



MAYOR'S OFFICE OF
HOUSING & COMMUNITY DEVELOPMENT



San Francisco Mayor's Office of Housing and Community Development

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Overview of Plans

CONTEXT FOR THIS DOCUMENT

CONSOLIDATED PLAN

Housing and community development goals

MOHCD PLANS

Annual Action Plan

Summary of activities and resources for Consolidated Plan goals

Analysis of Impediments

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

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 REPORTS

Consolidated Annual Performance Evaluation Report (CAPER)

Progress to Consolidated Plan goals

Sexual Orientation Gender Identity (SOGI)

Annual reporting on participation by sexual orientation and gender identity in housing and community development programs

Preferences

Reporting on affordable housing lottery preference programs

General Obligation Bonds

Reporting on use of General Obligation Bonds for affordable housing production and preservation

Former San Francisco Redevelopment Agency (SFRA) Assets

Reporting on former SFRA Assets and funds transferred to MOHCD as Successor Housing Agency



MOHCD ANNUAL REPORT

Progress to Strategic Plan Goals; includes legislatively-mandated reporting

Message From the Director



The work of the SF Mayor's Office of Housing and Community Development (MOHCD) has been critical to supporting residents, maintaining community stability and advancing an equitable response and recovery as San Francisco continues to cope with uncertainty created by the COVID-19 pandemic. During this year MOHCD strengthened its commitment to and investments in community-based organizations and place-based partnerships that provide resources to vulnerable residents.

To support the increasing number of San Franciscans facing housing insecurity due to the pandemic, MOHCD deployed local, state, federal and philanthropic resources in a timely and responsive manner through the Emergency Rental Assistance Program and Project HomeKey. Our housing stabilization staff launched the Emergency Rental Assistance Program, in partnership with community organizations, to help thousands of residents pay rent. The expertise of our finance and construction team, in partnership with the Department of Homelessness and Supportive Housing (HSH) and the Housing Accelerator Fund, facilitated the transactions that made San Francisco the first city in the state to acquire two hotels to create hundreds of additional units of permanent supportive housing.

This fiscal year MOHCD continued its efforts to expand housing opportunity. The office made its first investment in Habitat for Humanity of Greater San Francisco for construction of the Amber Drive affordable homeownership housing project in Diamond Heights. 20 families selected through the Down Payment Assistance Loan Program lottery, held in June 2021, will receive housing counseling and up to \$375,000 to help purchase their first homes. MOHCD advanced Mayor Breed's goal of ensuring that residents are able to access new affordable rental housing in their home communities through neighborhood preference programs. The housing development staff selected nine project teams to develop more than 1,000 new units of housing in the next five years, and made investments to advance three new affordable housing developments to be constructed in the westside of the City, the first in recent memory.

MOHCD made investments totaling more than \$90 million to community organizations that advance the strategies detailed in the City's Consolidated Plan. To meet the extraordinary challenges of providing services to vulnerable populations impacted by the pandemic, MOHCD program staff worked closely with organizations, providing both flexible funding and technical assistance during the grant application process. The MOHCD Digital Equity Team invested Community Development Block Grant (CDBG) CARES Act funds to connect communities and resources. In partnership with HOPE SF, the San Francisco Housing Authority, and the San Francisco Digital Services Team, MOHCD implemented a project to provide high speed internet to residents living in HOPE SF properties.

Racial equity advancement continues to be a priority. This year MOHCD was excited to develop and launch the Dream Keeper Initiative in partnership with the Human Rights Commission. In addition, MOHCD included racial equity outcomes in our grantmaking and developer selection processes.

The Administration and Operations team continues to ensure that MOHCD, its investment partners and grantees are responsible stewards of public funds. This year their support was crucial in enabling all staff to continue to implement MOHCD's mission, while working from home.

It takes many partners – clients, residents, advocates, community-based organizations, affordable housing developers, elected representatives, City staff, lenders, investors, and policy-makers – to help MOHCD carry out our mission. I would like to personally thank all MOHCD staff for their hard work, innovation and responsiveness during this past year.

Eric D. Shaw

Eusha

Director

Mayor's Office of Housing and Community Development/ Acting Director HOPE SF



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MOHCD'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), 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 that serve 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 30 years
- » Monitors the long-term affordability and physical viability of the MOHCD-assisted affordable housing portfolio in accordance with federal and local requirements

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) CDBG program and its Housing Opportunities for Persons with AIDS (HOPWA) program
- » Manages local General Fund money to support a wide range of services, including \$55.9 million in grant funding in FY20-21
- » Manages the Housing Trust Fund to support housing stability services, and administers the Complete Neighborhoods program supporting community amenities in neighborhoods impacted by increased housing density
- » Responds to emerging needs through close collaboration with the Mayor's Office and the Board of Supervisors. In FY20-21, this included increased support to stabilization efforts within the African American community, and increased support to immigrant communities and the transgender community
- » Partners with community-based organizations (CBOs) and coalitions to engage residents and stakeholders in community planning activities

Organization Chart

MOHCD DirectorPolicy/Leg, Comms, & AdminEric ShawPolicy/Legislative Affairs1Communications1Executive Assistant1

Deputy Director, Finance & Administration

Benjamin McCloskey

Fiscal

| Finance Manager | 1 |
|-----------------------|---|
| Accountants/Analysts | 5 |
| Accounting Assistants | 3 |

HR & Operations

| HR & Ops Manager | 1 |
|--------------------------|---|
| Receptionist | 1 |
| Administrative Assistant | 1 |

IT Special Projects

HOPE SF

| Director | 1 |
|-------------------|---|
| Program Leads | 5 |
| Program Assistant | 1 |

Deputy Director, Community Development

Brian Cheu

Data, Evaluation, & Compliance

| Director | 1 |
|-------------------------|---|
| Data Mananger - Housing | 1 |
| Compliance/Enviro Mgr | 1 |
| Program Eval Manager | 1 |
| Data/Program Eval Spec | 3 |
| Data Analyst | 1 |
| | |

Public Services

| Program Manager | 1 |
|-----------------|---|
| CD Specialists | 5 |
| CD Assistant | 1 |

Housing Services

| Services Director | 1 |
|-------------------|---|
| Program Manager | 1 |
| CD Specialists | 2 |
| CD Assistant | 1 |
| | |

Capital

| Senior Project Manager | 1 |
|------------------------|---|
| Project Manager | 1 |
| Junior Project Manager | 1 |

Community Building & Neighborhood Planning

| Program | Managers | 2 |
|---------|----------|---|

Digital Equity

| Digital Equity Manager | 1 |
|------------------------|---|
| Program Assistant | 1 |

Deputy Director, Homeownership & BMR

Maria Benjamin

Lending

| Program Manager | 1 |
|-------------------|---|
| Program Analyst | 2 |
| Program Assistant | 2 |
| | |

BMR Ownership

| Program Manager | 1 |
|---------------------|---|
| Program Specialists | 2 |
| Program Assistant | 1 |

BMR Rental Program/ Lotteries & Housing Preferences

| Program Manager | 1 |
|---------------------|---|
| Program Analyst | 1 |
| Program Specialists | 2 |
| Program Assistants | 3 |
| | |

Compliance & Monitoring

| 2 |
|---|
| 1 |
| 2 |
| |

Deputy Director, Housing

Lydia Ely

Portfolio Management & Preservation

| 1 |
|---|
| |

Acquisition/Rehab

| Senior Project Manager | 1 |
|------------------------|---|
| Project Managers | 2 |

Asset Management

| Team Supervisor | 1 |
|----------------------|---|
| Senior Asset Manager | 1 |
| Asset Managers | 3 |
| Junior Asset Manager | 1 |

Joint Development

| Director | 1 |
|-------------------------|---|
| Senior Project Managers | 2 |
| Project Manager | 1 |
| Loan Admin | 1 |
| Junior Loan Admin | 1 |

Housing Development

| Director | 1 |
|-------------------------|---|
| Senior Project Managers | 2 |
| Project Managers | 3 |

Construction Services

| Director | 1 |
|-----------------------|---|
| Construction Managers | 5 |

102

TOTAL MOHCD STAFF



Mayor's Office of Housing and Community Development staff / Photo credit MOHCD

The **Homeownership and Below Market Rate** (**HBMR**) programs division focuses on creating affordable homeownership opportunities in San Francisco, implementing inclusionary programs and ensuring that all City-sponsored 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 middle-income 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
- » Provide full cycle accounting and finance support, including collections, disbursements, loan and grant accounting, and financial reporting
- » 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

MOHCD Sources and Uses of Funds

During FY20-21, MOHCD had a total budget of \$344.2 million. For detailed information on sources and uses of funds, please see **Appendix Figure 1**, FY20-21 Sources of Funds and **Figure 2**, FY20-21 Uses of Funds. The Appendix also includes **Table 1**, Housing Trust Fund Expenditures, with additional detail on housing-related expenditures.

Consolidated Plan

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

MOHCD's five year plan includes specific activities and comprehensive goals that will enable the City to move

its most vulnerable populations towards achieving each of the five overarching objectives. Many of these goals and activities will be leveraged to support multiple objectives and will address multiple needs.

MOHCD identified five target populations based on the findings from the strategic planning 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 Income (AMI). Very low-income households are those whose incomes are below 50% of AMI. The AMI for a San Francisco family of four for FY20-21 was \$143,100.
- » 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: Increasing income inequality and housing and business costs have been linked to changes in San Francisco's socio-economic composition. It contributes to the 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 defines households experiencing a legacy of exclusion as households with Black/African Americans and Native Americans, the descendants and survivors of American slavery and Native American genocide.
- » Households destabilized by systemic trauma:

 MOHCD defines trauma as lasting adverse effects
 on an individual's functioning and mental, physical,
 social, emotional, or spiritual well-being resulting
 from from feeling physically or emotionally harmed
 or life-threated by an event, series of events, or set
 of circumstances. MOHCD recognizes that trauma
 stems from many institutional systems and practices
 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.



COVID-19 Recovery



Community resources fair at Sunnydale Housing / Photo credit Mercy Housing California

Give2SF Housing Stabilization Program

In May 2020, MOHCD partnered with Young Community Developers, La Raza Community Resource Center, Eviction Defense Collaborative, Catholic Charities, and Q Foundation to implement 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 eviction protections and 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 2022, Give2SF Housing Stabilization Program will serve an estimated 1,400 households with a total amount of assistance of \$5 million.

Financial Assistance For Existing Affordable Housing

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

- » Preservation and Seismic Safety (PASS) Program forbearance: As of June 2021, 18 projects containing 294 residential units and 22 commercial spaces with \$47.4 million in total PASS financing were in forbearance
- » Residual Receipts emergency measures: Enabling sponsors to address anticipated operating shortfalls; bringing all legacy projects into conformance with MOHCD's Residual Receipts policy; increasing sponsor's share of 2019 Residual Receipts distributed from 1/3 to 2/3; and cross-subsidizing projects with additional 2019 Residual Receipts distributions



UR Blessings Hayes Valley Communty Food Program / Photo credit Mo' Magic



HOMEY's food distribution program / Photo credit HOMEY

Emergency Operations Center

During times of emergency, all City staff can act as Disaster Service Workers. To support San Francisco's response to COVID-19, 21 MOHCD staff members were deployed at the direction of the Emergency Operations Center/COVID Command Center. These staff 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 \$1.9 million 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 HSH). We 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. This moratorium protected tenants from nonpayment and other types of evictions, late fees and other penalties for nonpayment, and from rent increases in the City's housing 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 actively preparing themselves for Spring 2022 when these stopgap measures expire.



OBJECTIVE 1

FAMILIES AND INDIVIDUALS ARE STABLY HOUSED

PRIORITY NEED 1A

Develop and maintain accessible and affordable housing

STRATEGY

CREATE MORE AFFORDABLE HOUSING

Housing Grand Openings and Groundbreakings

Despite the COVID-19 pandemic, in FY20-21, MOHCD celebrated the grand openings of the first new units at HOPE SF's Sunnydale site, Casala; new senior housing at 1296 Shotwell; and new family housing at 1950 Mission Street, a site formerly owned by the San Francisco Unified School District (SFUSD). Additionally, we celebrated the ground breakings of 1064 Mission (256 homes for homeless individuals) and 4840 Mission (136 homes for families including 35 units for HOPE SF residents).



36 Amber Drive groundbreaking / Photo credit Max Barnes

| FY 20-21 Housing Grand Openings and Groundbreakings | Date |
|--|----------------|
| Casala grand opening (Sunnydale Parcel Q) | September 2020 |
| 1062-1064 Mission PSH groundbreaking | September 2020 |
| Mission Bay Block 9 (OCII) groundbreaking | October 2020 |
| Balboa Park Upper Yard soft groundbreaking | October 2020 |
| 681 Florida Street groundbreaking | November 2020 |
| 1296 Shotwell grand opening | December 2020 |
| 53 Colton PSH groundbreaking | March 2021 |
| La Fenix at 1950 (1950 Mission Street) grand opening | April 2021 |
| Edwin M. Lee Apartments grand opening (OCII) | May 2021 |
| 36 Amber Drive groundbreaking | May 2021 |

New Project Funding and Acquisitions

To support the development of new affordable housing in FY20-21, MOHCD issued one nine-site Request for Qualifications (RFQ) and one Notice of Funding Availability (NOFA).

