



City and County of San Francisco

2010-2011 Consolidated Annual Performance and Evaluation Report (CAPER)

**For Program Year
July 1, 2010 – June 30, 2011**

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EXECUTIVE SUMMARY

The Consolidated Annual Performance and Evaluation Report (CAPER) for the 2010-2011 program year represents the annual report of the City and County of San Francisco's implementation of four U.S. Department of Housing and Urban Development (HUD) programs:

- The Community Development Block Grant (CDBG);
- The Emergency Shelter Grant (ESG);
- The HOME Investment Partnership (HOME); and
- The Housing Opportunities for Persons With AIDS (HOPWA) Programs.

The 2010-2011 CAPER serves two purposes: 1) a summary of resources used during the program year July 1, 2010 through June 30, 2011; and 2) a self-evaluation of a) progress and challenges addressing priorities; and b) key accomplishments.

The City and County of San Francisco received the following new entitlement grants from the U.S. Department of Housing and Urban Development (HUD) for program year 2010-2011:

CDBG:	\$22,267,380
ESG:	\$926,523
HOME:	\$8,580,153
HOPWA:	\$9,977,748
2010-2011 Total:	\$41,751,804

In San Francisco, the Mayor's Office of Housing (MOH) is the lead agency responsible for the consolidated planning process and for submitting the Consolidated Plan, annual Action Plans and Consolidated Annual Performance Evaluation Reports to HUD. MOH administers the housing activities of the CDBG program and all HOME activities. Under its Community Development Division, MOH also administers CDBG public facility, non-workforce development public service and organizational planning/capacity building activities, and all ESG activities. The Office of Economic and Workforce Development (OEWD) is responsible for economic development and workforce development activities of the CDBG program. The San Francisco Redevelopment Agency (SFRA) is the lead agency for the three-county HOPWA program that serves San Francisco, San Mateo and Marin Counties.

This report describes the goals and objectives that San Francisco's CDBG, ESG, HOME and HOPWA programs are intended to address and then describes the distinct program areas through which these goals are to be achieved. The overarching goals for San Francisco's use of CDBG, ESG, HOME and HOPWA funds, as reflected in its 2010-2014 Consolidated Plan and 2010-2011 Action Plan, were the following:

- Families and individuals are healthy and economically self-sufficient;
- Neighborhoods and communities are strong, vibrant and stable;
- Formerly homeless individuals and families are stable, supported and live in permanent housing;
- Families and individuals have safe, healthy and affordable housing; and
- Public housing developments that were severely distressed are thriving mixed-income communities.

For each goal, there are objectives and for each objective, there are strategies. The City is dedicated to the articulation of specific performance measures for each objective, to ensure that we are investing our resources to achieve optimal outcomes for our communities. We developed a 2010-2011 Performance Measures Matrix to track all relevant indicators for each objective. Additionally, we designed a Five-year Master Performance Measures Matrix, to assess investment outcomes across the 2010-2014 timeframe of the Consolidated Plan. Performance under each measure will be tracked against a five-year goal and one-year goals.

Investments were made in the following program areas:

- CDBG Capital Projects;
- CDBG Public Space Improvements;

- CDBG Public Services;
- CDBG Housing-related Services;
- CDBG Planning and Capacity Building;
- CDBG Economic Development;
- ESG Essential Services;
- ESG Homeless Prevention;
- ESG Shelter Operating Expenses;
- CDBG and HOME Affordable Housing Development;
- HOPWA Capital Projects;
- HOPWA Rental Assistance Programs; and
- HOPWA Supportive Services and Operating Subsidies.

Over the course of the 2010-2011 program year, CDBG, ESG, HOME and HOPWA funds were strategically executed to renovate and develop community facilities; improve ADA access to community facilities; improve play structures at public elementary schools; improve community areas at child development centers; plant trees; deliver timely, relevant and effective social services; provide low-income residents with employment readiness skills; support the placement of residents in jobs that pay living wages; provide housing-related services including tenant rights counseling, eviction prevention counseling, tenant-based rental assistance and homeownership counseling; deliver services that help to prevent homelessness; provide shelter and essential social services to homeless individuals and families; assist small businesses and micro-enterprises; support affordable housing; support public housing developments; and support housing for people with AIDS. Additionally, CDBG funds were used to support nonprofit organizational capacity building.

Select highlights of the 2010-2011 program year include:

- Nine capital projects were completed;
- 10,325 individuals received non-housing related public services;
- 5,806 individuals received housing-related services;
- 2,102 individuals received ESG-funded homeless or homeless prevention services;
- 2,972 individuals received economic development-related services;
- 1,361 small businesses and micro-enterprises received business technical assistance;
- 1,576 persons in 1,401 households received HOPWA-funded services;
- Significant progress towards the five-year goals for the six NRSAs;
- The City's leveraging of significant resources through public, private and not for profit support of programs that strengthen and optimize federal funds;
- Increased coordination of services; and
- Improved monitoring and management of sub-recipients.

In general, housing and community development activities that were implemented during program year 2010-2011 served the identified needs. The five-year program matrix in subsection C and the one-year program matrix in subsection D of the Self Evaluation section show how the City performed against the goals that were set in the five-year strategic plan and the one-year action plan. The comparison of accomplishment data to goals indicate that the Consolidated Plan activities made a positive impact on the identified needs. However, due to the complexity and extent of the needs in the City, the identified needs are still significant.

I. INTRODUCTION

A. Background and Purpose

The Consolidated Annual Performance and Evaluation Report (CAPER) for the 2010-2011 program year represents the annual report of the City and County of San Francisco's implementation of four U.S. Department of Housing and Urban Development (HUD) programs:

- The Community Development Block Grant (CDBG);
- The Emergency Shelter Grant (ESG);
- The HOME Investment Partnership (HOME); and
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B. HUD Program Descriptions

Community Development Block Grant Program

Title I of the Housing and Community Development Act of 1974 (Public Law 93-383) created the Community Development Block Grant (CDBG) Program. Reauthorized in 1990 as part of the Cranston-Gonzalez National Affordable Housing Act, local communities can use the resources of the CDBG Program to develop flexible, locally designed community development strategies to address the program's primary objective, which is “... *development of viable urban communities, by providing decent housing and suitable living environments and expanding economic development opportunities principally for persons of low and moderate income.*”

The CDBG program is directed toward neighborhood revitalization through the funding of local programs that support the empowerment of low-income households through workforce development initiatives, economic development, housing and the provision of improved community facilities and services. Through the CDBG program, cities are allowed to develop their own programs and funding priorities, but are limited to activities that address one or more of the national objectives of the program. The national objectives include benefiting low- and moderate-income persons, aiding in the prevention or elimination of blight, and addressing other urgent community development needs.

Emergency Shelter Grant Program

The Emergency Shelter Grant Program, authorized by the Stewart B. McKinney Homeless Assistance Act, provides funding for four types of activities that assist homeless individuals and families: (1) rehabilitation or conversion of buildings for use as emergency shelter, (2) operating expenses for emergency shelters, (3) essential social services for homeless individuals, and (4) prevention activities that help reduce the number of people who become homeless.

HOME Investment Partnership Program

The HOME Investment Partnerships, introduced in the Cranston-Gonzalez National Affordable Housing Act of 1990, provides funding that can be used for rehabilitation, new construction, acquisition of affordable housing, and/or tenant-based rental assistance.

Housing Opportunities for Persons With AIDS Program

The Housing Opportunities for Persons With AIDS program allocates funds to assist all forms of housing designed to prevent homelessness of persons with HIV/AIDS, and to meet the housing needs of persons with HIV/AIDS, including lease/rental assistance, shared housing arrangements, apartments, single room occupancy (SRO) dwellings, and community residences. Supportive services may also be included in the program.

C. San Francisco Neighborhood Definitions

In order to ensure consistency in the geographic definition of San Francisco neighborhoods, MOH has described neighborhood boundaries with year 2000 census tracts. Population data has been included to broaden our understanding of density within these neighborhoods.

Neighborhood Boundary Definitions

Neighborhood	Census Tracts	Total Population*
Bayview Hunters Point	230.01, 230.02, 230.03, 231.01, 231.02, 231.03, 232, 233, 234, 606, 609, 610	34,835
Bernal Heights	251, 252, 253, 254.01, 254.02, 254.03	24,952
Chinatown	107, 113, 114, 118	13,601
Diamond Heights/Glen Park	217, 218	8,053
Excelsior	256, 260.01, 260.02, 260.03, 260.04, 263.01, 263.02, 263.03	37,064
Financial District	115, 117	2,506
Fisherman's Wharf/North Waterfront	101,105	5,096
Golden Gate Park	603	137
Haight Ashbury	166, 171	12,308
Hayes Valley	163, 164, 167, 168	19,114
Inner Sunset	301.01, 302.01, 302.02, 303.01, 303.02	22,266
Japan Town	155	3,591
Lakeshore/Stonestown	331, 332.01, 332.02, 604	15,590
Lone Mountain/North of Panhandle	156, 157, 165	14,817
Marina	126, 127, 128, 129, 130	22,457
Mission	177, 201, 202, 207, 208, 209, 210, 228.01, 228.02, 228.03, 229.01, 229.02, 229.03	60,202
Mission Bay	607	676
Nob Hill	110, 111, 112, 119, 120, 121	26,965
Noe Valley	211, 212, 213, 214, 215, 216	21,477
North Beach	104, 106	9,138
Oceanview Merced Ingleside	262, 312, 313, 314	29,792
Outer Mission	255, 261	13,513
Pacific Heights	131, 132, 134, 135, 152, 153	23,205
Portola	257, 258, 259	15,370
Potrero Hill	226, 227.01, 227.02, 227.03	10,542
Presidio	601	2,234
Presidio Heights/Laurel Heights	133, 154	9,907
Richmond	401, 402, 426, 427, 451, 452, 476, 477.01, 477.02, 478, 479.01, 479.02	66,083
Russian Hill	102, 103, 108, 109	18,016
Seacliff/Lake District	428, 602	2,682
South Beach	176.02, 179.01	5,942
South of Market	176.01, 178, 180	13,870
Sunset	326, 327, 328, 329, 330, 351, 352.01, 352.02, 353, 354	70,672
Tenderloin	122, 123, 124, 125	29,155
Treasure Island	179.02	1,453
Twin Peaks	204	6,742
Upper Market/Castro	169, 170, 203, 205, 206	17,302
Van Ness/Civic Center	151, 160, 162	6,948
Visitation Valley	264.01, 264.02, 264.03, 264.04, 605.01, 605.02	18,069
West of Twin Peaks	301.02, 304, 305, 306, 307, 308, 309, 310, 311	44,098
Western Addition	158, 159, 161	16,293
Total Population for City and County of San Francisco		776,733

*Source: U.S. Census 2000, SF 1

D. Citizen Participation

The Draft 2010-2011 CAPER was available to the public for review and comment between September 8, 2011 and September 22, 2011. The City published a notice in the San Francisco Examiner on August 31, 2011 and September 14, 2011 informing the public of the availability of the draft document for review and comment. The public had access to a hard copy of the document at the Main Branch of the Public Library and at the offices of MOH and SFRA. An electronic copy of the draft document was posted on the MOH Community Development Division's website.

One comment was received from Linda Martin, Ombudsman of the San Francisco Housing Authority (SFHA), requesting MOH and SFRA to consider allowing SFHA to be eligible for grant funding under the CDBG, ESG and HOPWA programs.

MOH and SFRA staff contacted Linda Martin and informed her that SFHA is currently eligible to receive CDBG and ESG funding. Eligible CDBG and ESG applicants include:

- 501(c)(3) registered non-profit corporations with proposed program based in San Francisco. Applicants should have a Board of Directors with a minimum of 7 members that reflect the diversity of the program(s) and clients being served;
- Governmental entities, including public agencies, commissions or authorities that are independent of the City and County of San Francisco's government (e.g. S.F. Housing Authority);
- Churches and religious organizations that meet the requirements of IRC section 501(c)(3), regardless of their application and recognition from the IRS; and
- Institutes of higher education.

