hall
- Hamilton Families
- Homebridge, Inc.
- Homeless Children's Network
- Homeless Prenatal Program, Inc.
- Homeownership San Francisco
- Homies Organizing the Mission to Empower Youth (HOMEY)
- Housing and Economic Rights Advocates
- Hunters Point Family
- Independent Arts & Media/Code Tenderloin
- Independent Living Resource Center--San Francisco
- Ingleside Community Fund
- Institute on Aging
- Instituto Laboral de la Raza, Inc.
- Jewish Vocational and Career Counseling Service
- Justice & Diversity Center of the Bar Association of San Francisco
- Kearny Street Workshop, Inc.
- Korean American Community Center of San Francisco & Bay Area
- Kulintang Arts, Inc.
- Kultivate Labs
- La Casa de las Madres
- La Cocina, Inc.
- La Raza Centro Legal, San Francisco
- La Raza Community Resource Center, Inc.

#### **TABLE 10. COMMUNITY DEVELOPMENT GRANTEES**

- Larkin Street Youth Services
- Lavender Youth Recreation and Information Center, Inc.
- Lawyers' Committee for Civil Rights of the San Francisco Bay Area
- Legal Assistance to the Elderly, Inc.
- Legal Services For Children, Inc.
- Lower Polk Community Benefit District
- Main Street Launch
- Maitri Compassionate Care
- Mary Elizabeth Inn
- Mercy Housing California
- Mercy Housing California XVII, A California Limited Partnership
- Mission Asset Fund
- Mission Bit
- Mission Economic Development Agency
- Mission Housing Development
   Corporation
- Mission Language and Vocational School
- Mission Neighborhood Centers, Inc.
- Mission Neighborhood Centers, Inc., fiscal sponsor of Mission Language and Vocational School
- Mujeres Unidas y Activas
- MyPath
- Nihonmachi Legal Outreach (dba Asian Pacific Islander Legal Outreach)
- North of Market/Tenderloin Community Benefit Corporation
- Northeast Community Federal Credit
   Union
- Oakes Children's Center, Inc.
- Ocean Avenue Association
- Open Door Legal
- Pilipino Senior Resource Center
- Pine View Housing Corporation
- Portola Family Connection Center, Inc.
- Potrero Hill Neighborhood House

- Q Foundation (dba AIDS Housing Alliance)
- Rafiki Coalition for Health and Wellness
- Rebuilding Together San Francisco
- Renaissance Entrepreneurship Center
- Richmond District Neighborhood Center, Inc.
- Safe & Sound
- Samoan Community Development Center
- San Francisco Community Empowerment and Support Group, Inc.
- San Francisco Community Land Trust
- San Francisco Conservation Corps
- San Francisco Housing Development
   Corporation
- San Francisco Lesbian Gay Bisexual Transgender Community Center
- San Francisco Lesbian Gay Bisexual Transgender Community Center, fiscal sponsor of Castro LGBTQ Cultural District
- San Francisco Parks Alliance
- San Francisco Small Business Development Center
- San Francisco Study Center, Incorporated
- San Francisco Study Center, Incorporated, fiscal sponsor of AND Architecture + Community Planning
- San Francisco Study Center, Incorporated, fiscal sponsor of the Bill Sorro Housing Program
- San Francisco Study Center, Incorporated, fiscal sponsor of the Housing Rights Committee of San Francisco
- Self-Help for the Elderly
- Sequoia Living, Inc.
- SF CLOUT
- SFMade, Inc.
- Shanti Project
- ShelterTech
- SOMArts, fiscal sponsor of American Indian Cultural District
- South of Market Merchants' and Individuals' Lifestyle Events (dba Folsom Street Events)

- Southeast Asian Community Center
- Southeast Asian Development Center
- St. James Infirmary
- St. James Infirmary, fiscal sponsor of TAJA's Coalition
- Sunset District Community Development (dba Sunset Youth Services)
- Swords to Plowshares: Veterans Rights Organization
- Tabernacle Community Development Corporation
- Tenderloin Housing Clinic
- The Arc San Francisco
- The Bar Association of San Francisco
- The Center for Common Concerns, Inc.
- The Hearing and Speech Center of Northern California
- The Regents of the University of California, on behalf of its San Francisco campus
- The San Francisco Housing Accelerator Fund
- The Tides Center, fiscal sponsor of PODER
- The Tides Center, fiscal sponsor of the Arab Resource and Organizing Center
- United Playaz
- Upwardly Global
- West Bay Pilipino Multi-Services, Inc.
- Wu Yee Children's Services
- Young Community Developers, fiscal agent of 100% College Prep Institute
- Young Community Developers, Inc.
- Young Men's Christian Association of San Francisco (Bayview Branch)
- Young Men's Christian Association of San Francisco (Chinatown Branch)
- Young Men's Christian Association of San Francisco (Mission Branch)
- Young Men's Christian Association of San Francisco (Urban Services Branch)

• PRC



MAYOR'S OFFICE OF HOUSING & COMMUNITY DEVELOPMENT

sfmohcd.org