REQUEST FOR QUALIFICATIONS

In November 2020, MOHCD issued its RFQ for the development of nine affordable housing sites across the City in projects serving seniors, families, formerly homeless individuals and families, and HIV+ households among other populations. Sixteen unique developer teams responded to the RFQ, submitting 24 responses. All responses met minimum qualifications and were scored by a selection panel consisting of two community members and 10 city staff with expertise in the areas of development, affordable housing finance, affordable housing construction management, community development, commercial space development, housing access and marketing, and housing and services for homeless households. This unprecedented effort resulted in the selection of nine developer teams who will undertake predevelopment activities in 2021 and 2022.

At least five apartments per site, and 10 at the Pier 70 site, will be available for referrals from the City's Plus

Housing list for low-income residents living with HIV. The Multisite RFQ aligned with MOHCD's ongoing racial equity work and its five-year Consolidated Plan, and included four racial equity goals:

- » Align each development program with the implementation of City policies on anti-displacement, racially inclusive communities, and creating stable housing for vulnerable populations
- » Ensure development teams are working within a culturally competent approach throughout the development process
- » Create growth opportunities for organizations with Black, Brown, Indigenous and other People of Color, (BIPOC) leadership and development roles
- » Select partners that can work with MOHCD to deploy City resources, tools and expertise to create developments that are responsive to populations disproportionately impacted by systemic racism

The resulting developer team selections include teams structured around capacity building for BIPOC organizations (Sites 4, 5, 6), and teams co-led by BIPOC serving organizations (Sites 2 and 7).

| Site# | Address | Housing Type | Selected Developer Team |
|-------|----------------------------------|----------------------|---|
| 1 | 772 Pacific Avenue | Senior | Chinatown Community Development Center (CCDC), Catholic Charities |
| 2 | 967 Mission Street | Senior | Bayview Hunters Point Multipurpose Senior Service (BHMPSS), The John Stewart Company (JSCo) |
| 3 | 1939 Market Street | Senior | Mercy Housing, Openhouse |
| 4 | 1515 South Van Ness Avenue | Family | Mission Economic Development Agency (MEDA), CCDC |
| 5 | 88 Bluxome Street | Family | Jonathan Rose Companies, Young Community Developers (YCD) |
| 6 | Unassigned (Pier 70, Parcel C2A) | Family | Young Community Developers, CCDC |
| 7 | 160 Freelon (598 Brannan) Street | Family | San Francisco Housing Development Corp (SFHDC), Related California |
| 8 | 71 Boardman Place | Permanent Supportive | JSCo, Conard House |
| 9 | 725 Harrison Street | Permanent Supportive | Tenderloin Neighborhood Development Corp (TNDC), HomeRise |
| | | | |

NOTICE OF FUNDING AVAILABILITY

In November 2020, MOHCD issued a NOFA for Affordable Homeownership for projects that were shovel ready, cost effective, and exhibited excellent design. A selection panel met in early 2020 and in early 2021 made an award to Habitat Humanity for an eight-unit sweat equity project. 36 Amber Drive is a 2- and 3-bedroom condominium complex that will create middle income homeownership opportunities for families in District 8's Diamond Heights neighborhood.

Middle Income Housing

The work that MOHCD initiated in FY15-16 to create housing opportunities for households earning between 61% and 150% AMI continued in FY20-21. 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 in a number of projects.

In FY20-21, MOHCD advanced 921 Howard, an 18-story project that will provide 203 units to middle income households with a range of incomes between 75-120% AMI, with an average of 90% MOHCD AMI. The project will start construction in FY21-22. In collaboration with SFUSD, MOHCD is supporting affordable housing development at Shirley Chisholm Apartments at 1351 42nd Avenue (the Francis Scott Key Annex site), more than half of which will serve middle-income educator families. The project is expected to start construction in FY22-23. Construction on new middle-income family housing at 88 Broadway and senior housing at 735 Davis was nearly complete or complete in FY20-21. As impacts of COVID-19 resulted in an overall 30% drop to rents, some unit rents at these two projects were lowered in order to be marketable. Additional 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, both of which began construction in FY 20-21.

In February 2021, MOHCD launched a new round of the Downpayment Assistance Loan Program (DALP) helping up to 50 families with incomes up to 175% of AMI to purchase a market rate home. We received 345 applications for the program that provides a "no-payment" loan up to \$375,000 in down payment

assistance. Funded through the Housing Trust Fund and 2015 GO Bond, the 2021 DALP will distribute more than \$23 million including funds set aside to specifically serve SFUSD educators and active, uniformed members of the Police-Fire-Sheriff's departments. In addition, MOHCD's "Teacher Next Door" program offers a forgivable loan for up to \$40,000 to middle-income SFUSD educators for the purchase of their first home.

Finally, the Small Sites Program (SSP) is an important part of MOHCD's middle income strategy. Through SSP, existing properties that are vulnerable to market pressures are acquired and converted to permanently affordable housing. SSP housing rents at an average of 80% AMI and is available to families earning up to 120% AMI. SSP is funded with support from the Preservation and Seismic Safety (PASS) Program, which provides low-cost and long-term financing for the acquisition, rehabiliation and preservation of affordable housing; as well as through the Downtown Neighborhoods Preservation Fund's release of a NOFA for properties located with a one-mile radius of 50 1st Street. To date, these acquisition programs deployed over \$186.1 million in SSP and PASS funding to preserve 519 units for low and moderate-income households.

100% Affordable Housing

MOHCD completed two 100% affordable housing developments in FY20-21, one of which includes permanent supportive housing (PSH) units for households that previously experienced homelessness, with an emphasis on chronically homeless individuals and families. MOHCD includes new PSH in our developments in support of the Department of Homelessness and Supportive Housing's Five-Year Strategic Framework 2017-2022.

Additionally, 334 PSH units in active predevelopment are expected to begin construction in the next three fiscal years. These include 175 homes for adults or families, 62 homes for transition-age youth (TAY), and 97 homes for seniors. Please note the chart of PSH projects above excludes any PSH 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.

Completed Affordable Housing in FY20-21

The following developments for families and seniors were completed in FY20-21:

238

AFFORDABLE UNITS COMPLETED



490 South Van Ness Avenue

No. of Homes

Type of Referral
Families

Sponsors
BRIDGE and Mission Housing
Development Corporation
(MHDC)

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

Sources of Operating Funding

Project-based Section 8s (PBV)



1950 Mission Street

Le Fenix

No. of Homes 157

40

No. of PSH Homes

Type of Referral

Families

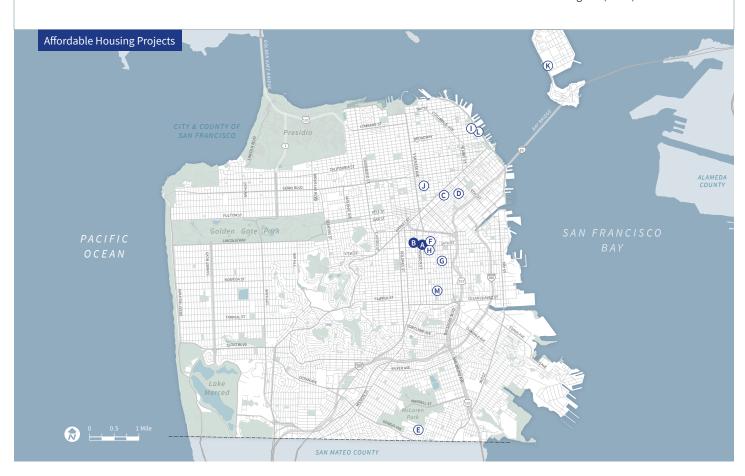
Sponsors

BRIDGE and MHDC

Sources of Capital

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

Sources of Operating Funding Local Operating Subsidy Program (LOSP)



Affordable Housing Under Construction in FY20-21

1,464

AFFORDABLE UNITS UNDER CONSTRUCTION

In FY20-21, 1,464 affordable units were either under construction or began construction, 486 of which are set aside as permanent supportive housing.



1064-8 Mission Street

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

Target Population Adults/Seniors

Sponsors

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**



921 Howard Street

| No. of Homes | 203 |
|-------------------|-----|
| | |
| Target Population | |

Sponsors

Families

TNDC and Curtis Development

Sources of Capital

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



290 Malosi Street

Sunnydale Block 6

No. of Homes 167 **Target Population Families**

Sponsors

Mercy and Related CA

Sources of Capital

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

Sources of Operating Funding PBV



1990 Folsom Street

Casa Adelante

| No. of Homes | 143 |
|-------------------|-----|
| Target Population | |
| Families | |
| Sponsors | |

Tenderloin Neighborhood **Development Corporation** (TNDC) and Mission Economic Development Agency (MEDA)

Sources of Capital

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

Sources of Operating Funding PBV



681 Florida Street

Casa Adelante

| No. of Homes | 130 |
|----------------------------|-----|
| No. of PSH Homes | 39 |
| Target Population Families | |
| | |

TNDC and MEDA

Sources of Capital

1st Mortgage, MOHCD, HCD-MHP, FHLB-AHP, Tax Credit Equity, Inclusionary Housing Land Dedication, GP Equity, Deferred Developer Fee

Sources of Operating Funding LOSP



2060 Folsom Street

Casa Adelante

| No. of Homes | 2/ |
|-------------------------------|----|
| No. of PSH Homes | 29 |
| Target Population | |
| Families/Transition Age Youth | n |
| Sponsors | |
| MEDA and Chinatown | |
| Community Development | |
| Center (CCDC) | |

Sources of Capital

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

Sources of Operating Funding LOSP



88 Broadway

aka Broadway Cove

| No. of Homes | 125 |
|----------------------------|-----|
| Target Population Families | |
| Sponsors | |

BRIDGE and JSCo Sources of Capital

1st Mortgage, MOHCD, FHLB AHP, 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 | |
| TNDC | |
| Sources of Capital | |
| 1st Mortgage, MOHCD, | |

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

Sources of Operating Funding PRV



401 Avenue of the Palms

Maceo May, Treasure Island

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

Sponsors

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

Veterans Affairs Supportive Housing (VASH) PBV



735 Davis Street

| No. of Homes | 53 |
|----------------------|--------|
| No. of PSH Homes | 15 |
| Target Population | |
| Seniors | |
| Sponsors | |
| BRIDGE and JSCo | |
| Sources of Capital | |
| MOHCD, FHLB-AHP, Tax | Credit |
| Equity, GP Equity | |

Sources of Operating Funding LOSP, Senior Operating Subsidy (SOS)



3001 24th Street

Casa de la Mision

| No. of Homes | 45 |
|--------------------------------------|----|
| No. of PSH Homes | 44 |
| Target Population Seniors | |
| Sponsors Mercy Housing California | |

Sources of Capital

Tax Credit Equity, Donor Contribution, GP Equity

Sources of Operating Funding LOSP





In FY20-21, MOHCD met 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.

10,000 AFFORDABLE UNITS

2014

2020

STRATEGY

PRESERVE AFFORDABLE HOUSING

Rental Assistance Demonstration Program (RAD)

In FY20-21, MOHCD completed the conversion of all 3,480 troubled public housing units under the City's Rental Assistance Demonstration (RAD) Program. This HUD initiative allows for the transfer of public housing buildings to nonprofit ownership and resulted in more than \$750 million in badly needed renovation and repair. 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 also provided technical assistance in support of RAD conversions that will result in increased operating income for 23 projects. Comprising a total of 1,052 units that primarily house formerly homeless individuals, these legacy projects date from the 1980s and 1990s and were originally subsidized by HUD's Section 8 Moderate Rehabilitation program. Only one of the 23 projects remain to convert under RAD.

MOHCD is also supporting the transition of six existing HOPE VI projects out of the public housing program under RAD, providing loan funds in support of substantial rehabilitation and resident support. Two remaining HOPE VI projects – Plaza East and North Beach Apartments – will seek RAD conversion in FY21-22. We are also funding the conversion of a five-site, 70-unit scattered sites public housing project that will commence rehabilitation beginning in early 2022. While not technically a RAD project, the scattered sites transaction incorporates key RAD principles including a right to return for all residents, the provision of new supportive services for residents, and the opportunity to transfer to other RAD units in case of any emergency.

HOPE SF

HOPE SF launched in 2007 and now spans four mayoral administrations. This 20-year human and real estate capital commitment aims to create racially equitable, mixed-income communities in which the original public housing residents can experience the benefits of neighborhood transformation. Leveraging MOHCD's investments in public housing and affordable housing transformation, HOPE SF expands conditions of inclusion and the re-enfranchisement of public housing residents through deep investments in education, economic mobility, health, and community leadership. This place-based aproach occurs across Hunters View, Alice Griffith, Potrero Terrace & Annex, and Sunnydale – four of the largest and most historically isolated former public housing communities in the city.

MOHCD Director Eric Shaw assumed the role of Interim Director of HOPE SF following the departure of former HOPE SF Director Theo Miller. During the course of this past year, HOPE SF has been integrated into MOHCD's organizational structure and fully aligned with the agency's core policy goals. HOPE SF as it is currently structured is staffed by a team that focuses on improving resident outcomes with regards to health, economic empowerment, education, and community building.

The Partnership for HOPE SF was established in 2011 by civic and philanthropic leaders who came together to support the City in creating new practices to achieve the ambitious vision of racial and economically inclusive communities. It exists as a partnership between the City and County of San Francisco, the San Francisco Foundation and Enterprise Community Partners.