While SFRA staff is aware of the impact HIV/AIDS has had on all segments of the San Francisco population, there are several reasons why the San Francisco Housing Authority (SFHA) cannot directly use HOPWA funding for households currently living in housing subsidized through the SFHA. The primary reason a deep rent HOPWA subsidy cannot be used by a household residing in public housing is because neither the SFHA nor the HOPWA program can double subsidize a housing unit, this is considered double dipping which is specifically prohibited by HUD.

The SFRA does not anticipate any HOPWA increases in the upcoming year and all of the current allocation is used to support existing HOPWA-funded programs including a tenant based subsidy program that is operated by the SFHA and five Residential Care Facilities for the Chronically Ill so there isn't any room in the HOPWA program to fund ongoing expenses (i.e., additional subsidies) that could be allocated specifically for individuals (living with HIV/AIDS) who want to transition out of public housing.

The SFRA has supported a Housing Waitlist (HWL) to access a HOPWA deep rent subsidy because it insures equal access and fair distribution of these subsidies. The HWL has been closed since 2001, and is currently being revamped to assure individuals most in need (i.e., very low income, living with disabling HIV/AIDS, and not receiving any type of housing assistance) can access housing. Specifically, the SFRA contracts with two organizations that operate the deep rent subsidy program for the City and County of San Francisco: Catholic Charities CYO (CCCYO) and the San Francisco Housing Authority. CCCYO (along with the SFRA) monitor the usage of subsidies (and funds) to determine when names should be drawn from the HWL to determine eligibility, and certify individuals and households for a deep rent subsidy. Therefore, an individual living in housing subsidized by the SFHA can be on the HWL (once it is open) however, if a person's name is selected to receive a subsidy, and they are certified as eligible, then the person must decide whether they want to continue to live in public housing or if they choose to live in a unit subsidized by the SFHA.

Finally, there are 163 units in affordable housing projects whose development was funded by HOPWA and that are subsidized with project based Section 8 units. These units all take referrals from the Section 8 wait list, which no longer has any HOPWA-eligible households identified, so they are taking referrals from the HWL. Once the Section 8 wait list is re-opened and replenished with HOPWA-eligible households those units will once again take referrals solely from the Section 8 wait list.

E. Resources Available for 2010-2011

New Entitlement Grants for 2010-2011

The City and County of San Francisco received the following new entitlement grants from the U.S. Department of Housing and Urban Development (HUD) for program year 2010-2011:

CDBG:	\$22,267,380
ESG:	\$926,523
HOME:	\$8,580,153
HOPWA:	\$9,977,748
2010-2011 Total:	\$41,751,804

Funds Available and Expenditures for 2010-2011

The table below details the funds available and expenditures during program year 2010-2011 (July 1, 2010 – June 30, 2011). The table first shows funds available at the end of the prior year for each program. To arrive at the funds available to draw as of July 1, 2011, 1) the 2010-2011 entitlement amount and the program income earned in 2010-2011 are added and 2) the expenditures during 2010-2011 are subtracted.

Unexpended Funds + Entitlement + Program Income – Expenditures = Available to Draw

PROGRAM	UNEXPENDED FUNDS AT END OF PRIOR YEAR (JUNE 30, 2010)	2010-2011 ENTITLEMENT	PROGRAM INCOME EARNED IN 2010-2011	EXPENDITURES DURING 2010-2011	AVAILABLE TO DRAW, AS OF JULY 1, 2011*
CDBG	18,885,161	22,267,380	1,409,112	-20,474,682	22,086,971
HOME	8,103,276	8,580,153	0	4,647,895	21,331,324
ESG	128,663	926,523	0	-954,265	100,921
HOPWA	4,913,729	9,977,748	62,592	-8,974,310	5,979,759

*Available to Draw includes funds that are committed to projects but not yet disbursed.

F. Leveraging Resources

MOH, OEWD and SFRA pursued all resources that were originally indicated in the 2010-2011 Action Plan, and all three agencies provided certifications for consistency for other HUD programs. MOH, OEWD and SFRA did not hinder the implementation of the 2010-2014 Consolidated Plan or the 2010-2011 Action Plan by action or willful inaction.

Renewal Community

The Renewal Community (RC) program sunset on December 31, 2009. Therefore, the federal tax credits that were associated with the program have all expired. However, OEWD continued to provide certifications of consistency for projects that serve the RC area and were submitting applications under federal or state programs that provide preference for projects located in a Renewal Community. San Francisco's RC area covers the Tenderloin and some parts of the Mission, Financial District, Chinatown and South of Market.

HOPE SF

Founded in 2007, the HOPE SF initiative is San Francisco's solution to addressing the deterioration of public housing with diminishing federal support. Through the use of innovative strategies, the project works to transform eight of San Francisco's most distressed public housing sites into vibrant, thriving communities. The largest local commitment to public housing in San Francisco's history, HOPE SF will also increase affordable housing and ownership opportunities, as well as improve the quality of life for existing residents and those in surrounding communities. Hunters View serves as the pilot site for the program; as construction begins at Hunters View, planning has proceeded at four additional sites: Potrero Terrace and Annex, Sunnysdale, Westside Courts, and Alice Griffith. Residents, community members, and a team of architects and developers are working together to design new communities with open spaces, building architectures, and community facilities. Simultaneously, developers have pursued financing from multiple public and private sources for infrastructure, building, services, and community amenities and programs.

At Hunters View, much of the construction activities of the past year were on infrastructure work which is now 30% complete. This work was extremely important to the process of replacing the aging infrastructure. It is anticipated that vertical construction will begin in Fall 2011 at Hunters View. The Alice Griffith redevelopment will enter its master planning and design phase in Fall 2011, bolstered by the award of a Choice Neighborhoods grant of \$30.5M in September 2011. The Sunnysdale and Potrero Annex/Terrace sites have completed their master planning phase which included significant community input, and will proceed in FY 2011-12 with more detailed financial analysis and securing entitlements.

At Hunters View, Urban Strategies and its service connection team has assessed residents to determine service needs, worked to prepare residents for the Hunters View construction and other employment opportunities and linked youth to summer enrichment opportunities. At Alice Griffith, the Urban Strategies team continues to link residents with senior programs, youth programming, afterschool activities and workforce development opportunities. At Potrero Annex/Terrace, Bridge continues to provide community building activities and foster individual participation in planning sessions. Currently, these activities include nutrition workshops/field trips, a young men's group, gardening/sustainability programs and social activities. This year, Bridge plans to conduct household surveys to identify service needs, barriers to employment and education, and other challenges facing the community. At Westside Courts, the team hosted a workshop on workforce development opportunities with the Office of Economic and Workforce Development and residents were able to learn about services from the One-Stop, Goodwill Industries, RAMP SF, and employment opportunities from UCSF. The second workshop was hosted on senior services planned in collaboration with HSA's DAAS. At Sunnysdale, Mercy has created a strong violence prevention partnership between Ingleside Police Station; Vis Valley Middle School, Vis Valley Elementary School, Philip and Sala Burton High School; the property management at Heritage Homes, Britton Court, Carter Terrace and John King Senior Center; Department of Public Health and CBOs including TURF, Community Response Network. This partnership has been effective at de-escalating situations, preventing retaliation, and reducing violence in the neighborhood. Mercy will also survey existing households to assess service needs, and identify barriers to employment, education and other opportunities. Residents will then be provided with (translated) information and referrals to appropriate services.

Project Connect

As reported in previous CAPERs, the city began a comprehensive effort in 2004 to assess community needs using an on the ground survey of residents in San Francisco's most disenfranchised neighborhoods. Since 2004, Project Connect has evolved and has grown to focus on six separate areas, Project Homeless Connect, Veterans Connect, Family and Youth Connect, Growing Home Garden Project, Bayview Connect, and Golden Gate Park Connect.

Project Homeless Connect (PHC) is the first and the most well known of the many successful "connect" efforts that have sprung from the original Project Connect. The project began in October 2004 and is now a national best practice model that is being replicated in over 260 cities across the United States, as well as Canada and Australia. In May of 2009, HUD Secretary Sean Donovan expressed interest in showcasing Project Homeless Connect as a best practice for national service as part of the recently signed Service Act.

The goals of Project Homeless Connect are to improve access to services and housing for people experiencing homelessness in San Francisco; engage with and maintain an active, involved volunteer base that consists of local businesses, nonprofits, and individual community members all working together to help end homelessness; improve the system of care through collaboration and the sharing of best practices among San Francisco's homeless service provider community; and partner with the private sector, corporations, and foundations to expand service capacity and funds.

Every two months, over 1,000 community volunteers partner with government agencies, nonprofits and the private sector to provide a one-stop shop of health and human services for homeless San Franciscans. During PHC's events, participants are able to accomplish in one day what might normally take eight months.

Hundreds of corporations, nonprofits, and government agencies provide PHC and its clients with services such as dental care, eyeglasses, family support, food, HIV testing, housing, hygiene products, medical care, mental health services, substance abuse treatment, SSI benefits, legal advice, California identification cards, voice mail, employment counseling and job placement, wheelchair repair, methadone and needle exchange.

As of March 2011, 22,290 volunteers have provided services to more than 32,462 homeless and poor San Franciscans.

Golden Gate Park is home to many of San Francisco's major tourist attractions including the Academy of Sciences, Conservatory of Flowers and the de Young Museum. The neighborhoods surrounding the park's eastern side including Haight-Ashbury, 9th and Irving and the Panhandle are considered home to some of San Francisco's homeless population, many of whom can be described as younger and transient.

Beginning in 2007, an effort by the Mayor's Office helped drop the number of homeless individuals staying overnight in Golden Gate Park from approximately 200 to about 25 individuals. Mayor Gavin Newsom saw the need for Project Homeless Connect to step in and help connect homeless individuals moving out of the park and into the streets of the surrounding neighborhoods. In 2009, **Golden Gate Park Connect** served almost 200 individuals living in and around the Golden Gate Park area, approximately 50% of whom were below the age of 30 years. This event connected many individuals to services that will keep them off the streets.

In September of 2010, Golden Gate Park Connect will return to provide much needed services for the homeless. In partnership with the Haight-Ashbury Free Clinic, the Homeless Youth Alliance and Blue Shield of California, this event will assist approximately 500 individuals in need. Services and programs for this event will include medical, dental, HIV testing, legal services, Healthy San Francisco, and many others.

The Bayview Hunters Point neighborhood has the second largest homeless population in the City. In the community 22-percent of residents live below the poverty level, one in three people live with the daily threat of hunger, and many lack access to health care. And when the economy hits a rough patch it is often the poorest communities that suffer the most.

Beginning in 2007, Project Homeless Connect, in collaboration with The United Council of Human Services, Bayview Hunters Point Foundation, and Southeast Health Clinic, has brought the "under one roof" model of homeless service provision to the Bayview neighborhood. Getting from the Bayview to Civic Center where PHC

typically takes place can be an ordeal. Bringing those necessary services to those most in need, in the community where they live, further defines the service model for effective and efficient access.

In 2010 **Bayview Connect** featured a special partnership between Project Homeless Connect and Honoring Emancipated Youth (HEY). This event is in honor of National Foster Care Month. Current statistics indicate that 70% of foster care youth become homeless when transitioned out of the foster care system.

Current statistics indicate between 20% and 33% of people experiencing homelessness are veterans. In the City and County of San Francisco, where the homeless population is between 6,300 and 12,000 persons, veterans may account for 1,260 to 3,960 individuals. Between 5% and 10%, or 100 to 200 individuals, at PHC events identify themselves as veterans. Therefore, it appears, a large group of homeless veterans are not accessing services available to them. **Veterans Connect** was developed to address this discrepancy.

Veterans Connect is a collaboration of PHC, Veterans Administration Medical Center, City and County of San Francisco, Swords to Plowshares, Vet Center and other veteran groups who will focus outreach to the veteran community. The objective of this unique collaboration and outreach is to connect veterans to services available from the city, the VA and other non-profits.