REAL ESTATE DEVELOPMENT AND INFRASTRUCTURE

- (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. This brought the percentage of legacy families successfully relocated and retained to 70%, a remarkable achievement compared to the 27.6% national rate of return for all public housing residents in HOPE VI developments from 1993 to 2014. A total of 286 units have been built at Hunters View. Block 10 also houses both a childcare facility and a health and wellness center, which will serve as the community hub of the Hunters View development. The market-rate developer City Ventures is close to finalizing a deal to build 80 for-sale townhomes in the community, advancing the mixed-income vision of HOPE SF. Phase III will bring another 118 affordable units to the community, including 53 public
- housing replacement units. Predevelopment on Phase III was underway in FY20-21 with construction on the infrastructure starting in Fall 2021 and the housing portion scheduled to start in 2022.
- (B) Alice Griffith. Across four phases, 333 units of newly built affordable housing were completed in Double Rock successfully housing all of the former public housing households, and bringing the retention rate to 82%. Pending completion of infrastructure improvements by the master developer, Phases 5 and 6 will begin predevelopment in 2023 and will provide another 30 public housing replacement units.
- © **Potrero Hill.** New construction at Potrero Hill was complete in January 2019, for the first time in three generations, with the construction of 1101 Connecticut. It delivers 72 state-of-the-art

affordable units, 53 of which are set aside for residents of Potrero's public housing units.

Infrastructure construction is underway in Phase 2 in preparation for Block B, the next vertical development, which is scheduled to start construction in 2022. Block B will deliver up to 167 affordable units, 75% of which will be public housing replacement units, as well as a child care center and a new park. Block A, a market rate project adjacent to Block B, is in its planning stages and will proceed as a rental housing project in 2022.

D Sunnydale. The first public housing replacement project at Sunnydale, called Casala (55 units), completed construction and leased up in Fall 2019. 41 Sunnydale public housing residents have been rehoused in brand new units. Construction on Block 6 (167 units) began in November 2019 and will be complete in October 2021, delivering 125 public housing replacement units. Blocks 3A and 3B are in predevelopment and between them will start construction on 172 affordable units in 2023 and 2022, respectively. These blocks will also contain 30,000 square feet of community-serving space including a child care center. The next infrastructure "megaphase" is in predevelopment, as are the next replacement housing projects, Blocks 7 and 9.

Acquisition and Preservation Programs

In FY20-21, MOHCD's Acquisition and Preservation programs made approximately \$40.9 million in loans. Through the Small Sites Program, Downtown Neighborhoods Preservation Fund, and Preservation and Seismic Safety Program assistance, two nonprofits acquired and rehabilitated five properties with five commercial spaces and 109 residential units. 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 more than \$186.1 million in funding to preserve 47 projects with 37 commercial spaces, and 519 residential units. See **Appendix Table 5 and 6** for Acquisition and Preservation Program revenues and commitments through FY20-21.

Small Sites Program. See **Appendix Table 5**, Inclusionary Small Sites Summary for more detail.

Downtown Neighborhoods Preservation Fund.

Launched in October 2018, the \$33 million Downtown Neighborhoods Preservation Fund prioritizes larger multifamily buildings, funding 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 PASS 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 of bonds totaling \$102.6 million was issued in December 2020.

Of particular note was the December 2020 Preservation and Seismic Safety financing of 270 Turk Street. Located in the Tenderloin, the project is the second large site preserved under the program and includes 86 residential units, with 25 units reserved for formerly homeless households referred by HSH. MOHCD's financing provided critical funds for both acquisition and rehabilitation and will ensure that the building is permanently preserved as affordable housing.

PRIORITY NEED 1B

Make housing more affordable

STRATEGY

INCREASE AFFORDABILITY OF RENTAL HOUSING

Operating and Services Contracts

In FY20-21, the Local Operating Subsidy Program (LOSP) budgeted \$12,307,308 in support of 1,342 LOSP permanent supportive housing units, and budgeted \$11,326,651 for supportive services for 2,260 permanent supportive housing units, including LOSP units.

Four developments entered into a new LOSP contract in FY20-21 for 128 permanent supportive housing units. These developments include families and TAY served at 1950 Mission Street and 2060 Folsom Street, and seniors served at 3001 24th Street and 735 Davis Street.

| Budget Year | LOSP Expenditures | PSH Homes | LOSP Homes |
|-------------|--------------------------|-----------|------------|
| FY20-21 | \$12,307,308* | 2,260 | 1,342 |
| FY21-22 | \$18,527,147 (Projected) | 2,846 | 1,964 |
| FY22-23 | \$22,384,911 (Projected) | 2,978 | 1,952 |
| FY23-24 | \$25,879,452 (Projected) | 3,260 | 2,234 |

^{*}LOSP funding disbursed by calendar year; FY20-21 LOSP amount is what was budgeted for FY20-21 and closely aligns with what was expended during CY21 and the first six months of CY2021.

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



La Fenix at 1950 / Photo credit Bruce Damonte

STRATEGY

INCREASE OPPORTUNITIES FOR SUSTAINABLE HOMEOWNERSHIP

Homeownership Assistance Programs

MOHCD assisted more than 100 low to moderateincome households to purchase their first home in San Francisco in FY20-21.

81 households purchased below market-rate (BMR) homes.

16 households received assistance purchasing BMR homes:

- » Six households received down payment assistance loans
- » 10 SF Unified School District educators received Teacher Next Door forgivable loans

15 households received assistance to purchase their first market rate home:

- » 13 purchased through the City Second Loan Program; one of these households also received a Teacher Next Door forgivable loan
- » One purchased with a down payment assistance loan
- » One SFUSD educator household purchased through the Teacher Next Door Program

12 homebuyers received a Mortgage Credit Certificate, which provides an additional Federal income tax credit to low and moderate rate homebuyers.

In total, the down payment assistance programs distributed \$4,112,080 in deferred and forgivable loans in FY20-21. 3,564 households received MOHCD-funded homebuyer counseling services in FY20-21.

Post-Purchase Homeowner Services

MOHCD provides services that assist in the purchase of a household's first home and also help homeowners protect their investments and stay in their homes. MOHCD's Homeowner Emergency Loan Program (HELP) assists households in danger of foreclosure due to unaffordable HOA special assessments or mortgage arrears. In March 2020, we quickly shifted this program to address the results of pandemic-related loss of income. In FY 20-21, COVID-19 HELP assisted two households struggling to pay HOA dues, and owing balances at the end of their mortgage forbearance periods. MOHCD is ready to assist more distressed households as the moratorium on foreclosures comes to an end and mortgage forbearance balances come due. With falling interest rates, MOHCD's comprehensive loan servicing team assisted more than 257 homeowners in the refinance of their mortgage in FY20-21. Additionally, our staff processed more than \$9.5 million in loan payoffs from homeowners in its portfolio, recycling those funds to assist future

homebuyers.

MOHCD also monitors program compliance for its portfolio of more than 3,000 single family homeowners, ensuring that precious housing resources go where they should, and enforces program rules in collaboration with the City Attorney's Office, the Planning Department, the Office of Short-Term Rentals and the Assessor-Recorder's Office. MOHCD conducted minimal monitoring activities in FY20-21 due to constraints of the pandemic. Still, we corrected 12 homeowners who were out of program compliance for minor reasons, and collected more than \$500,000 in settlement funds from homeowners violating the owner occupancy requirement of MOHCD programs.

MOHCD also funds counseling and education programs for thousands of prospective homebuyers and current homeowners, and our non-profit partners greatly assist with stewardship of the BMR and DALP programs. HomeownershipSF, a collaborative of HUD-approved housing counseling agencies, provided homeownership counseling and monthly workshops on a variety of topics of interest to our homeowners, including assistance with negotiating mortgage forbearances and other resources for families out of work during the pandemic.

Sustainable Homeownership

In FY 20-21 MOHCD embarked on one of its few homeownership projects. In April MOHCD's Citywide Affordable Housing Loan Committee approved \$1.2 million in construction and permanent financing for Habitat for Humanity Greater San Francisco. 36 Amber Drive is a new eight-home, 2- and 3-bedroom condominium complex that will create sustainable low-income homeownership opportunities for families in the Diamond Heights neighborhood. Applicants will apply through DAHLIA San Francisco Housing Portal and selected households will invest 500 hours building their homes alongside their neighbors. Each family will benefit from Habitat's 0% down and 0% interest mortgage.

STRATEGY

INCREASE ACCESS TO RENTAL AND HOMEOWNERSHIP HOUSING

Housing Access

In FY20-21, MOHCD provided \$2,678,518 to 14 CBOs whose services include housing education and counseling, financial education and counseling, and assisting low- and moderate-income residents in accessing affordable rental housing opportunities. These projects served 5,019 residents, with a particular emphasis on vulnerable populations including monolingual non-English speakers, people with disabilities, seniors, people experiencing homelessness, veterans, disconnected LGBT+ individuals, TAY, re-entry populations, and survivors of domestic violence. During the FY20-21 stay at home orders, with paper applications unavailable, these agencies provided virtual and telephone services that were essential for households unable to apply for housing online without assistance.

Affordable Housing Lotteries

In FY20-21, MOHCD concluded the lease up or sales process with 112 housing lotteries. in which 107,473 applications were submitted for 486 affordable homes. This included 2,251 applications by low- to moderate-income hopeful homeowners for 81 ownership units and 105,222 very low- to low-income household applications for 405 rentals.

Displaced Tenant Housing Preference (DTHP) and Neighborhood Resident Housing Preference (NRHP) Lottery Programs

MOHCD administers affordable housing lottery preferences to ensure that San Franciscans who have lost

or are at risk of losing their current affordable housing have an increased opportunity to remain in the city. The 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 existing City-sponsored housing developments. In FY20-21, 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 35 tenants and created three new homeowners from housing applicants who had been evicted from their rent-controlled homes. To further protect existing San Francisco residents, the 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, 128 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.

HOPE SF Right to Return Program

In December 2019, Mayor Breed signed into legislation the HOPE SF Right to Return amendment, expanding the rights of current and former households to occupy public housing replacement and affordable units on redeveloped public housing sites at Alice Griffith, Hunters View, Potrero, and Sunnydale. HOPE SF, the City's signature anti-poverty and equity initiative, is the nation's first large-scale 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 affordable housing, and private residential

projects on market rate parcels. The HOPE SF amendment expanded the original Right to Return legislation that ensured current public housing residents in good standing have a right to return to a public housing replacement unit. Now, both current and former HOPE SF residents live in and benefit from their revitalized community, provided with an affordable housing lottery preference on HOPE SF public housing sites, and preference for available SF Housing Authority project-based voucher assisted units. MOHCD is implementing and administering the requirements of these new preferences, welcoming the first preference holders under the legislative amendment in Fall 2021 to tax credit units at 290 Malosi, a replacement housing project at Sunnydale HOPE SF.

Certificate Of Preference (COP) Program

In the 1960s and 1970s the former Redevelopment Agency displaced San Francisco residents through its "urban renewal" programs. The COP program gives these displaced persons a lottery preference in all City-sponsored and Office of Community Investment and Infrastructure (OCII)-sponsored affordable housing developments. In FY20-21, in its role as redevelopment agency housing successor, MOHCD worked with OCII and community members to encourage the State of California legislature to expand the COP program, acknowledging the generational harm caused by the former Redevelopment Agency displacement by including descendants of the original displacees in future affordable housing lottery opportunities. 585 COP holders who have not yet used their certificates are in contact with MOHCD. During the reporting period, nine COP holders used their certificate to secure affordable housing. See Appendix Table 9, Housing Preference Programs for more detail on COP, DTHP and NRHP.

PRIORITY NEED 1D

Provide services to maintain housing stability

STRATEGY

REDUCE RATE OF EVICTIONS

Eviction Prevention and Housing Stabilization

Preventing the displacement of San Franciscans from their home encompasses 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 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 and outreach
- » Tenant-landlord mediation and technical assistance



Mayor's Backpack Giveaway Event / Photo credit Mercy Housing California

to housing providers

» Emergency rental assistance and tenant-based subsidies

MOHCD funding for these services has increased significantly since 2012 to help meet the demand for these services. In FY20-21, MOHCD provided a total of \$34,273,720 in grant funds for this program area. The following anti-displacement services were provided in FY20-21:

| Anti-Displacement Service Provided | Households |
|---|------------|
| Full-Scope Legal Representation | 1,294 |
| Limited-Scope Legal Representation | 320 |
| Tenants' Rights Counseling, Education, & Outreach | 1,529 |
| Mediation | 463 |
| Ongoing Rental Assistance | 1,366 |
| Tenant-Based Subsidies | 1,356 |

MOHCD launched an unprecedentedly massive local rental assistance program at the end of May 2021 in response to the devastating impact that COVID-19 has had on San Francisco renters' ability to pay their rent. Coordinating with more than a dozen community-based partners, the Emergency Rental Assistance Program (ERAP) has provided direct rental assistance to close to 2500 vulnerable households that were otherwise facing eviction and financial disaster. This network of CBOs has been able to conduct outreach to our most hard to reach communities and has provided close to \$20 million in rental assistance to those that have been impacted most severely by the effects of COVID.

Tenant Right to Counsel

In FY20-21, MOHCD entered its second year of 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 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.

Full-scope representation improves outcomes for tenants. Based on the first six months of implementation (July 1, 2020 – December 31, 2020), 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.