With the rising number of homeless and poor families in San Francisco, including emancipated youth, attending the one-day PHC events suited for single adults, Project Homeless Connect responded by hosting a **Family Connect**. Through collaboration with the San Francisco Unified School District, the City and County of San Francisco and the many community nonprofits, Family Connect focuses outreach to families, youth and children and provides crucial services. This one-day event provides participants with services they would not otherwise receive or which may take months to secure. A primary goal of this one-day event is to eliminate the institutional barriers which prevent access to services.

The mission of the **Growing Home Community Garden (GHCG) Project** is to provide a community garden where both homeless and housed San Franciscans work side-by-side to grow nutritious food, access green space, and build community.

Greening the neighborhood and providing edible foods in an urban environment are obvious goals. Skill building, nutritional education, and food preparation classes provide additional community value. However, what makes this program unique is its focus on building community. The GHCG provides an inspirational venue to change community norms and prejudices; to improve community relations-to celebrate and harvest together.

Today, the Mayor is encouraging citizens to plant gardens and convert vacant public spaces to green space. Problems such as malnutrition, unemployment, and homelessness can be addressed in the same way-through community activism and innovative programs.

Project Homeless Connect, in collaboration with the Department of Public Health, Department of Public Works, San Francisco Clean City Coalition, Farms to Grow, the Hayes Valley Neighborhood Association, and many others, are working to make Growing Home a functional, sustainable, and educational green space while increasing efficient use of the city's resources for our homeless population.

The garden is located on the east side of Octavia Street, between Page and Oak Streets.

South of Market Community Stabilization Fund

The Fund was created in 2005 to receive stabilization impact fees of \$14 per square foot on certain residential developments in the Rincon Hill Area Plan to mitigate the impacts of residential development and provide community stabilization benefits in the South of Market (SOMA) neighborhood. Funds will be used to address the impacts of destabilization on residents and businesses in SOMA, including affordable housing and community asset building; small business assistance; and eviction prevention, employment development and capacity building for SOMA residents. The SOMA Community Stabilization Fund Community Advisory Committee was created to advise the San Francisco Board of Supervisors and the Mayor on recommended expenditures of the SOMA Community Stabilization Fund.

MOH is responsible for administration of the Fund, which is projected to generate up to \$32 million in new revenue support for the SOMA neighborhood as defined in Ordinance 217-05. Through a strategic planning process, the Committee identified the following four goals of the Fund: 1) strengthen community cohesion; 2) support economic and workforce development for low income residents and businesses that serve SOMA; 3) increase access to perpetually affordable housing opportunities for existing residents of SOMA; and 4) improve the existing infrastructure and physical environment.

To date, the Fund has awarded slightly over \$5 million to a total of twenty-four projects, more than half of which will complete their contracts by the end of 2011. Approximately \$2.9 million of the \$5 million went toward affordable housing in the neighborhood, while the remainder went to a variety of services and community stabilization/community building activities. The Committee and MOH staff is in the process of reviewing and assessing the grantees' outcomes to inform a revision of the strategic plan which will be completed in early 2012. It is projected that a second round of funding will begin in mid-2012, guided by the revised strategic plan.

Programmatic Agreement for Compliance with National Historic Preservation Act

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

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

The PA has been used to successfully conduct Section 106 reviews on projects ranging from routine rehabilitation to the construction of housing developments of over 1200 units. The programmatic agreement has considerably reduced project implementation time and costs. Eight reports have been filed with the California Office of Historic Preservation as required by the PA.

II. MANAGING THE PROCESS

A. Lead Agency

In San Francisco, the Mayor's Office of Housing (MOH) is the lead agency responsible for the consolidated planning process and for submitting the Consolidated Plan, annual Action Plans and Consolidated Annual Performance Evaluation Reports to HUD. MOH administers the housing activities of the CDBG program and all HOME activities. Under its Community Development Division, MOH also administers CDBG public facility, non-workforce development public service and organizational planning/capacity building activities, and all ESG activities. The Office of Economic and Workforce Development (OEWD) is responsible for economic development and workforce development activities of the CDBG program. The San Francisco Redevelopment Agency (SFRA) is the lead agency for the three-county HOPWA program that serves San Francisco, San Mateo and Marin Counties.

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

B. Funding Allocation Process

CDBG and ESG

In 2010-2011, MOH's Community Development Division and OEWD were responsible for allocating Community Development Block Grant and Emergency Shelter Grant funds for community development, economic development and workforce development activities in San Francisco. The process is outlined below:

- In partnership with the Citizen's Committee on Community Development (CCCD), MOH and OEWD conducted multiple public hearings to solicit citizen input on community needs;
- MOH and OEWD issued Requests for Proposals and held technical assistance workshops to provide information on the application and the review process;
- MOH and OEWD staff reviewed applications and made recommendations to the CCCD;
- CCCD made funding recommendations to the Mayor;
- In partnership with the CCCD, MOH and OEWD conducted a public hearing to solicit input on the preliminary recommendations;
- Funding recommendations went through the San Francisco Board of Supervisors review process;
- The Board of Supervisors and the Mayor approved the funding recommendations; and
- MOH submitted annual Action Plan application for HUD consideration.

The implementation of the 2010-2011 CDBG and ESG programs began in the Fall of 2009, when the development of the 2010-2011 CDBG and ESG programs coincided with the development of San Francisco's 2010-2014 Consolidated Plan. In developing the new Consolidated Plan as well as the 2010-2011 Action Plan, MOH, OEWD and SFRA convened 10 public hearings in key neighborhoods, including each of the six HUD-approved Neighborhood Revitalization Strategy Areas, to collect more detailed public input on specific community needs. In addition, a separate hearing was convened specifically with homeless providers and individuals to receive comments specifically on homeless strategies.

In addition to the needs hearings, the development of the 2010-2014 Consolidated Plan and the formulation of the 2010-2011 CDBG and ESG programs took into consideration the priorities established in more than 100 relevant City planning and policy documents, including the 2009 Draft Housing Element, Five-Year Strategic Plan of the San Francisco Local Homeless Coordinating Board, HOPE SF: Rebuilding Public Housing and Restoring Opportunity for Its Residents, San Francisco Housing Authority's Five-Year Plan, OEWD's Workforce Strategic Plan and OEWD's San Francisco Economic Strategy. MOH and OEWD also considered the neighborhood plans that were

completed as part of the Enterprise Community application process, which were updated during the development of both the 2005-2009 and the 2010-2014 Consolidated Plans. Finally, OEWD conducted a Small Business needs Assessment and developed a Citywide Workforce Development Strategic Plan during this time.

Following the establishment of priorities and strategies, two Requests for Proposals (RFP) were issued, one in November 2009 and one in early January of 2010, and publicly noticed RFP technical assistance workshops were conducted by MOH and OEWD staff to facilitate the application process. Proposals were due in late December 2009 and early February 2010. MOH and OEWD staff reviewed all of the proposals that were received and made recommendations to the CCCD and the Mayor in late February of 2010. A public hearing was conducted in the middle of March 2010 to receive comments on the preliminary funding recommendations. The preliminary funding recommendations were included in the Draft 2010-2011 Action Plan, which was made available for public review and comments for 30 days.

Following the public review period, the proposed funding recommendations for the 2010-2011 CDBG and ESG programs were presented to the San Francisco Board of Supervisors in April 2010 for approval. The Board of Supervisors' process included a review of fiscal aspects of the proposed activities by an independent budget analyst and another opportunity for the public to provide comments on the funding recommendations. After the Board of Supervisors and Mayoral approvals, the funding recommendations were included in the 2010-2011 Action Plan that was submitted for HUD approval in May 2010.

Documents and reports that were available to the general public during the 2010-2011 program year include:

- Consolidated Plan for 2010-2014;
- 2010-2011 Annual Requests for Proposals;
- List of Funding Recommendations for 2010-2011 (funded projects);
- 2010-2011 Annual Action Plan;
- 2009-2010 Annual CAPER;
- All Citizens Committee of Community Development meeting minutes;
- All public notices regarding the CDBG and ESG programs; and
- Summary of all public comments received regarding the CDBG and ESG programs.

The Action Plan includes a summary of citizen comments from the public needs hearings and the public hearing on preliminary funding recommendations. Any citizen comments received on the draft Action Plan is included in the final Action Plan. Any comments received on the draft CAPER is included in the final CAPER.

Housing Development

The Mayor's Office of Housing (MOH) and San Francisco Redevelopment Agency (SFRA) are the principal agencies responsible for allocating housing development funds for privately (for-profit and non-profit) owned affordable housing. SFRA and MOH also acquires real estate, and then executes ground leases for the privately owned affordable housing developments upon it. The San Francisco Housing Authority (SFHA) is responsible for allocating funds for the rehabilitation and redevelopment of public housing. This section will describe the process administered jointly by MOH and SFRA for privately owned housing. The funding priorities for public housing have been described elsewhere, in the Annual Plans prepared by the City in connection with the five-year Consolidated Plan.

MOH and SFRA allocate housing development funds through a process designed to leverage outside funding for projects to the maximum extent consistent with the intended income targeting of the project, and to maintain financial accountability and efficiency on the part of project sponsors. These goals are accomplished by (1) making early commitments of City funds to sponsors so that they can demonstrate these commitments to other funders to satisfy matching fund requirements; and (2) encumbering and disbursing funds only when other funding sources are known and project costs are firm, in order to require developers to control costs and maximize other resources.

The process is as follows:

Notice of Funding Availability: Initially, MOH and SFRA budget specific portions of their development funds to a number of Funding Programs distinguished by target populations (e.g. family rental housing, housing with supportive services, senior housing). After these allocations are made to programs, generally developers submit proposals for funding specific projects in response to Notices of Funding Availability (NOFAs).

Reservation of Funds for “Pipeline” Projects: After receiving applications, MOH and SFRA staff work with the applicants to determine project feasibility prior to making recommendations to the Citywide Affordable Housing Loan Committee. During this period (which can sometimes be extended for complex projects), funds from the NOFA are reserved for projects that appear likely to proceed. These reservations are tentative, as the dollar amounts in particular are often subject to change. Funds are also reserved for projects which have received prior commitment of part of the overall funds needed (such as for site acquisition), but which are not ready to receive final funding commitments.

Commitment of Funds: When a project is deemed feasible by staff, it is presented to the Citywide Affordable Housing Loan Committee (consisting of MOH, SFRA, DHS and DPH) for review and recommendation. At this stage, a specific dollar amount is proposed to be committed to the project sponsor, subject to removal of specified contingencies. The Loan Committee’s recommendation is then forwarded to the Redevelopment Commission, the Housing Committee or the Mayor, depending on the source of funds. These commitments are for firm dollar amounts, but are still subject to change as the contingencies are removed (if, for example, other funding source commitments are higher or lower than expected).

Encumbrance of Funds: Most funds are not encumbered (by execution of a funding agreement binding the City and the sponsor) until all contingencies, such as execution of other funding and construction contracts, are removed – usually close to construction start. By deferring encumbrance to this time, the City can maximize its ability to require developers to pursue other funding sources and to reduce project cost.

Disbursement of Funds: Funds are disbursed only as required by the project, either for acquisition of the site, payment of preconstruction development costs (e.g. architecture, engineering, etc.) or for actual construction draws. MOH and SFRA staff review and approve all requests for disbursement of funds prior to drawdowns.

HOPWA

For over ten years, San Francisco has not received an adequate increase in HOPWA formula funds to release a Notice of Funding Availability (“NOFA”) for new capital projects. The majority of San Francisco’s annual HOPWA allocation has gone to maintain funding commitments to 2 rental assistance programs and 5 supportive service contracts to HOPWA-funded residential care facilities. These contracts are re-bid and/or renewed every three years. Remaining funds have been either reserved for the rental assistance programs or reserved/spent on rehabilitation of previously funded capital projects. When SFRA receives a sufficient increase in HOPWA funds or an adequate amount of uncommitted funds does exist, SFRA will release a NOFA for the specifically stated HOPWA-eligible activity. HOPWA staff and a designated review panel will review all proposals and staff will recommend the highest ranked one to the HOPWA Loan Committee. After the HOPWA Loan Committee approves the recommended proposal, SFRA’s Commission will make the final funding approval decision.

C. Monitoring

Monitoring for Community Development Activities

Managing Grants and Loans

In program year 2010-2011, the Community Development Division of MOH administered CDBG public facility, non-workforce development public service and organizational planning/capacity building activities, and all ESG activities. MOH's Housing Division administered the housing activities of the CDBG program and all HOME activities. The Office of Economic and Workforce Development (OEWD) administered CDBG economic development and workforce development activities.

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

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

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

For CDBG and ESG Grants

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

For each grant, a MOH/OEWD grant coordinator/community builder was responsible for providing technical assistance, reviewing progress reports, conducting on-site visits when appropriate, and evaluating performance outputs and program outcomes. The grant coordinator/community builder was also responsible for reviewing monthly expenditure reports and monitoring for fiscal compliance with regulations and accounting policies.

For CDBG-Assisted Business Loans

Each loan recipient was required to enter into an agreement that stipulates the loan conditions and repayment schedule. The borrower was required to comply with a first source hiring agreement covering all jobs to be created as a condition of the loan.

Capacity Building for MOH/OEWD Staff and Delegate Agencies

In 2010-2011, MOH and OEWD continued to invest in the training of its staff to build internal capacity so that MOH and OEWD could better assist its delegate agencies on both organizational and programmatic development. Organizational capacity building needs of delegate agencies include financial management, human resource management, technical assistance with compliance with federal and local regulations, Board of Directors development and program evaluation.

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

Monitoring for Housing Activities

Single Family (Owner-Occupied) Properties

MOH monitored single-family owner-occupied CDBG funded properties to insure ongoing compliance with the program requirements. Monitoring activities were carried out to insure that owners of CDBG assisted owner occupied properties continue to reside in the property; that they retain title to the property; and that property taxes are current. MOH continues to monitor all owner-occupied properties to ensure compliance with regulations and standards of the City's housing programs.

Multifamily Properties

The Mayor's Office of Housing (MOH) monitored the compliance of 169 City-assisted multifamily rental projects, including 116 CDBG- and HOME-funded rental housing projects to assure compliance with program requirements. Monitoring activities included review of: (1) tenant income and rent schedules; (2) management and maintenance reports; and (3) income and expense statements, including financial statements and use of program income. MOH continues to work with rental property owners and their property management agents to ensure ongoing compliance with tenant income and rent restrictions as well as HUD housing quality standards and local code.

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

In 2010-11, MOH inspected 30 HOME- funded properties.

Monitoring of HOPWA Activities

HOPWA-funded projects are monitored on an annual basis through the following procedures: (1) review of annual monitoring reports submitted by project sponsors; (2) review of audited financial statements; (3) site visits to a sample of projects; and (4) written evaluations of services based on accomplishment of objectives, quantity and quality of services provided, agency program evaluation, client record documentation, collaborative efforts, and quality assurance. This past year, the Agency has also monitored the status of several older HOPWA facilities by providing technical assistance (non-HOPWA funded) to complete Capital Needs Assessments of the sites and Facility Operating Manuals to ensure safety and sustainability of the facilities. These procedures are designed to insure that all residents of HOPWA-supported housing development and assistance programs receive the most appropriate services and level of care in a decent, safe and sanitary setting.

III.SELF EVALUATION

A. Five-year Goals, Objectives and Strategies

In general, housing and community development activities that were implemented during program year 2010-2011 served the identified needs. The five-year program matrix in subsection C and the one-year program matrix in subsection D of this Self Evaluation section show how the City performed against the goals that were set in the five-year strategic plan and the one-year action plan. The comparison of accomplishment data to goals indicate that the Consolidated Plan activities made a positive impact on the identified needs. However, due to the complexity and extent of the needs in the City, the identified needs are still significant.

The following information provides a more detailed view of our five-year strategic plan. Below each goal, there are objectives and below each objective, there are strategies. The City is dedicated to the articulation of specific performance measures for each objective, to ensure that we are investing our resources to achieve optimal outcomes for our communities. We developed a 2010-2011 Performance Measures Matrix to track all relevant indicators for each objective. Additionally, we designed a Five-year Master Performance Measures Matrix, to assess investment outcomes across the 2010-2014 timeframe of the Consolidated Plan. Performance under each measure will be tracked against a five-year goal and one-year goals.

Goal 1: Families and individuals are healthy and economically self-sufficient

Objective 1: Remove barriers to economic opportunities and create economic stability through enhanced access to and utilization of social services

Strategies

1. Stabilize vulnerable populations through data-driven strategies that achieve multiple goals for families and individuals, such as integrated case management that connects individuals and families to interdepartmental safety net services; vocational programs with educational support; and legal services that reduce discriminatory wage practices, maximize access to housing and employment opportunities, and ensure mandated language access to services
2. Provide families and individuals living in areas of highly concentrated poverty with services that address multiple systems involvement, economic opportunities, public safety, and community building linked with neighborhood improvement planning efforts
3. Promote long-term housing stability and economic stability for homeless individuals and families with wraparound support services, employment services, mainstream financial entitlements and education
4. Provide victims, survivors and potential perpetrators of violence and their children with career paths, safe and affordable housing, quality and effective education, successful re-entry for those exiting the criminal and juvenile justice system, strengthened youth development and empowerment opportunities, strengthened family support and senior support, trauma reduction services, and improved social connectedness and resident involvement
5. Provide disconnected transitional age youth with high quality training and paid employment opportunities, expanded housing opportunities, residential treatment for youth with significant mental health issues, expanded safe recreational and social activities, individualized support to prepare them for transition out of or among service systems, and comprehensive neighborhood-based service centers to provide high quality services
6. Provide community-based systems of services to seniors, individuals with severe disabilities and persons living with AIDS that support their independence and quality of life, especially those who are isolated, in need of protective services, and who are living in poverty
7. Stabilize and support individuals and families who are linguistically and culturally isolated through societal integration support and culturally competent services, especially language-appropriate service delivery

8. Support access to services at neighborhood-based multi-service, multi-generational centers that provide families and individuals one-stop access to family support, youth and senior services, leadership opportunities, and access to wellness information and financial literacy
9. Provide support to multi-service centers that provide support citywide to vulnerable communities, e.g. citywide communities related by culture, language, age, ethnicity, disability, sexual orientation
10. Support access to affordable housing information and accessibility, including affordable homeownership opportunities for underserved low- and moderate-income populations

Objective 2: Support the healthy development of families and individuals

Strategies

1. Ensure that children and youth are healthy, ready to learn, succeeding in school, and contribute to the growth, development and vitality of San Francisco
2. Ensure support for children and families that are system involved, under housed, and/or experiencing obstacles or challenges putting them at risk of experiencing negative outcomes
3. Ensure that families have access to resources and opportunities, build their own capacity and improve family functioning
4. Ensure that parents/caregivers have the knowledge, skills, strategies and support to parent effectively, even in times of stress

Objective 3: Increase families' savings and assets to assist them in moving from poverty/public assistance to stability and self-sufficiency

Strategies

1. Integrate peer learning and reduce social isolation to increase efficacy of social and financial programs
2. Support asset-building opportunities, including training to use financial and legal tools to maintain and protect individual and/or family assets
3. Build the capacity of workforce development, micro-enterprise programs, and private, public and non-profit employers to expand uptake of income supports, tax credits, and financial education
4. Support citywide public and non-profit agencies to coordinate family economic support

Objective 4: Improve the responsiveness of the workforce system to meet the demands of sustainable and growing industries, providing employers with skilled workers and expanding employment opportunity for San Francisco residents

Strategies

1. Create Sector Committees that engage multiple employers within an industry, education & training providers, public agencies, labor organizations and social service providers to create responsive solutions, ensuring the workforce system is able to quickly adapt to dynamic changes in the labor market
2. Focus on employer outreach in key industries to gauge their workforce needs and market the services available through the workforce system
3. Produce high quality labor market intelligence that the workforce system and workforce providers can use to design and retool workforce strategies to target key industries
4. Launch Sector Academies that integrate skill development, support services, and job development that prepare and place low-to-high skilled individuals for a range of jobs within a targeted industry
5. Integrate necessary supportive services, barrier removal and other pre-employment services that assist a range of job seekers to complete training and retain employment within targeted sectors

Objective 5: Re-engage youth disconnected from the education system and labor market to achieve academic credentials, transition to post-secondary education, and/or secure living wage employment

Strategies

1. Create “on-ramp” and “bridge” programs --programs that assist low skilled youth to meet the skills and education requirements for entry into post-secondary education and/or existing vocational training programs that otherwise would not meet the participation pre-requisites
2. Develop a continuum of services that reengage and assist at-risk youth to achieve an academic credential, attain postsecondary education and credentials if appropriate, complete vocational training and secure an employer recognized credential/competency, and secure living wage employment
3. Build the capacity of One Stop Career Link Centers that appeal to youth ages 16-24, connecting them to age-appropriate workforce services, training and youth-employment opportunities

Objective 6: Increase access to workforce services for populations underserved by the workforce development system

Strategies

1. Expand One Stop Career Link Services geographically to high need neighborhoods by establishing neighborhood-based and Satellite One Stop Service Centers
2. Launch “navigator” initiatives that customize existing workforce services provided through the One-Stop Career Link Centers to be more responsive to the needs of specific underserved populations
3. Fund new services and coordinate with existing programs to focus intensively on targeted hard-to-serve populations
4. Develop “on-ramp” programs that incorporate intensive basic skills training, remedial math and language, life skills training, and intensive “wrap-around” supportive services
5. Integrate intensive comprehensive case management to support workforce clients through job training and employment
6. Customize workforce services to support under-employed workers to participate in skills training while employed

Objective 7: Improve the quality of services available to businesses through the workforce system to promote hiring San Francisco job seekers

Strategies

1. Recognize the "dual-customer" nature of the workforce system by promoting the utilization of services that both reduce the personnel-related operating costs of employers and support the professional development and economic conditions of their employees
2. Strengthen the enforcement of local hiring policies, and improve the workforce system's capacity to assist employers in meeting their local hiring requirements by providing qualified candidates
3. Provide a single point of contact for employers' staffing needs, utilizing tools and technologies that provide effective candidate screening, appropriate matching with available employment opportunities, and efficient referral to employer partners
4. Utilize business feedback and standardized marketing efforts to position the San Francisco workforce development system as the "first choice" in local staffing services

Objective 8: Establish, enhance, and retain small businesses and micro-enterprises

Strategies

1. Provide technical assistance and consulting services to small business owners and entrepreneurs
2. Provide businesses with access to capital by identifying sources of capital, completing loan applications, and providing capital through the City’s Revolving Loan Fund and Section 108 loans
3. Support the establishment of incubator spaces with focused services, specific target markets, and effective strategies for business ‘graduation’
4. Provide commercial real estate support such as location identification, contract review, and lease negotiation
5. Ensure broad access to technical assistance and financial resources by providing services that are culturally and linguistically relevant

6. Provide assistance that is customized to meet the specific needs of businesses with fast growth potential in industries with particular promise to create jobs for low-to-moderate income persons and to expand into new markets
7. Build a strong, interconnected network of economic development service providers to improve small businesses' access to relevant information about financial services, incentives, technical assistance, merchants associations, networking opportunities, market opportunities, and other opportunities and resources
8. Leverage the Small Business Assistance Center to ensure that business owners and entrepreneurs are able to navigate the permits and licensing processes, and have access to any relevant city services

Goal 2: Neighborhoods and communities are strong, vibrant and stable

Objective 1: Improve the infrastructure and physical environment of San Francisco neighborhoods, especially in those neighborhoods with high concentrations of low- and moderate-income residents