As a result of Mayor Breed's series of mayoral orders early in the pandemic and subsequent local and state eviction moratoria, San Francisco tenants have been protected from most types of evictions except for evictions based on violence, threat of violence, health/safety issues and Ellis Act. As a result, the City's eviction defense system's available capacity increased, allowing CBOs to provide full-scope legal representation in most cases.

Further bolstering the city's robust response to the global pandemic, Mayor Breed committed to fully funding the Tenant Right to Counsel (TRC) program that will provide full scope legal representation to all tenants facing eviction proceedings. TRC and the larger eviction defense system is led by the Eviction Defense Collaborative (EDC) in collaboration with eight other legal services organizations. In combination with ERAP, TRC provides a comprehensive safety net for tenants hit hard by the pandemic. Moving into the future, TRC provides tenants with the proven best defense against unjust evictions.

STRATEGY

INCREASE ACCESS TO SERVICES FOR RESIDENTS OF PUBLIC AND PUBLICLY SUBSIDIZED HOUSING, RAD PROJECTS, HOPWA SUBSIDIZED HOUSING, AND SINGLE ROOM OCCUPANCY HOTELS

Place-Based Services in Housing

The RAD and HOPE SF revitalization programs will increase tenant engagement activities and tenant services substantially. The RAD Services Model and Engagement strategies follows below. This level of connection is exceeded at HOPE SF properties, with deep case management services and community building supports available to all residents, as further described below

RAD SERVICES MODEL

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

All service providers or those who conduct work at housing developments engage in foundational and ongoing work with residents and community members

Community Building – Community organizing and events; Increased information and opportunities; Deeper resident and neighborhood partnerships; Implement peer leadership activities; Development of health and wellness, educational, and economic mobility activities

Deeper foundational and ongoing work builds upon community engagement. As residents and community members become accustomed to providers, staff can begin recruiting peers and engaging them in leadership and skills building activities. Work at this level also includes activities to reduce social isolation,



Mayor's Backpack Giveaway Event at Sunnydale Housing /Photo credit Mercy Housing California

celebrations, and educational/informational workshops or classes.

Service Connection – Enhanced information and referral with follow up; Intentional support for housing stabilization; Ongoing health and wellness, educational, and economic mobility activities

Once engaged, the consistent staff teams who participate in Community Engagement and Community Building work are available for ongoing resources and activities (Health and Wellness, Educational, Economic Mobility) that educate and expose the community to new choices. One-on-one support is available for residents regarding any needs but especially related to housing stabilization. An important key element is for onsite providers to have a relationship with offsite city service providers.

RAD ENGAGEMENT STRATEGIES

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

HOPE SF RESIDENT SERVICES AND COMMUNITY BUILDING

Serving approximately 4,100 households in 20 senior/disabled and 11 family properties, 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.

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

Across the HOPE SF portfolio, providers will continue to coordinate training and placing residents in on-site construction jobs. Developers will continue to engage residents in community space planning efforts across all four sites, managed by the non-profit developers.

Additionally, services and programming assisting with the transition to non-profit management will be ramped up, such as those related to financial literacy, workforce development, and tenant education. Each of the four HOPE SF sites will continue to host community building activities such as senior, teen and family programming, community gardening, and community-wide celebrations. Four DPH-led on-site wellness centers and activities will launch, building on past success of the Peer Health Leadership program and pilot Health and Wellness Centers. Similarly, HOPE SF sites will continue to deepen their educational strategies, executed in collaboration with the four on-site Educational Liaisons, eight HOPE SF schools, and families at each of the sites.

The Bayview YMCA will continue to support housing stability activities at Hunters View, as well as act as lead agency for community building and resident engagement activities at the site.

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

At Potrero Annex/Terrace, Bridge Housing provides community building activities and fosters individual participation in planning sessions. These activities include leadership development and safety workshops, healthy living and parenting groups, gardening/sustainability programs, social activities. Potrero Hill Family Support Center (Urban Services YMCA) works with residents to assess, connect and support them in workforce, family support, and educational opportunities. The Potrero Hill Neighborhood House will focus primarily on case management and workforce development of TAY. Shanti will work as lead agency in a collaborative intended to support housing stability at the site.

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

Supportive Housing for Persons Living With HIV/AIDS

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. In this program area, our FY20-21 funding of \$9,024,601 went to 18 projects with six different CBOs and helped 545 individuals secure or maintain stable housing and supportive services. This includes Coronavirus Aid, Relief and Economic Security (CARES) Act funding, which supported nine projects to combat the transmission of COVID-19 amongst clients served by each CBO.

In June 2021, MOHCD published a new 5-Year HIV Housing Plan. Community partnerships include contributions from the HIV Housing Workgroup (comprised of community stakeholders) and a Steering Committee (comprised of City staff who advise on behalf of the services they provide). Focus groups were composed

of members of the 50 Plus HIV/AIDS Community and HIV Housing Service providers across San Francisco; and Community Partner Networks, including the Long-Term Care Council Task Force, the HIV Advocates Networks, the HIV/AIDS Provider Network, the Getting to Zero Initiative, the HIV and Aging workgroup, the SF HIV Frontline Workers Organizing Group (FOG), and the SF Rent Board.

The plan seeks to improve the overall housing experience of people living with HIV/AIDS through more coordinated efforts amongst housing providers and HIV medical providers. The following goals, strategies, and objectives represent the recommendations of the HIV Housing Workgroup regarding how resources (both financial and organizational) should be directed. They are reflective of the Getting to Zero Initiative's Strategic Plan to reduce HIV infections by ensuring stable housing for PLWHA.

- » Goal 1 Maintain current supply of 32 housing/facilities dedicated to supporting PLWHA Metric: continued operation of 32 facilities dedicated to supporting PLWHA
- » Goal 2 Increase supply of housing units dedicated to supporting PLWHA by adding 35 new units over the next 5 years

Metric: Increase in the development of affordable rental units for PLWHA by 35 units within 5 years

- » Goal 3 Increase resources available for subsidizing, creating and keeping housing more affordable for PI WHA
 - *Metric*: Increase the total number of rental subsidies dedicated to PLWHA (456) by 30% within the next 5 years.
- » Goal 4 Expand access to services for PLWHA that help increase housing stability.
 Metric: Expand the total number of PLWHA (409) served through MOHCD HIV housing service programs by 30% within the next 5 years.
- » Goal 5 Improve efficiency and quality of the housing and service delivery system

Metric: Create and maintain an HIV housing access system in coordination with MOHCD's DAHLIA Housing Portal

In addition to the publication of the HIV Housing Plan, MOHCD completed a strategic organizational assessment of the five Residential Care Facilities for Chronically III (RCFCIs) and determined that as a best practice for further program sustainability, for further program stability, three of the five RCFCIs would delicense to a lower level of care to better meet the current care needs of residents. Through this transition, the largest of the five facilities, Leland House, transferred ownership and operations from Catholic Charities to Positive Resource Center. This change in ownership and operation is an example of the City already meeting the goal of maintaining the current supply of housing as well as augmenting the services provided to meet the current needs of PLWHA.

Domestic Violence Services

Survivors of domestic violence are a vulnerable population for whom MOHCD sponsors housing, case management and legal services support. Although domestic violence services fall primarily under the purview of the Commission on the Status of Women, in FY2020-21, MOHCD assisted two shelter programs and two legal services projects that serve survivors of domestic violence. The programs assisted 204 individuals in their effort to secure safe, permanent housing and provided 119 survivors with legal services.

OBJECTIVE 2

FAMILIES AND INDIVIDUALS ARE RESILIENT AND ECONOMICALLY SELF-SUFFICIENT

PRIORITY NEED 2A

Increase opportunities through improved language access and core skills development

STRATEGY

PROVIDE SKILL DEVELOPMENT AND TRAINING RESOURCES



Mayor's Backpack Givewaray / Photo credit Mercy Housing California

Community-Based Services – Skill Development and Service Connection

Through this program area, CBOs provide a range of essential skill development training and service connection resources, focused on reaching the most vulnerable residents and providing opportunities for economic advancement. Skill development includes:

- » Life skills classes and training (including digital literacy)
- » Academic support and skills development that leads to high school diploma, GED, and/or enrollment in post-secondary programs
- » English as a Second Language (ESL) training
- » Workplace skill training that removes barriers to employment and leads to further training opportunities through OEWD sector academy and other job training programs

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. These services include enhanced

information and referral, short term service connection, more intensive case management, and case coordination services. In FY20-21, MOHCD provided \$10,195,183 in this program area, through which 7,778 residents received skill development training or service connection assistance.

services provide low-income residents with the skills and resources to improve their financial security and achieve greater economic self-sufficiency. In FY20-21, MOHCD provided a total of \$506,207 in funding and supported seven community-based organizations that provided 992 residents with financial counseling, education and coaching.

STRATEGY

IMPROVE FINANCIAL LITERACY AND PERSONAL FINANCE MANAGEMENT

Financial Education

Projects funded through this program area provide ongoing one-on-one financial coaching and education, credit repair, access to safe and affordable banking services, predatory lending alternatives through high quality financial products and services, and integration of these services to improve housing stability (through on-time rent payment and other services). These

STRATEGY

IMPROVE DIGITAL LITERACY

Digital Equity Response

MOHCD hired the City's first digital equity manager and took over the lead role with the City's digital equity work. Oversight responsibility shifted to MOHCD based on MOHCD's commitment to equity, its broad reach across many neighborhoods and communities, and its crucial role in ensuring housing stability and access



Code Tenderloin Job Readiness Program / Photo credit Mo'Magic

to economic self-sufficiency to San Francisco's most disenfranchised residents.

This past year in response to the COVID-19 pandemic, MOHCD partnered with the San Francisco Housing Authority and HOPE SF to organize and administer a \$300,000 combined grant for youth academic services and mental health services for youth at both Potrero and Sunnydale sites. These services included addressing gaps from previous mental health programs that led to low youth uptake and providing culturally competent tutoring and academic skill-building. Moreover, this helped families become more familiar with accessing services digitally and served to deepen digital literacy.

The City's 2019-2024 Digital Equity Strategic Plan sets forth a vision for all San Franciscans to thrive with full and equitable access to digital technology. The Plan presents three goals: expand affordable, high-quality internet access through strategic partnerships, launch digital literacy innovation programs and establish central leadership and accountability for measurable change. These unifying goals brought stakeholders and the community together and initiated coordinated programs across multiple departments. Through our nationally-recognized Fiber to Housing program 2,667 households have been connected across 36 housing communities, with the majority coming online in FY20-21. Our Digital Equity Grants funded digital skill training pilots at six CBOs, including Digital Literacy Essential training for formerly incarcerated individuals and justice system involved TAY; an an intergenerational digital hub for youth and seniors in Chinatown; a digital media program for homeless; and career-focused digital skills training for people with disabilities.

As COVID-19 made 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, MOHCD and its grantees have worked to support the technology needs of residents and community partners. Highlights include:

- » Coordinating "The Digital Divide Review" with the help of the Department of Technology, which acted as a hearing among the Board of Supervisors on the City's current inter-departmental initiatives to bridge the Digital Divide
- » Coordinating emergency Internet installation with the Department of Technology at five of the City's largest family affordable housing communities
- » Securing CARES ACT funding to support digital equity barrier removal direct services for vulnerable populations
- » Distributing Wi-Fi equipment and providing remote tech support for hundreds of affordable housing households
- » Developing a Digital Skills and Entrepreneurship Playbook to teach digital literacy and entrepreneurship skills to residents and existing business owners, so aspiring entrepreneurs can launch their own e-commerce businesses supporting financial independence and community health
- » Funding and supporting the development of the "SF Service Guide"; an online directory of human services to help San Franciscans with access to smartphone, tablet, or computer find the services they need

PRIORITY NEED 2C

Provide equitable access to civil legal services for immigration and other critical issues

STRATEGY

INCREASE ACCESS TO CIVIL LEGAL SERVICES



Lending Circles client Glora / Photo credit Mission Asset Fund

Access to Civil Legal Services

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. 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 programs that MOHCD funds address immigration status and other issues facing recent immigrants to this country, family law and domestic violence issues, employment rights, benefits advocacy, consumer rights and legal protections, and housing issues including habitability and discrimination. In FY20-21, we invested a total of \$12,873,330 in this program area, served 5,878 residents, provided full legal representation to 1,387 and legal counsel and advice to 4.491.

MOHCD invested nearly \$9 million in FY20-21 in responding to the urgent legal and social service needs of immigrant communities, providing almost 3,000 clients with a full range of legal services including counseling, form/application processing, affirmative legal representation and removal defense at USCIS and the U.S. Immigration Court. MOHCD is both a primary funder and a key partner in their formation and development of three large collaborative projects: the San Francisco Immigrant Legal Defense

Collaborative (SFILDC), the San Francisco Immigrant and Legal Education Network (SFILEN), and the Immigration Hotline project.

- » SFILDC is a diverse collective of fifteen organizations that provide both affirmative legal representation and intensive deportation defense. In FY20-21 these agencies provided representation to 861 individuals faced with detention and deportation
- » SFILEN is another collaborative of 12 community-based organizations that provide counseling and affirmative legal representation, assistance with filing legal applications, and community education. In FY20-21, SFILEN provided legal counseling and full legal representation to 952 individuals
- » 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 FY20-21 these agencies responded to 1,512 calls and provided 55 community education workshops

OBJECTIVE 3

COMMUNITIES HAVE HEALTHY PHYSICAL, SOCIAL AND BUSINESS INFRASTRUCTURE

PRIORITY NEED 3A

Enhance community facilities and spaces

STRATEGY

ENSURE NONPROFIT SERVICE PROVIDERS HAVE HIGH QUALITY, STABLE FACILITIES

Improvements to Community Facilities and Public Space

MOHCD is the primary City agency funding 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. These improvements are supported by Community Development Block Grant funds, the SoMa Community Stabilization Fund, and the Housing Trust Fund's Complete Neighborhood program. In FY20-21, MOHCD's capital program assisted two organizations in making significant improvements or repairs to their facilities.