Strategies

1. Rehabilitate and construct neighborhood and constituency-focused multi-service centers
2. Rehabilitate and construct city-designated workforce one-stop centers and other sites that provide key elements of the City's workforce development strategy as designated by Office of Economic and Workforce Development
3. Rehabilitate and construct neighborhood based and population focused family resource centers as designated by City's First Five San Francisco
4. Rehabilitate and construct Aging and Disability Resource Centers and Out Stations as designated by City's Department of Aging and Adult Services
5. Rehabilitate and construct key health and mental health community facilities in consultation with City's Department of Public Health
6. Rehabilitate and construct key youth development facilities in consultation with City's Department of Children, Youth and their Families
7. Rehabilitate and construct community centers located within or near public and affordable housing developments
8. Rehabilitate and construct licensed child care facilities, in consultation with City's Childcare Facilities Interagency Group
9. Improve public spaces and upgrade outdoor-oriented facilities, including school sites, child development centers, and areas with little greenery, especially in areas of high concentration of low- and moderate-income residents, especially through landscaping, tree planting, and installation of play structures
10. Promote green standards and energy efficiency in community facilities, especially those with low energy efficiency

Objective 2: Promote the development of social capital and sustainable healthy communities through leadership development and civic engagement activities

Strategies

1. Support community building in public housing facilities, especially HOPE SF sites
2. Support leadership development efforts for transitional age youth, especially in areas of high violence
3. Promote resident involvement in community stewardship activities
4. Coordinate and convene community organizations to promote neighborhood community building, maximize sharing of information and resources and promote sustainability
5. Coordinate and leverage city resources to better address the needs of low-income residents citywide

Objective 3: Improve the social service delivery system that leads to self-sufficiency and healthy sustainable outcomes for low-income individuals and families

Strategies

1. Support place-based centers that provide neighborhood support, convening opportunities, and leadership opportunities to neighborhood residents
2. Support neighborhood-based capacity building efforts that bring together community stakeholders to map assets, encourage strategic collaboration, and develop leadership
3. Use resources to create better alignment between the needs of residents in targeted neighborhoods and social services
4. Strengthen community partners by supporting their infrastructure and staff capacity, sharing best practices, providing tools and resources, and supporting them to focus on organizational development, fiscal management and strategic planning
5. Provide a wide range of direct technical assistance to community based organizations, including training, coaching, peer mentoring and other methods of technical assistance
6. Support innovative and effective collaborative planning efforts to address collective needs, leverage capacities to deliver programs, and create pathways to success by avoiding duplication and addressing gaps in services
7. Develop neighborhood-wide and uniform intake, assessment, planning, and tracking tools when appropriate
8. Support business technical assistance providers to create a strong, interconnected network

Objective 4: Strengthen commercial corridors in low- and moderate-income neighborhoods and increase corridor potential for providing jobs, services, and opportunities for residents

Strategies

1. Support the attraction, retention, expansion, and relocation of locally owned small businesses by building the capacity of neighborhood business districts to launch, maintain, and grow local-serving retailers and services
2. Provide access to technical assistance including business assessment, referral to other business support organizations, business planning, and access to capital
3. Provide technical assistance to assist businesses and commercial corridors in the development of marketing plans, branding, and engaging in neighborhood and citywide marketing campaigns
4. Engage in beautification activities—such as façade improvement, public art, tenant improvement, and graffiti abatement—that highlight local identity and neighborhood character
5. Enhance public spaces in neighborhoods
6. Maintain and improve the neighborhood quality of life, such as safety and cleanliness, to attract desirable businesses and industries
7. Build partnerships between residents, merchants, property owners, and community groups to sustain these districts over the long-term
8. Enhance and encourage neighborhood corridors to be commercial, cultural, and entertainment centers that attract a diverse and multigenerational population

Goal 3: Formerly homeless individuals and families are stable, supported and live in permanent housing

Objective 1: Decrease the incidence of homelessness by avoiding tenant evictions and foreclosures and increasing housing stability

Strategies

1. Support the transition from incarceration, foster care and hospitals into permanent housing
2. Provide legal assistance and counseling services to help avoid eviction
3. Provide short-term rental support, including rental subsidies, move-in costs, first and last month's rent, and wraparound services to address underlying issues threatening housing stability
4. Increase outreach and education about eviction prevention resources and tenant rights laws
5. Prevent foreclosures and assist those impacted by foreclosures

Objective 2: Stabilize homeless individuals through outreach, services and residency in emergency and transitional shelters that lead to accessing and maintaining permanent housing

Strategies

1. Support appropriate outreach through the Homeless Outreach Team
2. Support community partnerships to provide services through Project Homeless Connect
3. Support the general operation of culturally competent emergency shelters that meet the standards for safety, health and hygiene, including shelters that accommodate diverse needs such as the elderly, domestic violence victims, immigrants, teenagers, respite beds, and people in crisis needing an unstructured low-threshold shelter
4. Support services in shelters and transitional housing that lead to accessing and maintaining permanent housing
5. Promote service coordination with other community service providers and between departments

Objective 3: Promote long-term housing stability and economic stability through wraparound support services, employment services, mainstream financial entitlements, and education

Strategies

1. Provide case management services within transitional housing programs appropriate to address individualized needs and emphasize economic stability
2. Improve linkages to mainstream benefits
3. Provide a comprehensive range of support services aimed at facilitating acquisition and retention of permanent housing
4. Maintain and expand employment-related services targeted to homeless people to increase job readiness, training, placement and retention

Objective 4: Create and maintain supportive housing

Strategies

1. Provide capital financing to non-profit developers and property owners for the purpose of acquiring and rehabilitating existing housing or constructing new permanently affordable service-enriched housing
2. To the extent possible, underwrite permanently affordable housing for low and very low income persons and families to include supportive housing units for formerly homeless persons in mixed income developments
3. Provide on-going financial support to community-based organizations for the purposes of entering into long-term master-leases with private landlords for service-enriched units in market-rate housing
4. Provide funding for services that support the varying needs of people experiencing homelessness, such as transitional age youth, seniors, immigrants, families, and chronically homeless singles, including wrap-around supportive services, socialization opportunities, and case management
5. Maximize leveraging of state and federal operating and rent subsidies such as MHSA, McKinney Act subsidies or project-based Section 8 subsidies to support long-term operation of permanently supportive housing
6. Provide local operating subsidies when necessary
7. Conduct annual monitoring and site visits to ensure that existing supportive housing is safe, healthy, and affordable to extremely low-income formerly homeless people
8. Provide financing for capital improvements when necessary to maintain the habitability or affordability of supportive housing

Goal 4: Families and individuals have safe, healthy and affordable housing

Objective 1: Create and maintain permanently affordable rental housing through both new construction and acquisition and rehabilitation programs for individuals and families earning 0-60% of AMI

Strategies

1. Provide financial assistance to create new safe, healthy, accessible and affordable housing through new construction and acquisition/rehabilitation programs
2. Partner with private non-profit developers, and landlords to preserve existing affordable and low-cost rental housing stock

Objective 2: Create and maintain permanently affordable ownership housing opportunities through both new construction and acquisition and rehabilitation programs for individuals and families earning up to 120% of AMI

Strategies

1. Encourage production of ownership housing with inclusionary zoning
2. Facilitate creation and preservation of limited equity cooperative housing. Provide financing for the purchase of at-risk HUD co-ops
3. Offer financial assistance to low- and moderate-income first-time homebuyers through down-payment and mortgage assistance
4. Preserve aging housing stock and retain low-income homeowners
5. Provide grants for counseling and mediation services to prevent foreclosures and assist those impacted by foreclosures

Objective 3: Reduce the barriers to access housing affordable to low- and moderate-income individuals

Strategies

1. Fund counseling for renters seeking housing
2. Build an information network about affordable opportunities through the MOH/SFRA websites, the annual report, and the BMR rental list
3. Facilitate the transition of low-income and moderate-income renters into homeownership by funding homebuyer education and financial training programs that assist first time homebuyers to navigate the home purchase and financing opportunities available to them

Objective 4: Provide both services and permanently affordable, supportive housing opportunities for people with specific needs

Strategies

1. Partner with non-profit developers and service providers to create new permanent supportive housing
2. Provide comprehensive supportive services and operating funding in supportive housing developments to help tenants retain their housing and improve their overall health and stability
3. Provide rental assistance to persons disabled with HIV/AIDS
4. Maintain the Investment in Supportive Housing

Objective 5: Meet the need for affordable and accessible housing opportunities for our aging population and people with physical disabilities

Strategies

1. Provide financial assistance to create new safe, healthy, and accessible affordable housing specifically for seniors and younger adults with disabilities
2. Require inclusion of adaptable/ accessible units in all new construction and moderate rehabilitation of affordable housing in order to further increase the overall supply of accessible/adaptable affordable housing
3. Address the need for accessible affordable housing by enforcing local, state, and federal regulations

Objective 6: Reduce the risk of lead exposure for low-income renters and owners, especially families with children under 6 years old

Strategies

1. Continue formal working relationships with key city agencies that have enforcement authority over lead regulations
2. Develop and manage strategic collaborations with community groups in neighborhoods with high lead poisoning rates in children, high concentrations of children under 6 living in poverty, and high concentrations of seniors
3. Continue formal collaborative relationships with key groups and agencies serving tenants and landlords including community based organizations, the San Francisco Housing Authority, and the San Francisco Rent Stabilization and Arbitration Board

Objective 7: Provide energy efficiency rehabilitation programs to meet high green standards, preserve affordability, and extend the useful life of aging housing stock

Strategies

1. Provide technical assistance to assess the home or buildings' energy and water efficiency needs, assemble subsidy sources, monitor performance over time, and train homeowners or property maintenance staff and tenants
2. Leverage a diverse set of resources to finance green retrofits
3. Link to City workforce development activities

Goal 5: Public housing developments that were severely distressed are thriving mixed-income communities

Objective 1: Replace obsolete public housing within mixed-income developments

Strategies

1. Demolish and construct new housing in phases to minimize displacement and disruption during construction
2. Integrate public housing, affordable units, and market rate units
3. Support use of green and healthy building practices to create sustainable and healthy living environments
4. Involve residents in planning

Objective 2: Improve social and economic outcomes for existing public housing residents

Strategies

1. Facilitate access to services that enhance the lives of current public housing families including health and social supports, employment opportunities and education
2. Prepare residents to transition to the redevelopment or the most appropriate housing opportunities

Objective 3: Create neighborhoods desirable to individuals and families of all income levels

Strategies

1. Offer Community Building activities that focus on building and strengthening a lasting sense of community among residents and neighbors by engaging them on issues of importance and shared interest, such as public safety and neighborhood schools
2. Coordinate housing redevelopment with the neighborhood improvement and service efforts of other public agencies and organizations
3. Partner with the San Francisco Unified School District to improve neighborhood schools near HOPE SF developments

B. HUD CPD Outcomes and Objectives

For each of San Francisco's five-year housing and community development objective, a HUD performance measurement objective and outcome have been indicated in the table below. For performance indicators, see the Five-Year Performance Measures Matrix and the Annual Performance Measures Matrix below in the next subsections.

	HUD Objective	HUD Outcome
<u>Homeless Objectives</u>		
G3, O1: Decrease the incidence of homelessness by avoiding tenant evictions and foreclosures and increasing housing stability	Decent Housing	Affordability
G3, O2: Stabilize homeless individuals through outreach, services and residency in emergency and transitional shelters that lead to accessing and maintaining permanent housing	Suitable Living Environment	Availability/Accessibility
G3, O3: Promote long-term housing stability and economic stability through wraparound support services, employment services, mainstream financial entitlements, and education	Suitable Living Environment	Availability/Accessibility
G3, O4: Create and maintain supportive housing	Decent Housing	Availability/Accessibility
<u>Special Needs Objectives</u>		
G4, O4: Provide both services and permanently affordable, supportive housing opportunities for people with specific needs	Decent Housing	Availability/Accessibility
G4, O5: Meet the need for affordable and accessible housing opportunities for our aging population and people with physical disabilities	Decent Housing	Availability/Accessibility
<u>Rental Housing</u>		
G4, O1: Create and maintain permanently affordable rental housing through both new construction and acquisition and rehabilitation programs for individuals and families earning 0-60% of AMI	Decent Housing	Affordability
G4, O3: Reduce the barriers to access housing affordable to low- and moderate-income individuals	Decent Housing	Availability/Accessibility
G4, O6: Reduce the risk of lead exposure for low-income renters and homeowners, especially families with children under 6 years old	Decent Housing	Availability/Accessibility
G5, O1: Replace obsolete public housing within mixed-income developments	Suitable Living Environment	Sustainability
G5, O3: Create neighborhoods desirable individuals and families of all income levels	Suitable Living Environment	Sustainability
<u>Owner Housing</u>		
G4, O2: Create and maintain permanently affordable ownership housing opportunities through both new construction and acquisition and rehabilitation programs for individuals and families earning up 120% of AMI	Decent Housing	Affordability
G4, O3: Reduce the barriers to access housing affordable to low- and moderate-income individuals	Decent Housing	Availability/Accessibility
G4, O6: Reduce the risk of lead exposure for low-income renters and homeowners, especially families with children under 6 years old	Decent Housing	Availability/Accessibility
G4, O7: Provide energy efficiency rehabilitation programs to meet high green standards, preserve affordability, and extend the useful life of aging housing stock	Decent Housing	Affordability
<u>Infrastructure Objectives</u>		
none		
<u>Public Facilities Objectives</u>		
G2, O1: Improve the infrastructure and physical environment of San Francisco neighborhoods, especially in those neighborhoods with high concentrations of	Suitable Living Environment	Sustainability

	HUD Objective	HUD Outcome
low- and moderate-income residents		
<u>Public Services Objectives</u>		
G1, O1: Remove barriers to economic opportunities and create economic stability through enhanced access to and utilization of social services	Suitable Living Environment	Availability/Accessibility
G1, O2: Support the healthy development of families and individuals	Suitable Living Environment	Availability/Accessibility
G1, O3: Increase families' savings and assets to assist them in moving from poverty/public assistance to stability and self-sufficiency	Economic Opportunity	Availability/Accessibility
G1, O4: Improve the responsiveness of the workforce system to meet the demands of sustainable and growing industries, providing employers with skilled workers and expanding employment opportunity for San Francisco residents	Economic Opportunity	Availability/Accessibility
G1, O5: Re-engage youth disconnected from the education system and labor market to achieve academic credentials, transition to post-secondary education, and/or secure living wage employment	Economic Opportunity	Availability/Accessibility
G1, O6: Increase access to workforce services for populations underserved by the workforce development system	Economic Opportunity	Availability/Accessibility
G1, O7: Improve the quality of services available to businesses through the workforce system to promote hiring San Francisco job seekers	Economic Opportunity	Availability/Accessibility
G2, O2: Promote the development of social capital and sustainable healthy communities through leadership development and civic engagement activities	Suitable Living Environment	Sustainability
G5, O2: Improve social and economic outcomes for existing public housing residents	Suitable Living Environment	Sustainability
<u>Economic Development Objectives</u>		
G1, O8: Establish, enhance, and retain small businesses and micro-enterprises	Economic Opportunity	Affordability
G2, O4: Strengthen commercial corridors in low- and moderate-income neighborhoods and increase corridor potential for providing jobs, services, and opportunities for residents	Suitable Living Environment	Sustainability
<u>Other Objectives - Policy/Planning Objectives</u>		
G2, O3: Improve the social service delivery system that leads to self-sufficiency and healthy sustainable outcomes for low-income individuals and families	Suitable Living Environment	Availability/Accessibility

C. 2010-2014 Five-Year Performance Measures Matrix

GOAL 1: FAMILIES AND INDIVIDUALS ARE HEALTHY AND ECONOMICALLY SELF-SUFFICIENT													
Objective 1: Remove barriers to economic opportunities and create economic stability through enhanced access to and utilization of social services													
Performance Measure	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5		% of Five-Year Goal	
		Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual		
# of people receiving information and referral	5,000	980	988	1,235								20%	
# of people receiving legal counseling and representation	12,500	2,751	3,407	3,081								27%	
# of people receiving educational services, including ESL/VESL, parenting classes, technology training	2,000	668	948	45								47%	
# of people receiving case management services	3,000	681	821	249								27%	
Objective 2: Support the healthy development of families and individuals													
Performance Measure	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5		% of Five-Year Goal	
		Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual		
This objective will be achieved with non-Consolidated Plan funding sources													
Objective 3: Increase families' savings and assets to assist them in moving from poverty/public assistance to stability and self-sufficiency													
Performance Measure	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5		% of Five-Year Goal	
		Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual		
# of people receiving financial education linked to financial goals, including improved credit, increased assets, opening IDA accounts and becoming banked	2,500	595	545	355								22%	

Objective 4: Improve the responsiveness of the workforce system to meet the demands of sustainable and growing industries, providing employers with skilled workers and expanding employment opportunity for San Francisco residents													
Performance Measure	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5		% of Five-Year Goal	
		Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual		
# of people receiving case management and supportive services	250	49	53	300								21%	
# of people receiving industry-specific vocational training	300	106	102	267								34%	
Objective 5: Re-engage youth disconnected from the education system and labor market to achieve academic credentials, transition to post-secondary education, and/or secure living wage employment													
Performance Measure	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5		% of Five-Year Goal	
		Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual		
# of transitional age youth receiving leadership, life skills, mentoring, case management, GED preparation and educational support	2,500	418	477	455								19%	
Objective 6: Increase access to workforce services for populations underserved by the workforce development system													
Performance Measure	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5		% of Five-Year Goal	
		Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual		
# of people receiving basic educational services including Adult Basic Education, VESL/ESL	400	573	703	426								176%	
# of people receiving barrier removal services	500	243	336	641								67%	
# of people receiving case management and supportive services	700	1,230	1,815	701								259%	

Objective 7: Improve the quality of services available to businesses through the workforce system to promote hiring San Francisco job seekers													
Performance Measure	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5		% of Five-Year Goal	
		Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual		
This objective will be achieved with Workforce Investment Act funding													
Objective 8: Establish, enhance, and retain small businesses and micro-enterprises													
Performance Measure	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5		% of Five-Year Goal	
		Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual		
# of start-ups assisted	2,000	322	356	305								18%	
# of existing businesses assisted	750	586	802	466								107%	
# of loans made to small businesses and micro-enterprises	500	103	83	85								17%	
# of jobs created and retained	3,500	534	396	595								11%	
GOAL 2: NEIGHBORHOODS AND COMMUNITIES ARE STRONG, VIBRANT AND STABLE													
Objective 1: Improve the infrastructure and physical environment of San Francisco neighborhoods, especially in those neighborhoods with high concentrations of low- and moderate-income residents													
Performance Measure	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5		% of Five-Year Goal	
		Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual		
# of community facilities constructed or rehabilitated that incorporates green construction principles	50	10	10	17								20%	
# of sites greened	675	135	135	135								20%	
# of child development centers, schools, parks and other public spaces enhanced through play structures or landscaping	50	7	7	0								14%	

Objective 2: Promote the development of social capital and sustainable healthy communities through leadership development and civic engagement activities													
Performance Measure	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5		% of Five-Year Goal	
		Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual		
# of people receiving training in leadership and civic engagement	2,000	0	0	0								0%	
Objective 3: Improve the social service delivery system that leads to self-sufficiency and healthy sustainable outcomes for low-income individuals and families													
Performance Measure	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5		% of Five-Year Goal	
		Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual		
# of community based organizations receiving technical assistance	400	93	99	92								25%	
# of community based organizations supported in collaboratives that strengthen services and infrastructure	100	27	27	23								27%	
Objective 4: Strengthen commercial corridors in low- and moderate-income neighborhoods and increase corridor potential for providing jobs, services, and opportunities for residents													
Performance Measure	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5		% of Five-Year Goal	
		Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual		
# of existing businesses receiving technical assistance	250	130	101	112								40%	
# of business receiving safety consultation	100	21	5	30								5%	
# of business attracted, retained, and expanded	100	20	14	23								14%	
# of façade improvements and beautification	100	33	21	17								21%	

GOAL 3: FORMERLY HOMELESS INDIVIDUALS AND FAMILIES ARE STABLE, SUPPORTED AND LIVE IN PERMANENT HOUSING													
Objective 1: Decrease the incidence of homelessness by avoiding tenant evictions and foreclosures and increasing housing stability													
Performance Measure	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5		% of Five-Year Goal	
		Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual		
# of people receiving representation and/or tenants' rights counseling	15,000	3,620	4,208	3,216								28%	
# of people avoiding eviction	5,000	1,663	1,929	1,119								39%	
# of people receiving rental assistance	1,125	326	407	135								36%	
Objective 2: Stabilize homeless individuals through outreach, services and residency in emergency and transitional shelters that lead to accessing and maintaining permanent housing													
Performance Measure	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5		% of Five-Year Goal	
		Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual		
# of people receiving shelter, including supportive services	5,000	1,710	1,818	1,213								36%	
# of people transitioning from shelter to more stable housing	500	219	754	288								151%	
Objective 3: Promote long-term housing stability and economic stability through wraparound support services, employment services, mainstream financial entitlements, and education													
Performance Measure	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5		% of Five-Year Goal	
		Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual		
This objective will be achieved with non-CDBG and ESG funding sources													

Objective 4: Create and maintain supportive housing													
Performance Measure	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5		% of Five-Year Goal	
		Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual		
# of new units created through new construction or acquisition and rehabilitation activities	600	88	58	90								10%	
GOAL 4: FAMILIES AND INDIVIDUALS HAVE SAFE, HEALTHY AND AFFORDABLE HOUSING													
Objective 1: Create and maintain permanently affordable rental housing through both new construction and acquisition and rehabilitation programs for individuals and families earning 0-60% of AMI													
Performance Measure	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5		% of Five-Year Goal	
		Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual		
# of new affordable rental units completed	1,700	231	341	120								20%	
# of new affordable rental units completed through acquisition and rehabilitation or conversion of an existing property	300	0	0	0								0%	
# of units in existing non-profit owned affordable housing projects that will be maintained and preserved	700	212	212	101								30%	
# of affordable rental units created through the City's Inclusionary Housing Program	50	0	0	0								0%	
Objective 2: Create and maintain permanently affordable ownership housing opportunities through both new construction and acquisition and rehabilitation programs for individuals and families earning up 120% of AMI													
Performance Measure	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5		% of Five-Year Goal	
		Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual		
# of first time homebuyers receiving financial assistance	500	100	46	60								9%	
# of homeowners receiving post-purchase, default, and foreclosure prevention services	1,500	300	322	500								21%	
# of homeowners avoiding foreclosure	240	41	49	79								20%	

# of HUD financed limited equity cooperative housing units at risk of insolvency or conversion to market-rate that were supported	1,545	486	0	151									0%
# of new first-time homeowners in below market rate homes (BMR) through the City's Inclusionary Housing Program	300	100	30	60									10%
# of homeownership opportunities created through new limited equity cooperative housing	100	23	0	20									0%
# of new affordable homes completed	30	0	0	32									0%
# of homes rehabilitated or assisted by Housing Rehabilitation Programs	350	70	224	5									64%
Objective 3: Reduce the barriers to access housing affordable to low- and moderate-income individuals													
Performance Measure	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5		% of Five-Year Goal	
		Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual		
# of renters receiving counseling assistance to find and/or maintain housing appropriate for their needs and budget	5,000	293	246	142									5%
# of potential first-time home-buyers receiving pre-purchase counseling and education services.	4,575	902	661	610									14%
# of homeowners created	415	90	86	68									21%
# of subscribers who will receive regular updates on affordable rental and homeownership opportunities through a centralized online resource	2,500	1,000	40	500									2%
Objective 4: Provide both services and permanently affordable, supportive housing opportunities for people with specific needs													
Performance Measure	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5		% of Five-Year Goal	
		Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual		
Acquire, rehabilitate or construct new units in partnership with community-based non-profits	100	88	58	90									58%