PRIORITY NEED 3C

Support community-driven comprehensive strategies

STRATEGY

SUPPORT NEIGHBORHOOD-BASED PLANNING EFFORTS

SUPPORT LOCALLY-BASED COMMUNITY BUILDING

Community Building and Neighborhood Planning

The goals of this program area are to promote the development of social capital and sustainable healthy communities, and to support neighborhood-based capacity building efforts, addressing collective needs and priorities through strategic planning and resident engagement. These investments result in an overall strengthening of service connections for community members. In FY20-21, MOHCD supported 23 projects with 21 different CBOs, with a total of \$7,259,802. These projects engaged nearly 9,000 residents to be actively and consistently involved in their communities. In addition, we awarded 12 community action grants to neighborhood projects through community-led processes.

OBJECTIVE 4

COMMUNITIES AT RISK OF DISPLACEMENT ARE STABILIZED

PRIORITY NEED 4A

Address inequitable impacts of economic growth through anti-displacement measures for residents and businesses

STRATEGIES

IMPLEMENT POLICIES AND PROGRAMS
THAT PRIORITIZE CURRENT RESIDENTS

REDUCE DISPLACEMENT OF RESIDENTS AND BUSINESSES

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.

The legislation also created the SoMa Community Stabilization Fund Community Advisory Committee (the CAC). Composed of seven SoMa community members, the CAC advises 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, which will generate additional fees allocated to the Fund for social and cultural programming as well as community facilities. Development associated with this Plan is expected to bring an infusion of another \$45 million in development fees.

In FY20-21, the Committee's most significant investment was a \$3 million award given toward the acquisition and capital improvements of a permanent home for the West Bay Pilipino Multi-Service Center. This long-established agency has provided services to SoMa families for decades. Additionally, the Committee engaged two consultants to perform a comprehensive evaluation of the accomplishments of the past 10 years of the Fund, which will be finalized in FY21-22.

PRIORITY NEED 4B

Ensure economic growth offers benefits to existing communities

STRATEGY

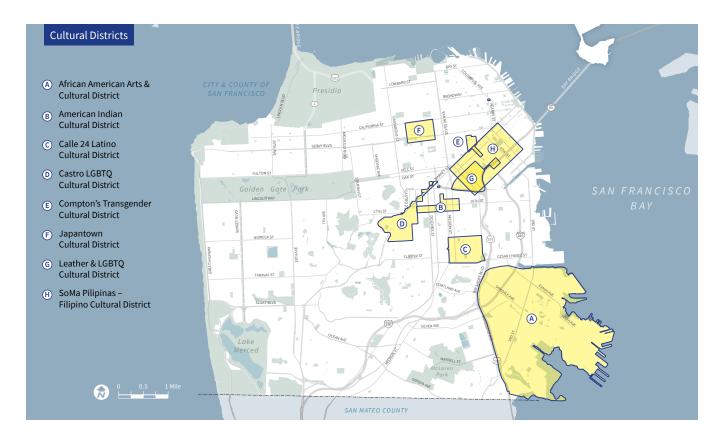
IMPLEMENT PROGRAMS THAT PROVIDE DIRECT BENEFITS RESULTING FROM NEIGHBORHOOD-BASED ECONOMIC GROWTH TO LOCAL COMMUNITIES

Cultural Districts

In May of 2018, San Francisco's Proposition F legislation allocated \$3 million toward the creation of Cultural Districts. This place-based program recognizes community-defined areas as Cultural Districts, with the intent of amplifying racial and social equity. The Cultural Districts Program's 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 Cultural Districts program is supported by an inter-departmental steering committee, including the Office of Economic and Workforce Development (OEWD), the Planning Department and the Arts Commission, and is administered by MOHCD. These departments work together to streamline City and community partnerships to coordinate resources aimed at stabilizing these communities facing 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.





Dia de los Muertos / Photo credit Asociasion Mayab

In response to emerging needs, each Cultural District applied for "One-Time Community Building and Impact" funding and received an additional \$265,000 to support response, resilience, and stabilization activities. Many of the activities and outcomes accomplished by this funding allocation were related to supporting community through the pandemic. These activities aligned with the City's Economic Recovery Task Force policy strategies.

Each District pivoted to become a conduit of information, resources and support coordination in response to the pandemic. Some Districts focused on supporting small businesses in coordination with OEWD, some created open air spaces for community and provided funds to distribute food and mental health support, others became citywide leaders in the testing and vaccination effort, while others created COVID response collaboratives with multiple agencies to distribute food and support. Mini grants were provided for housing support, small businesses aid, and employment support. Additionally, all of the Cultural Districts partnered with the COVID command center and other departments to provide culturally competent outreach and services and help to distribute personal protective equipment (PPE) across each Cultural District.

While the pandemic prohibited community from gathering at annual events and festivals, the Cultural Districts continued their work on each of their Cultural History and Housing Economic Sustainability

Strategies Report (CHHESS) which is mandated by each District's legislation. Focus groups, interviews, and town halls moved to virtual platforms and the community remained engaged. The CHHESS serves as each District's strategic plan and guides its work. Created through a robust community engagement process and coupled with a broad set of City data, the full Board of Supervisors approves each report by resolution. Thereafter, City departments and community partners work together to create and meet the benchmarks outlined in the CHHESS related to the six areas below.

| Legislated Scope | Strategies |
|--|---|
| Historic & Cultural Preservation | Preserve and develop cultural and historic buildings, businesses, organization, traditions, arts, events and District aesthetics. |
| Tenant Protections | Protect tenants from displacement and promote affordable housing and homeownership |
| Arts and Culture | Attract and support artists and cultural enterprises |
| Economic and Workforce Development | Promote jobs, tourism and economic opportunities that stabilize the district's economy |
| Land Use | Create city regulations and programs that support businesses and industries that advance the Cultural District |
| Cultural Competency | Promote culturally competent and appropriate City services, policies and narratives |

OBJECTIVE 5

THE CITY WORKS TO ELIMINATE THE CAUSES OF RACIAL DISPARITIES

MOHCD is committed to the principles of racial equity and the elimination of racial disparities. Our department recognizes the oppressive history of racial injustice 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.

MOHCD's vision is that through our policies, programs and practices, MOHCD works in partnership with the city's communities, organizations and people who have been most harmed by racial inequity to shape where they live and work, create thriving neighborhoods, celebrate diverse cultures and build intergenerational wealth. We intend to ensure that all levels of MOHCD staff reflect the people we serve.



SisterWeb event / Photo credit SisterWeb

PRIORITY NEED 5A

Ensure racially equitable access to programs and services, in coordination with other City departments

STRATEGY

DEVELOP SPECIFIC FUNDING, POLICIES AND PRACTICES TO ENSURE EQUITABLE ACCESS TO MOHCD AND OEWD PROGRAMS

PRIORITY NEED 5B

Instill racial equity and traumainformed values and practices in the work of MOHCD and its partners

STRATEGIES

INCORPORATE CULTURAL COMPETENCY/ HUMILITY, TRAUMA-INFORMED SYSTEMS, AND OTHER EQUITY TRAINING AND RESOURCES FOR MOHCD'S PARTNERS

INCORPORATE RACIAL EQUITY PRINCIPLES IN MOHCD'S HIRING AND PROMOTION PRACTICES

IMPLEMENT RACIAL EQUITY AND TRAUMA-INFORMED VALUES AND APPROACHES THROUGHOUT MOHCD

Racial Equity

Under the leadership of Mayor Breed, and in partnership with city and community leaders, MOHCD seeks to advance opportunities and improve programmatic outcomes for Black, Brown and low-income residents. As such, in FY20-21, we assessed programs, contracts, and procurements to ensure they advance the City's racial equity goals. With significant input from staff at all levels, we created a comprehensive internal facing Racial Equity Action Plan to ensure that MOHCD's mission, policies, and procedures reflect an ongoing commitment to an organizational culture of inclusion and belonging. We submitted the first phase of its racial equity actions to the Office of Racial Equity in December 2020 and has successfully implemented many practices to improve our hiring and staff support systems. As we operationalize outward facing racial equity practices, we continue to work closely with its partner organizations, monitoring the impact of our investments, providing capacity building, and creating channels to give and receive feedback. In FY20-21, each division of MOHCD was charged with taking action to connect our work to operationalizing racial equity, 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.

Responsive Procurement

MOHCD revised its procurement processes to firmly align its investments with the department's commitment to racial equity and with the City's economic recovery strategic plan.

MOHCD created a new Community Development procurement process in line with the goals of the City's recovery strategy and provided additional technical assistance to grantees to assure accessibility:

- » 200 participants attended one of three RFP Technical Assistance workshops.
- » 49 participants attended our virtual Budget Preparation Workshop offered to agencies with budgets of less than \$1,000,000.

» 83 agencies received direct assistance through our office hours and/or help desk email support.

The procurement prompted applicants to describe how their proposed projects would specifically respond to COVID-19 challenges for the populations they served. It also required applicants to address racial equity and disparities experienced by their communities, and to describe specifically how their programs would address those disparities. Finally, community reviewers were integrated into the process to ensure that proposals would be reviewed by community members who had deep ties within the target communities.

The MOHCD funding portfolio was optimally aligned with the goals of the Economic Recovery Task Force while remaining grounded in the MOHCD HUD Consolidated Plan through these three overarching objectives:

- » Housing Stabilization: Addressing immediate housing needs related to pandemic and recovery.
- » Anti-Displacement: Protecting stability of immigrant communities and families through access to legal services. Supporting neighborhood and communitybased networks to strengthen service connections.
- » Economic Self-Sufficiency: Reaching the most vulnerable residents and providing opportunities for economic advancement.

This alignment resulted in:

- » Leveraging funding to increase equity, and effectively getting it to where it is most needed
- » Expanding investments within the Disability community to address inequities around limited access to income opportunities that were exacerbated by the pandemic
- » Increasing funding within multiple strategies that



Workforce Supply Giveaway / Photo credit Bayview YMCA.

serve the Black and African American community and that address each of the overarching objectives

San Francisco Dream Keeper Initiative

The goals of the Dream Keeper Initiative are to improve outcomes for San Francisco's Black and African-American youth and their families, and provide family-based navigation supports to ensure that the needs of all family members are addressed cohesively and comprehensively. With this coordinated approach, the Dream Keeper Initiative aims to break the cycle of poverty and involvement in the criminal justice system for the families in its City programs and ensure that new investments, including homeownership, are accessible to San Francisco's African American communities. In FY20-21, MOHCD began intertwining its racial equity goals with the Dream Keeper Initiative and is focusing on six strategic areas. We are:

» Providing a pathway for low to moderate income African American households to reach the goal of homeownership

- » Enhancing the capacity of African American-serving houseing development agencies through program evaluation and new opportunities
- » Ensuring that the needs of African Americans across a broad intersection of cultural communities are met
- » Strengthening policies and community partnerships in our HOPESF programs
- » Building wealth and stability in underserved senior communities through home rehab
- » Improving the way MOHCD communicates its resources and opportunities to the African American community

Black-Led Organizations

MOHCD set out to amplify Black and African-American voices in strategic planning and resource allocation in FY19-20. In Spring 2020, we launched the African American Community Stabilization Fund and co-designed an RFP specifically for Black-led, Black-serving organizations in San Francisco. As a result of that RFP, in FY20-21 we committed more than \$1 million in funding to nine different organizations. These organizations focused on the program areas of community services, collaboration, and digital equity. Through this cohort-based model we were able to offer direct training, technical assistance, and connections to other City departments that might also be able to support their work. we plan to continue that work in FY21-22.

Trauma-Informed Systems

At the request of the Department of Public Health, the City's lead agency on Trauma-Informed Systems (TIS), MOHCD became an early-adopter agency of TIS with several MOHCD staff taught to be TIS trainers. We 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,

we implemented TIS training and practices at all of the former public housing rehabilitated under the Rental Assistance Demonstration program as well as our work with CBOs in the South of Market neighborhood.



Policy, Legislative and Monitoring Updates

FY20-21 Legislation

In FY20-21, MOHCD's policy and legislative focus continued to be maintaining housing stability for residents affected by COVID-19 and increasing resources for affordable housing as the long-term solution to housing instability.

COVID-19 worsened the existing housing crisis as residents who lost income became at risk of eviction or foreclosure. In August of 2020, the State of California responded with statewide eviction protections for tenants unable to pay rent due to COVID-19, effective through September 2021. Additionally, MOHCD supported affordable housing projects that were affected by COVID by allowing the projects' surplus cash from 2019 to cover revenue loss or increased operating expenses incurred in 2020.

Mayor Breed joined mayors across the country calling on the federal government to bolster local efforts for relief. MOHCD advocated for 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 \$12 billion for housing stabilization and State-funded key housing programs.

Although the federal government failed to extend the measures and protections of the CARES Act in a second relief bill, the State has continued to prioritize affordable housing, appropriating \$1.75 billion to allow stalled affordable housing projects to move forward. Through the State's Project Homekey program, MOHCD supported the acquisition and rehabilitation of two privately owned residential hotels to convert to permanent supportive housing for homeless people; additional Homekey awards are expected in FY21-22. 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 quickly.

Although the State has prioritized funding for affordable housing, the need unfortunately outpaces the availability of resources. This is especially true of taxexempt bonds, which are used to finance the majority of affordable housing projects. Tax-exempt bonds allocated for multifamily housing remain severely oversubscribed. San Francisco received allocations for only two new construction projects and two rehabilitation projects. Since federal tax code limits the amount of tax-exempt bond debt that may be issued by the State, we have been advocating at the federal level for the expansion of tax-exempt bonds to keep up with the demand for affordable housing. At the State level, MOHCD advocates for new regulations that will continue to fund projects that deliver permanent affordability with proximity to jobs and transit 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. In 2020, housing was added to the City's Capital Plan, which will allow a housing bond to be built into the City's general obligation bond program.

2015 Proposition A General Obligation Bond

Implementation of the voter-approved Proposition A Bond funding was fully underway in FY20-21. Highlights through June 30, 2021 include:

- » Third and final issuance sold in October 2019
- » Over 82% of funds from all three issuances encumbered or spent
- » 516 housing units completed, including Potrero Block X, Sunnydale Parcel Q, 1296 Shotwell, and 88 Broadway
- » 543 housing units in construction, including Sunnydale Block 6, 500 Turk, and the Balboa Park Upper Yard project
- » 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 FY20-21. Highlights through June 30, 2021 include:

- » Issued \$102.58 million to fund loans under the program
- » Provided an aggregate amount of \$47.4 million in first mortgage financing to acquire, rehabilitate and preserve as permanently affordable housing a



290 Malosi info at a Sunnydale Housing event / Photo credit Mercy Housing California.

total of 18 projects with 294 residential units, and 22 commercial spaces

» Balance of issuance fully committed to identified projects

2019 Proposition A General Obligation Bond

The 2019 Affordable Housing Bond, approved by voters in 2019, completed its first issuance and began spending in FY20-21. Highlights through June 30, 2021 include:

- » The first issuance closed in March 2021 at \$254.1 million
- » Over 25% of funds from the first issuance are encumbered or spent
- » Funds from the first issuance are planned to be spent as follows: over \$50.6 million on public housing, \$143.7 million on low-income housing, \$37.1 million on preservation and middle-income housing, and \$21.2 million on senior housing
- » Total proceeds are projected to aid in developing more than 1,600 affordable housing units



1201 Powell St / Photo credit Redfin.



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, with a total of \$17,672,361 received through June 30, 2021. In FY18-19, \$5.9 million was loaned for the Small Sites acquisition and preservation project at 1201 Powell St. 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 provided funding for DNPF is currently in legal and financial flux. Please see Appendix Table 6 for a summary of DNPF expenditures since the Fund's inception.



266 4th Street rendering / Rendering by HKIT Architects.

Student Housing Monitoring

MOHCD currently monitors three 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 five 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 FY20-21, 0.22% of residents were evicted from MOHCD-sponsored developments. Please see **Appendix Table 10**, Evictions from MOHCD-Assisted Housing for additional information.

STUDENT HOUSING MONITORING



California College of Arts

| Property Address | 75 Arkansas | | | |
|---|--|-----|--|--|
| Master Lease | August 06, 2018 plus 9 years | | | |
| Total Number of Units | 27 Four-Bedroom Units 3 Two-Bedroom Units | | | |
| Number of Student at Least Half-time | s Enrolled | 197 | | |
| Number of Student | s in Good Standing | 197 | | |



California College of Arts

| Property Address | 1321 Mission Stre Panoramic Resider | | | | |
|---|---|-----|--|--|--|
| Master Lease | ster Lease December 31, 201: plus 10 years | | | | |
| Total Number of Units | 80 Units / 120 Rooms 60 Studios 20 Three-Bedrooms | | | | |
| Number of Student at Least Half-time | s Enrolled | 166 | | | |
| Number of Student | s in Good Standing | 166 | | | |



California College of Arts

| Property Address | 188 Hooper Street | | | |
|---|---|-------|--|--|
| Master Lease | Owned by CCA | | | |
| Total Number of Units | 54 Studios 2 One-Bedroom Un 15 Three-Bedroom 9 Four-Bedroom Un | Units | | |
| Number of Student at Least Half-time | s Enrolled | 94 | | |
| Number of Student | s in Good Standing | 94 | | |



APPENDIX

FIGURE 1. FY2020-21 Funding Sources Utilized

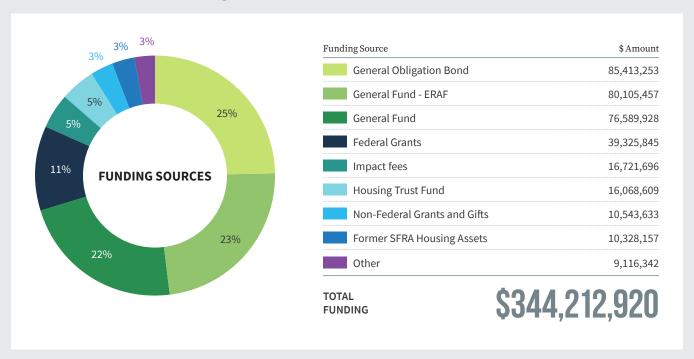


FIGURE 2. FY2020-21 Categories of Expenditures

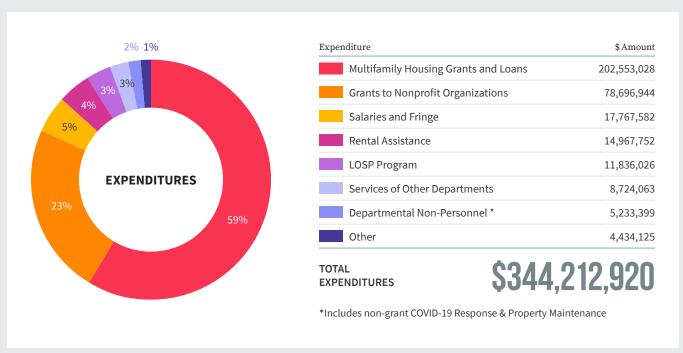


TABLE 1. Housing Trust Fund Expenditures

| Downpayment Assistance Loan Program | | | | |
|---|------------------------|--|--|--|
| Program Area | FY2020-21 Expenditures | | | |
| Downpayment Assistance Loan Programs | - | | | |
| First Responders Downpayment Assistance | - | | | |
| Subtotal | _ | | | |

| Housing Stabilization Programs | | | | |
|--|------------------------|--|--|--|
| Program Area | FY2020-21 Expenditures | | | |
| Existing Homeowner Loans | 151,809 | | | |
| Housing Counseling and Assistance | 1,467,410 | | | |
| Eviction Defense/Prevention and Tenant Housing Stabilizati | on 5,633,464 | | | |
| Small Site Acquisition/Rehab | 1,237,205 | | | |
| Subtotal | \$8,489,888 | | | |

| Complete Neighborhoods Infrastructure | | | | |
|---------------------------------------|------------------------|--|--|--|
| Program Area | FY2020-21 Expenditures | | | |
| Grants for Neighborhood Improvements | 929,803 | | | |
| Subotal | \$929,803 | | | |

| Affordable Housing Development | | | | |
|---|------------------------|--|--|--|
| Program Area | FY2020-21 Expenditures | | | |
| Multifamily Housing Loans and Grants | 2,139,737 | | | |
| Multifamily Housing Loans and Grants - COP funded | - | | | |
| Debt Service and Issuance | 50,878 | | | |
| Subtotal | \$2,190,615 | | | |

| Program Delivery | \$4,022,574 |
|---------------------------------------|--------------|
| TOTAL Housing Trust Fund Expenditures | \$15,632,880 |

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

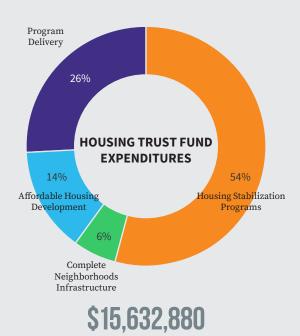


TABLE 2. Affordable Housing Fund Summary

| FY2020-21 Revenues and Encumbrances | | | | | | | |
|---|---------------------|-----------------|-------------------|---------------------|---------------------------|--|--|
| Fund | Balances 7/01/20 | Fee Payments | Other Revenues | Balances 6/30/21 | Loan Encumbrances 6/30/21 | | |
| Inclusionary | \$76,782,865 | \$4,869,769 | \$16,186,166 | \$88,958,339 | \$21,559,768 | | |
| Jobs-Housing | \$29,893,079 | \$74,067 | \$4,092,138 | \$33,676,179 | \$12,234,280 | | |
| Market/Octavia | \$10,685,828 | \$1,455,168 | \$268,606 | \$12,409,603 | - | | |
| Eastern Neighborhood (EN) Mission and SOMA | \$7,223,957 | - | \$314,389 | \$7,334,677 | \$649,365 | | |
| Eastern Neighborhoods Alternative Inclusionary | \$3,840,931 | - | - | \$3,840,931 | - | | |
| Van Ness & Market Residential Special Use District | \$14,363,892 | - | \$355,853 | \$14,719,745 | - | | |
| Expedited Condominium Conversion Program | \$7,527,030 | \$1,260,390 | \$272,374 | \$8,939,871 | \$849,591 | | |
| 180 Jones Fund | \$1,046,811 | - | - | - | - | | |

| FY 2020-21 Expenditures | | | | | | | | |
|------------------------------------|--------------|--------------|----------------------|-----------------------------|-------------------|--|--|--|
| | Inclusionary | Jobs-Housing | EN Mission & SOMA | Condo Conversion Program | 180 Jones Fund | | | |
| Project Expenditures | | | | | | | | |
| 180 Jones | - | \$383,104 | - | - | \$1,046,811 | | | |
| 4200 Geary | \$100,083 | - | - | - | - | | | |
| 4840 Mission Street | \$242,471 | - | - | - | - | | | |
| 500 Turk | \$2,074,269 | - | - | - | - | | | |
| 534-536 Natoma St (Small Sites) | \$75,259 | - | - | - | - | | | |
| 681 Florida (formerly 2070 Bryant) | \$235,563 | - | - | - | - | | | |
| 78 Haight Parcel U | \$65,276 | - | - | - | - | | | |
| 921 Howard | \$603,563 | - | - | - | - | | | |
| El Dorado Hotel | - | - | \$117,468 | - | - | | | |
| Hayes Valley North | - | - | - | \$119,923 | - | | | |
| Hunters View - Phase 2A | \$300,000 | - | - | - | - | | | |
| Merry Go Round (Small Sites) | \$544,204 | - | - | - | - | | | |
| Treasure Island C3.1 | \$589,069 | - | - | - | - | | | |
| Upper Yard | \$657,424 | - | - | - | - | | | |
| Washburn Hotel | - | - | \$86,200 | - | - | | | |
| Administrative Expenditures | \$3,393,281 | | | | | | | |
| TOTAL Expenditures | \$8,880,461 | \$383,104 | \$203,668 | \$119,923 | \$1,046,811 | | | |

TABLE 3. Affordable Housing Fund Loan Expenditures

| | FY 2020-21 | Affordable Ho | ousing Fund Lo | oan Expenditure | es | | |
|---|--------------|------------------|----------------------|--------------------------------|-------------------|-------------------------------|------------------------|
| Project and Type of Housing | Inclusionary | Jobs- Housing | EN Mission & SOMA | Condo Conversion Program | 180 Jones Fund | Total FY20-21 Expenditures | # of Units Assisted |
| 180 Jones Family, Formerly Homeless | - | \$383,104 | - | - | \$1,046,811 | \$1,429,915 | 70 |
| 4200 Geary Seniors | \$100,083 | - | - | - | - | \$100,083 | 98 |
| 4840 Mission Street Family, Public Hsg Replacement | \$242,471 | - | - | - | - | \$242,471 | 137 |
| 500 Turk Family, Public Hsg Replacement | \$2,074,269 | - | - | - | - | \$2,074,269 | 108 |
| 534-536 Natoma St (Small Sites) Small Sites Program | \$75,259 | - | - | - | - | \$75,259 | 5 |
| 681 Florida (formerly 2070 Bryant) Family, Formerly Homeless | \$235,563 | - | - | - | - | \$235,563 | 130 |
| 78 Haight Parcel U Transition Age Youth | \$65,276 | - | - | - | - | \$65,276 | 63 |
| 921 Howard Families | \$603,563 | - | - | - | - | \$603,563 | 203 |
| El Dorado Hotel Formerly Homeless | - | - | \$117,468 | - | - | \$117,468 | 57 |
| Hayes Valley North Family, Public Hsg Replacement | - | - | - | \$119,923 | - | \$119,923 | 84 |
| Hunters View - Phase 2A Family, Public Hsg Replacement | \$300,000 | - | - | - | - | \$300,000 | 107 |
| Merry Go Round (Small Sites) Small Sites Program | \$544,204 | - | - | - | - | \$544,204 | 14 |
| Treasure Island C3.1 Family, Formerly Homeless | \$589,069 | - | - | - | - | \$589,069 | 138 |
| Upper Yard Family, Public Hsg Replacement | \$657,424 | - | - | - | - | \$657,424 | 131 |
| Washburn Hotel Formerly Homeless | - | <u>-</u> | \$86,200 | - | - | \$86,200 | 22 |
| TOTAL | \$5,487,180 | \$383,104 | \$203,668 | \$119,923 | \$1,046,811 | \$7,240,687 | 1,367 |