# of beds in residential care facilities for the chronically ill that will be supported on an annual basis with funding for services and operations	113	113	113	113								100%
# of units in supportive housing developments receiving operating and leasing subsidies	1,400	636	691	793								49%
Objective 5: Meet the need for affordable and accessible housing opportunities for our aging population and people with physical disabilities												
Performance Measure	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5		% of Five-Year Goal
		Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	
Percent of new City supported affordable rental units that will be accessible/adaptable	75%	231 (100%)	341 (100%)	120 (100%)								
# of units with improved accessibility features for people with disabilities in private and non-profit owned low-income housing	15	50	0	50								0%
Objective 6: Reduce the risk of lead exposure for low-income renters and homeowners, especially families with children under 6 years old												
Performance Measure	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5		% of Five-Year Goal
		Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	
# of families involved in childcare who become enrolled in lead hazard reduction and remediation	10	2	12	2								120%
# of children reached with information about lead poisoning	2,500	500	482	250								19%
# of tenants reached with information about lead issues	1,200	200	512	500								43%
# of tenants referred for tenant/ landlord issue counseling	150	30	20	10								13%
# of lead workers trained on lead post-remediation cleaning practices and insure that they are hired for MOH sponsored lead remediation projects	50	10	10	0								20%

# of trainings held in collaboration with the Department of Public Health. Each training will utilize the curriculum established by the EPA for lead worker training.	10	2	3	2								30%
# of households enrolled in the Section 8 program who will undertake lead hazard control in their properties through the Lead Program.	40	0	0	10								0%
# of tenants and/or landlords referred that require education and clarification on participation in the lead program to the Rent Board	50	10	8	30								16%
# lead workers trained on lead-based paint work practices	250	30	25	30								10%
Objective 7: Provide energy efficiency rehabilitation programs to meet high green standards, preserve affordability, and extend the useful life of aging housing stock												
Performance Measure	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5		% of Five-Year Goal
		Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	
# of affordable housing units with improved energy and water efficiency in affordable multifamily developments (2 year goal)	600	300	0	0								0%
# of owned homes with improved energy and water efficiency, including installation of solar panels in single family homes (2 year goal)	20	10	0	0								0%
Total amount of annual utility expense savings for MOH multifamily affordable housing (2 year goal)	\$84,000	\$42,000	\$0	0								0%

GOAL 5: PUBLIC HOUSING DEVELOPMENTS THAT WERE SEVERELY DISTRESSED ARE THRIVING MIXED-INCOME COMMUNITIES													
Objective 1: Replace obsolete public housing within mixed-income developments													
Performance Measure	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5		% of Five-Year Goal	
		Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual		
% of residents in good standing who will have the right to revitalized housing onsite after construction is completed	100%	100%	100%	100%								100%	
# of pre-existing public housing units that will be replaced with new Housing Authority- assisted units	225	0	0	0								0%	
# of new affordable rental units developed	125	0	0	0								0%	
# of new affordable homeownership units developed	38	0	0	0								0%	
# of new market-rate units developed	212	0	0	0								0%	
% compliance with Mandatory Green Communities Criteria in each building	100%	100%	100%	100%								100%	
# of points from Optional Green Communities Criteria earned by each building	35	0	0	0								0%	
Objective 2: Improve social and economic outcomes for existing public housing residents													
Performance Measure	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5		% of Five-Year Goal	
		Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual		
# of public housing residents receiving a referral to one or more needed service	1,000	125	168	248								17%	
# of public housing residents receiving education about tenancy expectations in the revitalized community	400	0	0	0								0%	
# of public housing residents involved in planning or community building activities	500	125	144	318								29%	

Objective 3: Create neighborhoods desirable to both low and middle-income individuals and families												
Performance Measure	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5		% of Five-Year Goal
		Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	
# of new partnerships with City or nonprofit entities established by each HOPE SF Development Team. Partners must be able to demonstrate they have the basic elements of an effective collaboration: defined roles, articulation and agreement of shared vision & outcomes, and sustained involvement of both parties.	25	5	3	6								12%
# of neighborhood residents involved in community planning and engagement around key issues of neighborhood importance	150	0	0	67								0%
# of adult residents who are referred to the HOPE SF Leadership academy	50	10	12	22								24%
# of youth residents who are referred to the HOPE SF Youth Academy	50	10	21	0								42%

D. 2010-2011 Annual Performance Measures Matrix

The following program matrix tracks year-end performance indicators against estimates that were provided in the 2010-2011 Action Plan.

GOAL 1: FAMILIES AND INDIVIDUALS ARE HEALTHY AND ECONOMICALLY SELF-SUFFICIENT					
Objective 1: Remove barriers to economic opportunities and create economic stability through enhanced access to and utilization of social services					
	Organization	Performance measure	Goal	Actual	2010-2011 Recommendation
1	AIDS Legal Referral Panel of the SF Bay Area	Legal counseling and representation	195	206	\$37,000
2	Arab Cultural and Community Center	Case management and supportive services	40	90	\$38,000
		Educational services	20	65	
3	Asian & Pacific Islander Wellness Center	Case management and supportive services	30	53	\$40,000
4	Asian Law Caucus	Legal counseling and representation	180	151	\$52,000
5	Asian Pacific American Community Center	Information and referral	550	474	\$57,000
6	Asian Women's Shelter	Case management and supportive services	50	36	\$35,500
7	Bay Area Legal Aid	Legal counseling and representation	40	113	\$40,000
8	Bayview Hunters Point Center for Arts & Technology	Educational services	10	10	\$44,225
9	Booker T. Washington Community Service Center	Educational services	60	63	\$40,000
10	Brothers Against Guns	Case management and supportive services	20	38	\$40,000
11	CAMINOS/Pathways Learning Center	Educational services	225	404	\$40,000
12	Central American Resource Center (CARECEN)	Legal counseling and representation	600	875	\$45,000
13	Community United Against Violence	Case management and supportive services	35	35	\$40,000
14	Compass Community Services	Case management and supportive services	165	71	\$37,000
		Educational services	70	70	
15	Donaldina Cameron House	Case management and supportive services	50	100	\$45,000
		Educational services	45	57	
16	Ella Hill Hutch Community Center	Educational services	30	28	\$50,000
17	Filipino-American Development Foundation: Filipino Community Center	Information and referral	80	96	\$75,000
		Case management and supportive services	40	46	

18	Good Samaritan Family Resource Center	Case management and supportive services	50	68	\$40,000
19	Gum Moon Residence Hall	Educational services	30	43	\$30,000
20	Instituto Laboral de la Raza	Legal counseling and representation	600	574	\$65,000
21	La Casa de las Madres	Case management and supportive services	55	59	\$50,000
22	La Raza Centro Legal	Legal counseling and representation	300	670	\$90,000
23	La Raza Community Resource Center	Legal counseling and representation	250	242	\$55,000
24	Mission Neighborhood Centers	Information and referral	20	54	\$30,000
25	Mission Neighborhood Health Center	Case management and supportive services	16	15	\$30,000
26	Network For Elders	Case management and supportive services	20	37	\$30,000
27	Nihonmachi Legal Outreach	Legal counseling and representation	486	457	\$90,000
28	Portola Family Connections	Case management and supportive services	60	68	\$50,000
		Educational services	60	60	
		Information and referral	70	96	
29	Refugee Transitions	Educational services	68	102	\$40,000
30	Samoan Community Development Center	Information and referral	70	65	\$60,000
31	Shanti Project	Case management and supportive services	50	105	\$25,000
32	Swords to Plowshares Veterans Rights Organization	Legal counseling and representation	100	119	\$81,000
33	Together United Recommitted Forever (T.U.R.F.)	Educational services	25	26	\$40,000
		Information and referral	15	20	
34	Vietnamese Community Center of SF	Information and referral	75	71	\$40,000
		Educational services	25	20	
35	Vietnamese Elderly Mutual Assistance Association	Information and referral	100	112	\$35,000
	Subtotals for G1, O1	# of people receiving information and referral	980	988	
		# of people receiving legal counseling and representation	2,751	3,407	
		# people receiving educational services, including ESL/VESL, parenting classes, technology training	668	948	
		# of people receiving case management services	681	821	
					\$1,636,725

Objective 2: Support the healthy development of families and individuals					
This objective will be achieved with non-Consolidated Plan funding sources.					
Objective 3: Increase families' savings and assets to assist them in moving from poverty/public assistance to stability and self-sufficiency					
	Organization	Performance measure	Goal	Actual	2010-2011 Recommendation
1	Family Independence Initiative (FII - National)	Financial education	160	162	\$70,000
2	Mission Asset Fund	Financial education	65	86	\$40,000
3	Mission SF Federal Credit Union	Financial education	150	105	\$40,000
4	Northeast Community Federal Credit Union	Financial education	220	192	\$45,000
	Subtotals for G1, O3	# of people receiving financial education linked to financial goals, including improved credit, increased assets, opening IDA accounts and becoming banked	595	545	\$195,000
Objective 4: Improve the responsiveness of the workforce system to meet the demands of sustainable and growing industries, providing employers with skilled workers and expanding employment opportunity for San Francisco residents					
	Organization	Performance measure	Goal	Actual	2010-2011 Recommendation
1	Arriba Juntos	Case management and supportive services	15	15	\$60,000
		Industry-specific vocational training	15	15	
2	Bayview Hunters Point Center for Arts & Technology	Industry-specific vocational training	20	15	\$60,000
3	Charity Cultural Services Center	Case management and supportive services	34	38	\$60,000
		Industry-specific vocational training	34	38	
4	Friends of the Urban Forest	Industry-specific vocational training	37	34	\$55,000
	Subtotals for G1, O4	# of people receiving case management and supportive services	49	53	
		# of people receiving industry-specific vocational training	106	102	
					\$235,000
Objective 5: Re-engage youth disconnected from the education system and labor market to achieve academic credentials, transition to post-secondary education, and/or secure living wage employment					
	Organization	Performance measure	Goal	Actual	2010-2011 Recommendation
1	Chinatown Community Development	Transitional age youth services	16	25	\$40,000

	Center				
2	Conscious Youth Media Crew	Transitional age youth services	12	20	\$40,000
3	Filipino American Development Foundation/Pin@y Educational Partnerships	Transitional age youth services	45	45	\$40,000
4	GirlSource Inc.	Transitional age youth services	58	14	\$35,000
5	Hearing and Speech Center of Northern California	Transitional age youth services	17	34	\$29,000
6	Jewish Vocational and Career Counseling Service	Transitional age youth services	50	39	\$70,000
7	Lavender Youth Rec. & Info. Ct.(LYRIC)	Transitional age youth services	15	27	\$50,000
8	Mission Neighborhood Centers	Transitional age youth services	40	96	\$42,000
9	Sunset District Comm. Develop. Corp.	Transitional age youth services	30	30	\$55,000
10	United Playaz	Transitional age youth services	75	76	\$55,000
11	Urban Services YMCA	Transitional age youth services	20	30	\$47,000
12	Year Up, Inc.	Transitional age youth services	40	41	\$50,000
	Subtotals for G1, O5	# of transitional age youth receiving leadership, life skills, mentoring, case management, GED preparation and educational support	418	477	553,000
Objective 6: Increase access to workforce services for populations underserved by the workforce development system					
	Organization	Performance measure	Goal	Actual	2010-2011 Recommendation
1	APA Family Support Services	Basic educational services	48	50	\$50,000
		Case management and supportive services	48	50	
2	Arriba Juntos	Basic educational services	35	44	\$100,000
		Case management and supportive services	35	43	
3	Asian Neighborhood Design	Basic educational services	13	19	\$50,000
		Case management and supportive services	15	19	
		Barrier removal services	15	19	
4	Central City Hospitality House	Basic educational services	12	23	\$50,000
		Case management and supportive services	29	31	
5	Charity Cultural Services Center	Basic educational services	44	59	\$66,500
		Case management and supportive services	44	60	
6	Chinese for Affirmative Action	Basic educational services	73	218	\$75,000
		Case management and supportive services	73	218	