TABLE 4. Local Operating Subsidy Program (LOSP) Summary

| | FY 2020 | 0-21 Local Operating Subsidy Prog | ram (LOSP) E | xpenditu | ıres | | |
|---|----------------------|--|-----------------------|----------------|--------------------|------------------------|------------------|
| | | | | | | PSH Units with LOSP | |
| Project Name | Address | Sponsor(s) | Target Population | Total Units | Total PSH Units | Operating Contract | LOSP Budgeted |
| 1036 Mission Family Housing | 1036 Mission | Tenderloin Neighborhood Development Corporation | Families | 83 | 40 | - | |
| 10th & Mission Family Housing | 1390 Mission | Mercy Housing California | Families | 136 | 44 | 44 | \$531,193 |
| 1100 Ocean | 1100 Ocean | Mercy Housing California | Families & TAY | 71 | 25 | 19 | \$436,080 |
| 1180 Fourth Street | 1180 4th | Mercy Housing California | Adults & Families | 150 | 50 | 50 | \$656,110 |
| 1950 Mission St | 1950 Mission | Bridge Housing and Mission Housing Development Corp | Families | 157 | 40 | 40 | \$541,708 |
| 149 Mason Street Apartments | 149 Mason | Glide | Adults | 56 | 56 | 55 | \$928,336 |
| 2060 Folsom St | 2060 Folsom | Mission Economic Development Agency | Singles & Families | 127 | 29 | 29 | \$464,575 |
| 455 Fell Street Apartments | 455 Fell | Mercy Housing California | Families | 108 | 33 | 33 | \$518,260 |
| 735 Davis Senior | 735 Davis | Bridge Housing and John Stewart Company | Seniors | 53 | 15 | 15 | \$262,728 |
| 990 Polk | 990 Polk | Tenderloin Neighborhood Development Corporation | Seniors | 110 | 50 | 30 | \$130,821 |
| Arlington Hotel | 472 Ellis | Mercy Housing California | Adults | 154 | 105 | 38 | \$61,098 |
| Armstrong Place | 5600 3rd | Bridge Housing | Seniors | 116 | 23 | 23 | \$226,410 |
| Arnett Watson Apartments | 650 Eddy | Community Housing Partnership | Families | 83 | 83 | 79 | \$1,106,518 |
| Bayview Hill Gardens | 1075 Le Conte | Mercy Housing California | Families | 73 | 72 | 22 | \$27,116 |
| Bishop Swing Community House | 275 10th | Episcopal Community Services | Adults | 135 | 134 | 75 | \$80,823 |
| Broadway Sansome Family Housing | 235 -295 Broadway | Chinatown Community Development Center | Families | 75 | 37 | 37 | \$508,603 |
| Casa de la Mision | 3001-3021 24th | Mercy Housing California | Seniors | 45 | 44 | 44 | \$537,004 |
| Casa Quezada | 35 Woodward | Dolores Street Community Services | Adults | 52 | 52 | 52 | \$739,692 |
| Edith Witt Senior Community | 66 9th | Mercy Housing California | Adults | 107 | 27 | 11 | \$128,342 |
| Edward II | 3151-3155 Scott | Community Housing Partnership | TAY | 25 | 24 | 24 | \$560,023 |
| Folsom + Dore Apartments | 1346 Folsom | Tenderloin Neighborhood Development Corporation | Adults & Families | 98 | 40 | 20 | \$329,776 |
| Hotel Essex | 684 Ellis | Community Housing Partnership | Adults | 84 | 84 | 44 | \$155,469 |
| John Burton Advocates for Youth Housing Complex | 800 Presidio | Booker T. Washington Community Service Center / John Stewart Company | TAY | 50 | 25 | 25 | \$432,444 |
| Kelly Cullen Community | 220 Golden Gate | Tenderloin Neighborhood Development Corporation | Adults | 174 | 172 | 80 | \$118,401 |
| Mission Creek Senior Community | 225 Berry | Mercy Housing California | Seniors | 140 | 51 | 51 | \$754,649 |

| FY 2020-21 Local Operating Subsidy Program (LOSP) Expenditures | | | | | | | |
|--|-----------------|--|----------------------|----------------|--------------------|---|------------------|
| Project Name | Address | Sponsor(s) | Target Population | Total Units | Total PSH Units | PSH Units with LOSP Operating Contract | LOSP Budgeted |
| Monterey Boulevard Apartments | 403 Monterey | Bernal Heights Neighborhood Center | Families | 4 | 4 | 4 | \$83,067 |
| Mosaica Family Apartments | 680 Florida | Tenderloin Neighborhood Development Corporation | Families | 93 | 20 | 20 | \$196,482 |
| Mosaica Senior Apartments | 655 Alabama | Tenderloin Neighborhood Development Corporation | Seniors | 24 | 11 | 11 | \$73,204 |
| Parkview Terraces | 871 Turk | Chinatown Community Development Center / Bayside Communities | Seniors | 101 | 20 | 20 | \$247,134 |
| Plaza Apartments | 988-992 Howard | Tenderloin Neighborhood Development Corporation | Adults | 106 | 106 | 53 | \$80,088 |
| Railton Place | 242 Turk | The Salvation Army | TAY | 40 | 40 | 40 | \$295,924 |
| Rene Cazenave Apts (Transbay Block 11A) | 25 Essex | Community Housing Partnership | Adults | 120 | 119 | 68 | \$60,102 |
| Richardson Apartments (Parcel G) | 365 Fulton | Community Housing Partnership | Adults | 120 | 120 | 64 | \$294,007 |
| The Coronet | 3595 Geary | Bridge Housing | Seniors | 150 | 25 | 25 | \$113,780 |
| TIHDI: Island Bay Homes | 1411 Flounder | Community Housing Partnership | Families | 70 | 41 | 25 | \$59,020 |
| Vera Haile Senior Housing | 129 Golden Gate | Mercy Housing California / St. Anthony's | Seniors | 90 | 18 | 3 | \$27,846 |
| Zygmunt Arendt House | 850 Broderick | Community Housing Partnership | Seniors | 47 | 46 | 30 | \$652,644 |
| Totals | | | | 4,041 | 2,108 | 1,190 | \$12,419,477 |

TABLE 5. Inclusionary Small Sites Program Summary

| Fee Revenue & Interest Received | | | | | | | | | | | |
|---------------------------------|----------|----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|---------|--------------|
| 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 | FY20-21 | TOTAL |
| 6,745 | 153,668 | 918,694 | 3,070,553 | 2,461,460 | 9,381,725 | 3,993,720 | 1,489,673 | 2,264,847 | 2,892,297 | 515,012 | \$27,148,394 |

| | | E | expenditures | ; | | | | |
|-----------------------------|----------|-----------|--------------|-----------|-----------|---------|---------|-------------|
| Project Expenditure | FY 14-15 | FY 15-16 | FY16-17 | FY17-18 | FY18-19 | FY19-20 | FY20-21 | 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 Belcher St | | 1,581,460 | 118,087 | | | 424,663 | | \$2,124,210 |
| 1684-1688 Grove St | | 1,102,025 | 161,151 | 11,794 | | | | \$1,274,970 |
| 1500 Cortland Ave | | 176,556 | 677,165 | 408,279 | | | | \$1,262,000 |
| 1015 Shotwell St | | | 2,579,602 | 401,398 | | | | \$2,981,000 |
| 2217 Mission St | | | 2,264,152 | | 181,709 | 162,139 | | \$2,608,000 |
| 462 Green St | | | 1,509,536 | 21,303 | 408,653 | 726,508 | | \$2,666,000 |
| 70-72 Belcher St | | | | 1,610,517 | 89,029 | | | \$1,699,546 |
| 3840 Folsom St | | | 859,604 | 258,472 | 174,123 | | | \$1,292,199 |
| 2976 23rd St | | | | 721,724 | 13,472 | 8,884 | 544,204 | \$1,288,283 |
| 568-570 Natoma St | | | | 266,333 | 64,855 | | | \$331,188 |
| 29-35 Fair Ave | | | | 1,165,381 | 268,992 | 74,627 | | \$1,509,000 |
| 534-536 Natoma St | | | | | 1,251,475 | 148,266 | 75,259 | \$1,475,000 |
| 60 28th St | | | | | 100,000 | | | \$100,000 |
| Encumbrance Balance June 30 | 687,396 | 2,406,846 | 2,669,180 | 2,293,321 | 2,004,578 | 909,990 | 290,528 | |
| Balance Available | | | | | | | | \$4,847,712 |

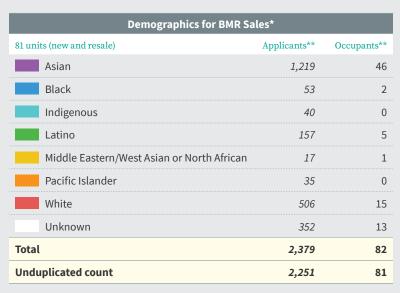
TABLE 6. Downtown Neighborhoods Preservation Fund Summary

| Fee Revenue & Interest Received | | | | | | | | |
|---------------------------------|--------------|-----------|-----------|----------|--------------|--|--|--|
| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | TOTAL | | | |
| | \$17,672,361 | \$408,345 | \$371,668 | \$95,740 | \$18,548,114 | | | |

| Funds Disbursed & Encumbered | | | | | | | | |
|------------------------------|--|---------|-----------|-----------|---------|-------------|--|--|
| | Number and Type of Housing Unit | FY17-18 | FY18-19 | FY19-20 | FY20-21 | TOTAL | | |
| 1201 Powell St | 17 units, mostly 1-bedroom, for seniors | - | 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 | | | | | | \$9,622,258 | | |

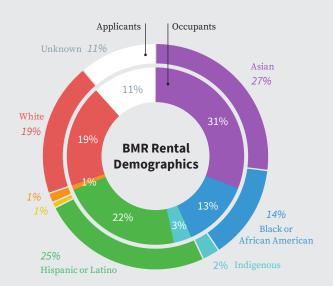
TABLE 7. Below Market Rate (BMR) Demographics

| Demographics for BMR Rentals* | | | | | | | | |
|--|--------------|-------------|--|--|--|--|--|--|
| 405 units (new and re-rental) | Applicants** | Occupants** | | | | | | |
| Asian | 31,919 | 139 | | | | | | |
| Black | 16,016 | 57 | | | | | | |
| Indigenous | 2,814 | 14 | | | | | | |
| Latino | 28,742 | 100 | | | | | | |
| Middle Eastern/West Asian or North African | 1,102 | 1 | | | | | | |
| Pacific Islander | 1,549 | 3 | | | | | | |
| White | 22,509 | 84 | | | | | | |
| Unknown | 12,846 | 52 | | | | | | |
| Total | 117,497 | 450 | | | | | | |
| Unduplicated count | 105,222 | 405 | | | | | | |





^{**}Duplicated counts are persons who identified with more than one race/ethnicity are counted under multiple race/ethnicity categories.



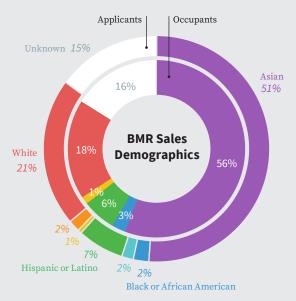


TABLE 8. Neighborhood Resident Housing Preference (NRHP) Program Summary

| | FY 2020-21 Ne | eighborhood Res | ident Housing Prefe | erence (NRHP) Pro | gram | |
|-------------------|-----------------------|-----------------|---------------------|-------------------|-----------------|------------------|
| Eligible Projects | Project Name | District | Lottery Date | NRHP Units | NRHP Applicants | Total Applicants |
| Ownership | Maison Au Pont | 2 | 5/21/2020 | 2 | 18 | 220 |
| | 1433 Bush Street | 3 | 5/28/2020 | 2 | 29 | 177 |
| | Total | | | 4 | 47 | 397 |
| Inclusionary | The Rise Hayes Valley | 6 | 8/5/2019 | 7 | 933 | 4,884 |
| Rental | 500 Folsom | 6 | 10/1/2019 | 43 | 1,240 | 6,849 |
| | 777 Tennessee | 10 | 12/9/2019 | 3 | 637 | 4,665 |
| | 2100 Market | 8 | 1/7/2020 | 3 | 208 | 4,091 |
| | Total | | | 56 | 3,018 | 20,489 |
| Multifamily | 1601 Mariposa | 10 | 1/16/2020 | 24 | 789 | 5,882 |
| Rental | Fifteen Fifty | 6 | 4/15/2020 | 44 | 1,504 | 7,442 |
| | Total | | | 68 | 2,293 | 13,324 |

| | Projects by S | Supervisor Distri | ct |
|-------------|---------------|---------------------|--------------------------|
| District | Projects | Total NRHP Units | Total NRHP Applicants |
| District 1 | | | |
| District 2 | 1 | 2 | 18 |
| District 3 | 1 | 2 | 29 |
| District 4 | | | |
| District 5 | | | |
| District 6 | 3 | 94 | 3,677 |
| District 7 | | | |
| District 8 | 1 | 3 | 208 |
| District 9 | | | |
| District 10 | 2 | 27 | 1,426 |
| District 11 | | | |
| Total | 8 | 128 | 5,358 |



TABLE 9. Housing Preference Program Summary

| Certificate of Preference (COP) | FY 2020-21 |
|-------------------------------------|------------|
| New COP Certificates Issued | 34 |
| COP Placements to Rental Housing | 9 |
| COP Placements to Ownership Housing | 0 |
| Total Housed | 9 |

| Displaced Tenants Housing Preference (DTHP) | |
|---|----|
| DTHP Certificates Issued | |
| Ellis Act Eviction | 49 |
| Owner Move-In Eviction | 22 |
| Fire Victim Displacee | 12 |
| Rent Burden | 8 |
| Total Issued | 91 |
| DTHP Placements to Rental Housing | 35 |
| DTHP Placements to Ownership Housing | 3 |
| Total Housed | 38 |

| Neighborhood Resident Housing Preference (NRHP) | | | | | |
|---|--------|--|--|--|--|
| New Developments with NRHP | 8 | | | | |
| 6 Rental Developments / 124 Units | | | | | |
| 2 Ownership Developments / 4 Units | | | | | |
| Total Applications for NRHP-eligible Projects | 34,210 | | | | |
| NRHP Applicants in Completed Projects | 5,358 | | | | |
| NRHP Placements to Rental Housing | 124 | | | | |
| NRHP Placements to Ownership Housing | 4 | | | | |
| Total Housed | 128 | | | | |

TABLE 10. Evictions From MOHCD-Assisted Housing*

| | FY 2020-21 |
|---|------------|
| Number of Housing Developments | 287 |
| Number of Affordable Units | 20,219 |
| Number of Households (HHs) in the Units During the Period | 22,929 |

*Includes data from 307 reports, out of 362 expected. The number of evictions is significantly lower than prior years because there was a ban on most forms of eviction during most of calendar year 2020.

| Households Receiving | % of |
|----------------------|-----------|
| Eviction Notices | ouseholds |
| 522 | 2.28% |

| Unlawful Detainer | % of |
|------------------------|------------|
| Actions Filed in Court | households |
| 165 | 0.72% |

| Total Number of | % of |
|-----------------|------------|
| Evictions | households |
| 51 | 0.22% |

FIGURE 3.

Performance Measures

INVESTEMENT & PROGRAM AREAS:

HOUSING STABILIZATION



Access to Civil Justice



Access to Housing



Access to Opportunity



Eviction Prevention and Housing Stabilization



HIV Supportive Housing

ANTI-DISPLACEMENT



Access to Civil Justice



Community Building

ECONOMIC SELF-SUFFICIENCY



Access to Civil Justice



Access to Opportunity



Financial Capability

CAPITAL INVESTMENT



Capital Improvements

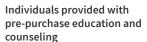


STRATEGY: Rental Housing Counseling

Individuals receiving assistance in accessing housing, including preparing for successful rental application

2020-21 Goal Actual % of Goal 2,840 3,914 138%

STRATEGY: Homeownership Counseling



2020-21 Goal % of Goal Actual 2,652 3.564 **134**%

STRATEGY:

Homeownership Counseling

Number of new homeowners created

| 46 | 29 | 63 % |
|--------------|--------|-------------|
| 2020-21 Goal | Actual | % of Goal |

STRATEGY:

Housing Placed-Based Services

Residents participating in community building activities across HOPE SF, RAD and SRO sites

2020-21 Goal Actual % of Goal 4.000 17.605 440%

STRATEGY: Housing Placed-Based Services

Residents that complete 50% of the goals from case management plans

| 150 | 281 | 18 | 37 % |
|--------------|-----|--------|-------------|
| 2020-21 Goal | | Actual | % of Goal |

Tenant Right to Counsel, Tenant-Based Rental Subsidies, and Tenant Counseling and

Individuals receiving full legal representation

2020-21 Goal Actual % of Goal 1,596 1,298 **81**%

STRATEGY:

Tenant Right to Counsel, Tenant-Based Rental Subsidies, and Tenant Counseling and

Individuals receiving tenant education and counseling

| 1,390 | 1,529 | 110% |
|--------------|--------|-----------|
| 2020-21 Goal | Actual | % of Goal |

STRATEGY:

Tenant Right to Counsel, Tenant-Based Rental Subsidies, and Tenant Counseling and

Individuals receiving ongoing rental subsidies

| 1,179 | 1,366 | 116% |
|--------------|--------|-----------|
| 2020-21 Goal | Actual | % of Goal |

STRATEGY:

Tenant Right to Counsel, Tenant-Based Rental Subsidies, and Tenant Counseling and

Individuals whose evictions have been prevented

| 508 | 376 | 74% |
|--------------|--------|-----------|
| 2020-21 Goal | Actua1 | % of Goal |

STRATEGY:

HOPWA Housing and Long-Term Rental Subsidies and Supportive Services

Individuals receiving acuity-based assessments for housing placements

| 2020-21 Goal | Actual | % of Goal |
|--------------|--------|-----------|
| 118 | 118 | 100% |

STRATEGY:

HOPWA Housing and Long-Term Rental Subsidies and Supportive Services

Individuals living with HIV receiving subsidies and vouchers

| 184 | 183 | 99 % |
|--------------|--------|-------------|
| 2020-21 Goal | Actual | % of Goal |

STRATEGY:

Immigration and Family Law Legal Services

Individuals receiving legal representation

2020-21 Goal Actual % of Goal 1,505 101% 1,485

STRATEGY:

Convening and Collaboration

Residents engaged in opportunities for neighborhood involvement

2020-21 Goal Actual % of Goal 1,433 3,345 233%

STRATEGY: Convening and Collaboration

Cultural events, arts, cultural activities, and public place-keeping projects completed by Cultural **Districts**

2020-21 Goal Actual % of Goal 23 83 361%

STRATEGY: Convening and Collaboration

Activities or projects completed that sustained a neighborhood's art, culture, tradition, way of life, history or overall ecosystem by Cultural **Districts**

2020-21 Goal Actual % of Goal 93 31 300%

STRATEGY:

Convening and Collaboration

Projects completed that address stabilization and economic growth needs in communities and neighborhoods by Cultural Districts

2020-21 Goal Actual % of Goal 5 210 4,200%

STRATEGY:

Consumer Law, Employment Law, and Benefits Advocacy Services

Individuals receiving legal representation

2020-21 Goal Actual % of Goal 372 110% 338

STRATEGY:

Community-Based Services

Individuals receiving case management as an element of service connection

2020-21 Goal Actual % of Goal 880 1,120 **127**%

STRATEGY:

Community-Based Services

Individuals completing at least 50% of the goals from case management plan

2020-21 Goal % of Goal Actual 606 94% 647

STRATEGY:

Community-Based Services

Individuals trained in academic, workplace and life skills

2020-21 Goal Actual % of Goal 1,824 100% 1,821

STRATEGY:

Financial Capability Services

Individuals receiving credit counseling and repair services

2020-21 Goal Actual % of Goal 368 511 **139**%

STRATEGY: **Financial Capability Services**

Individuals provided with financial counseling, education, and coaching

2020-21 Goal Actual % of Goal **928** 867 **93**%

STRATEGY:

Community Facilities

Nonprofit service providers receiving capital improvements to their facilities

2020-21 Goal Actual % of Goal 2 2 100%

STRATEGY: Community Facilities

Nonprofit service providers receiving **Capital Needs Assessments**

2020-21 Goal Actual % of Goal 1 3 300%



TABLE 11. Community Development Grantees

- · 3rd Street Youth Center & Clinic
- · A. Philip Randolph Institute San Francisco
- · African Advocacy Network
- · African American Art & Culture Complex
- African American Arts and Cultural District, fiscally-sponsored by Young Community Developers, Inc.
- AIDS Legal Referral Panel of the SF Bay Area
- American Indian Cultural District, fiscallysponsored by SOMArts
- APA Family Support Services
- Arab Resource and Organizing Center, fiscally-sponsored by The Tides Center
- Asian Americans Advancing Justice Asian Law Caucus
- Asian and Pacific Islander Wellness Center, Inc. (dba San Francisco Community Health Center)
- · Asian Pacific American Community Center
- · Asian Women's Shelter
- · ASIAN, Inc.
- · Asociacion Mayab
- Bay Area Community Resources, fiscal sponsor to Portola Neighborhood Association
- · Bay Area Legal Aid
- Bayview Hunters Point Multipurpose Senior Services, Inc.
- Bernal Heights Neighborhood Center
- Bill Sorro Housing Program, fiscallysponsored by San Francisco Study Center, Inc.
- Booker T. Washington Community Service Center
- · Boys & Girls Clubs of San Francisco
- BRIDGE Regional Partners, Inc.
- Calle 24 Latino Cultural District, fiscallysponsored by San Francisco Study Center, Inc.
- Castro LGBTQ Cultural District, fiscallysponsored by San Francisco Lesbian Gay Bisexual Transgender Community Center

- Catholic Charities CYO of the Archdiocese of San Francisco
- · Causa Justa :: Just Cause
- Center for Immigrant Protection dba The LGBT Asylum Project
- · Centers for Equity and Success, Inc.
- Central American Resource Center -CARECEN - of Northern California
- 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!
- Collective Impact, DBA Mo' Magic
- Community Awareness Resources Entity
- · Community Forward SF, Inc.
- · Community Tech Network
- · Community Vision Capital & Consulting
- Community Youth Center of San Francisco
- · Compass Family Services
- Compton's Transgender Cultural District, fiscally-sponsored by St. James Infirmary
- Consumer Credit Counseling Service of San Francisco dba BALANCE
- · Corporation for Supportive Housing
- · Covia Foundation
- · Dolores Street Community Services, Inc.
- Donaldina Cameron House
- Enterprise Community Partners, Inc.
- Episcopal Community Services of San Francisco
- Eviction Defense Collaborative, Inc.
- Filipino-American Development Foundation, fiscal sponsor of Filipino Community Center
- 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
- Goodwill Industries of San Francisco, San Mateo & Marin Counties
- GRID Alternatives Bay Area, Inc.
- Gum Moon Residence Hall
- Hamilton Families
- · Homeless Children's Network
- Homeless Prenatal Program, Inc.
- Homeownership San Francisco
- Homies Organizing the Mission to Empower Youth (HOMEY)
- Housing and Economic Rights Advocates
- Housing Authority of the City and County of San Francisco
- Housing Rights Committee of San Francisco, fiscally-sponsored by San Francisco Study Center, Inc.
- Instituto Laboral de la Raza, Inc.
- Japanese Community Youth Council, fiscal sponsor of Japantown Cultural District
- Jewish Vocational and Career Counseling Service
- Justice & Diversity Center of the Bar Association of San Francisco
- Kultivate Labs
- La Raza Centro Legal, San Francisco
- · La Raza Community Resource Center, Inc.
- · Larkin Street Youth Services

TABLE 11. Community Development Grantees

- Lavender Youth Recreation and Information Center, Inc.
- Lawyers' Committee for Civil Rights of the San Francisco Bay Area
- Leather and LGBTQ Cultural District, fiscally-sponsored by SOMArts
- Legal Assistance to the Elderly, Inc.
- · Legal Services For Children, Inc.
- · Lower Polk Community Benefit District
- · Maitri Compassionate Care
- · Mercy Housing California
- Mercy Housing California XVII, A California Limited Partnership
- · Mission Asset Fund
- · Mission Economic Development Agency
- Mission Housing Development Corporation
- · Mission Neighborhood Centers, Inc.
- Mission Neighborhood Centers, Inc., fiscal sponsor of Mission Language and Vocational School
- Mujeres Unidas y Activas
- MyPath
- · Native American Health Center, Inc.
- Nihonmachi Legal Outreach (dba Asian Pacific Islander Legal Outreach)
- Northeast Community Federal Credit Union
- One Treasure Island
- · Open Door Legal
- Openhouse
- PODER, fiscally-sponsored by The Tidees Center
- Portola Family Connection Center, Inc.
- Potrero Hill Neighborhood House
- PRC
- Public Health Foundation Enterprises, Inc. (dba Heluna Health), fiscal sponsor of SisterWeb
- Q Foundation (dba AIDS Housing Alliance)

- Rafiki Coalition for Health and Wellness
- · Rebuilding Together San Francisco
- Richmond District Neighborhood Center, Inc.
- · Safe & Sound
- · Samoan Community Development Center
- San Francisco African American Chamber of Commerce Foundation
- · San Francisco Apartment Association
- 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 Parks Alliance
- Self-Help for the Elderly
- · Sequoia Living, Inc.
- SF CLOUT
- · Shanti Project
- · Shelter Tech
- · Southeast Asian Community Center
- · Southeast Asian Development Center
- St. James Infirmary
- Stand in Peace International. fiscallysponsored by Young Community Developers, Inc.
- Sunset District Community Development (dba Sunset Youth Services)
- Swords to Plowshares: Veterans Rights Organization
- Tabernacle Community Development Corporation
- TAJA's Coalition, fiscally-sponsored by St. James Infirmary
- · 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
- The Transgender Advocates For Justice and Accountability Coalition
- Transgender Gender Variant Intersex Justice Project, fiscally-sponsored by St. James Infirmary
- United Playaz
- · Wah Mei School
- West Bay Pilipino Multi-Services, Inc.
- Westside Community Mental Health Center
- · Wu Yee Children's Services
- 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)



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