7	Chinese Newcomers Service Center	Basic educational services	92	66	\$80,000
		Case management and supportive services	92	66	
8	Community Center Pjt of S.F dba The San Francisco LGBT Community Center	Case management and supportive services	81	78	\$60,000
9	Community Housing Partnership	Basic educational services	20	33	\$50,000
		Case management and supportive services	50	59	
10	Community Youth Center-San Francisco (CYC-SF)	Case management and supportive services	48	48	\$60,000
11	Episcopal Community Services of SF	Basic educational services	20	28	\$100,000
		Case management and supportive services	60	39	
12	Goodwill Industries of San Francisco, San Mateo & Marin Counties	Case management and supportive services	100	133	\$125,000
		Barrier removal services	125	181	
13	Hearing and Speech Center of Northern California	Case management and supportive services	15	16	\$40,000
		Barrier removal services	15	16	
14	Mission Hiring Hall, Inc.	Case management and supportive services	120	511	\$60,000
15	Mission Language and Vocational School, Inc.	Case management and supportive services	26	43	\$50,000
16	Mujeres Unidas y Activas	Case management and supportive services	46	49	\$50,000
17	Office of Economic and Workforce Development				\$193,373
18	Positive Resource Center	Case management and supportive services	45	72	\$50,000
		Barrier removal services	70	72	
19	Renaissance Parents of Success	Case management and supportive services	30	30	\$50,000
20	San Francisco Conservation Corps	Case management and supportive services	18	48	\$200,000
		Barrier removal services	18	48	
21	Toolworks	Case management and supportive services	55	42	\$50,000
22	Upwardly Global	Case management and supportive services	32	44	\$50,000
23	Vietnamese Community Center of SF	Basic educational services	120	74	\$50,000
		Case management and supportive services	120	74	
24	Walden House	Basic educational services	96	89	\$100,000
		Case management and supportive services	48	42	
	Subtotals for G1, O6	# of people receiving basic educational services including Adult Basic Education and VESL/ESL	573	703	

		# of people receiving barrier removal services	243	336	
		# of people receiving case management and supportive services	1,230	1,815	
					\$1,809,873

Objective 7: Improve the quality of services available to businesses through the workforce system to promote hiring San Francisco job seekers

This objective will be achieved with Workforce Investment Act funding.

Objective 8: Establish, enhance, and retain small businesses and micro-enterprises

	Organization	Performance measure	Goal	Actual	2010-2011 Recommendation
1	CCSF Small Business Development Center	# of start-ups assisted	40	71	\$150,000
		# of existing businesses assisted	60	174	
		# of loans made	10	20	
		# of jobs created and retained	45	26	
2	Children's Council of SF	# of start-ups assisted	18	9	\$40,000
		# of existing businesses assisted	12	8	
		# of jobs created and retained	22	0	
3	Chinese Newcomers Service Center	# of start-ups assisted	30	4	\$65,000
		# of existing businesses assisted	70	14	
		# of jobs created and retained	5	0	
4	Community Center Pjt of S.F dba The San Francisco LGBT Community Center	# of start-ups assisted	20	18	\$85,000
		# of existing businesses assisted	17	23	
		# of loans made	6	1	
		# of jobs created and retained	16	2	
5	La Cocina	# of start-ups assisted	10	10	\$65,000
		# of existing businesses assisted	33	30	
		# of jobs created and retained	15	27	
6	Mission Economic Development Agency	# of start-ups assisted	14	35	\$65,000
		# of existing businesses assisted	0	93	
		# of jobs created and retained	14	17	
7	Mission Economic Development Agency	# of start-ups assisted	50	39	\$165,000
		# of existing businesses assisted	60	97	
		# of loans made	8	4	

		# of jobs created and retained	73	15	
8	Mission SF Federal Credit Union	# of start-ups assisted	4	3	\$44,000
		# of existing businesses assisted	16	17	
		# of loans made	20	23	
		# of jobs created and retained	60	0	
9	Opportunity Fund Northern California	# of start-ups assisted	0	5	
		# of existing businesses assisted	20	100	\$65,000
		# of loans made	20	8	
		# of jobs created and retained	15	0	
10	Pacific Community Ventures	# of start-ups assisted	0	3	
		# of existing businesses assisted	20	63	\$65,000
		# of jobs created and retained	90	125	
11	Renaissance Entrepreneurship Center	# of start-ups assisted	30	41	\$165,000
		# of existing businesses assisted	30	48	
		# of loans made	12	11	
		# of jobs created and retained	20	18	
12	Renaissance Entrepreneurship Center-Bayview	# of start-ups assisted	20	31	\$170,000
		# of existing businesses assisted	50	52	
		# of loans made	2	1	
		# of jobs created and retained	16	16	
13	Section 108 Loan Program	# of jobs created and retained			\$357,343
14	South of Market Foundation	# of start-ups assisted	25	30	\$70,000
		# of existing businesses assisted	35	40	
		# of loans made	7	4	
		# of jobs created and retained	21	42	
15	Southeast Asian Community Center	# of start-ups assisted	10	26	\$150,000
		# of existing businesses assisted	60	47	
		# of loans made	8	10	
		# of jobs created and retained	30	108	
16	Women's Initiative for Self Employment	# of start-ups assisted	25	22	\$100,000
		# of existing businesses assisted	65	55	
		# of loans made	10	1	
		# of jobs created and retained	75	0	
17	Wu Yee Children's Services	# of start-ups assisted	26	17	\$40,000

		# of existing businesses assisted	38	34	
		# of jobs created and retained	17	0	
	Subtotals for G1, O8	# of start-ups assisted	322	356	
		# of existing businesses assisted	586	802	
		# of loans made to small businesses and micro-enterprises	103	83	
		# of jobs created and retained	534	396	
					\$1,861,343
GOAL 2: NEIGHBORHOODS AND COMMUNITIES ARE STRONG, VIBRANT AND STABLE					
Objective 1: Improve the infrastructure and physical environment of San Francisco neighborhoods, especially in those neighborhoods with high concentrations of low and moderate-income residents					
	Organization	Performance measure	Goal	Actual	2010-2011 Recommendation
1	Asian Neighborhood Design	# of facilities	8	8	\$40,000
2	Booker T. Washington Community Service Center	# of facilities	1	1	\$150,000
3	Friends of the Urban Forest	# of sites greened	135	135	\$40,000
4	Mission Hiring Hall, Inc.	# of facilities	1	1	\$200,000
5	Mission Kids	# of facilities	1	1	\$99,900
6	Mission Language and Vocational School, Inc.	# of facilities	1	1	\$70,000
7	Mission Neighborhood Centers	# of facilities	1	1	\$75,000
8	Portola Family Connections	# of facilities	1	1	\$144,524
9	Richmond District Neighborhood Center	# of facilities	1	1	\$150,817
10	San Francisco Conservation Corps	# of child development centers, schools, parks and other public spaces enhanced through play structures or landscaping	7	7	\$200,000
11	Section 108 Loan Repayment for capital projects	# of facilities	1	1	\$210,000
12	The Janet Pomeroy Center	# of facilities	1	1	\$98,600
13	Walden House	# of facilities	1	1	\$200,000
14	Contingency (for existing capital and public space improvement projects)	# of facilities			\$450,000
	Subtotals for G2, O1	# of facilities constructed or rehabilitated that incorporates green construction principles	10	10	

		# of sites greened	135	135	
		# of child development centers, schools, parks and other public spaces enhanced through play structures or landscaping	7	7	
					\$2,128,841

Objective 2: Promote the development of social capital and sustainable healthy communities through leadership development and civic engagement activities

No CDBG- or ESG-recommended projects primarily meet this objective

Objective 3: Improve the social service delivery system that leads to self-sufficiency and healthy sustainable outcomes for low-income individuals and families

	Organization	Performance measure	Goal	Actual	2010-2011 Recommendation
1	Asian Neighborhood Design	# of CBOs receiving technical assistance	9	9	\$111,000
2	Bar Assoc. of SF Volunteer Legal Services	# of CBOs receiving technical assistance	20	16	\$20,000
3	Community Design Center	# of CBOs receiving technical assistance	4	2	\$20,000
4	Compasspoint Nonprofit Services	# of CBOs receiving technical assistance	50	58	\$92,475
5	Consolidated Planning				\$110,000
6	Dolores Street Community Services	# of CBOs supported in collaboratives	13	13	\$10,000
7	Earth Island Institute/Connect the Dots	# of CBOs receiving technical assistance	10	14	\$25,000
8	HomeownershipSF	# of CBOs supported in collaboratives	5	5	\$25,000
9	Mission Economic Development Agency	# of CBOs supported in collaboratives	5	5	\$20,000
10	Richmond District Neighborhood Center	# of CBOs supported in collaboratives	4	4	\$30,000
	Subtotals for G2, O3	# of CBOs receiving technical assistance	93	99	
		# of CBOs supported in collaboratives that strengthen services and infrastructure	27	27	
					\$463,475

Objective 4: Strengthen commercial corridors in low- and moderate-income neighborhoods and increase corridor potential for providing jobs, services, and opportunities for residents

	Organization	Performance measure	Goal	Actual	2010-2011 Recommendation
1	Community Initiatives/EAG	# of existing businesses assisted	70	47	\$190,000
		# of marketing technical assistance provided	50	27	
		# of business assisted with access to resources	30	8	
		# of businesses receiving safety consultation	15	0	

		# of businesses attracted, retained and expanded	10	4	
		# of façade improvements and beautification	20	13	
2	Community Initiatives/VVBIG	# of existing businesses assisted	32	28	\$65,000
		# of marketing technical assistance provided	17	16	
		# of business assisted with access to resources	10	11	
		# of businesses receiving safety consultation	6	5	
		# of businesses attracted, retained and expanded	5	6	
		# of façade improvements and beautification	10	4	
3	Japanese Community Youth Council (JCYC)/Japantown Task Force	# of existing businesses assisted	13	15	\$50,000
		# of jobs created and retained	10	10	
4	North of Market Neighborhood Improvement Corp.	# of existing businesses assisted	15	11	\$70,865
		# of businesses attracted, retained and expanded	5	4	
		# of façade improvements and beautification	2	2	
5	SF Shines Façade Program	# of façade improvements and beautification	1	2	\$25,362
	Subtotals for G2, O4	# of existing businesses assisted	130	101	
		# of marketing technical assistance provided	67	43	
		# of business assisted with access to resources	40	19	
		# of businesses receiving safety consultation	21	5	
		# of businesses attracted, retained and expanded	20	14	
		# of façade improvements and beautification	33	21	
		# of jobs created and retained	10	10	
					\$401,227

GOAL 3: FORMERLY HOMELESS INDIVIDUALS AND FAMILIES ARE STABLE, SUPPORTED AND LIVE IN PERMANENT HOUSING					
Objective 1: Decrease the incidence of homelessness by avoiding tenant evictions and foreclosures and increasing housing stability					
	Organization	Performance measure	Goal	Actual	2010-2011 Recommendation
1	AIDS Housing Alliance	Representation and/or tenants' rights counseling	550	552	\$40,000
		# of people avoiding eviction	82	97	
2	AIDS Housing Alliance (ESG)	Representation and/or tenants' rights counseling	74	73	\$50,000
		# of people avoiding eviction	74	76	
		Rental assistance	24	29	
3	AIDS Housing Alliance (TBRA)	# of people avoiding eviction	52	63	\$68,000
		Rental assistance	52	63	
4	AIDS Legal Referral Panel of the SF Bay Area	Representation and/or tenants' rights counseling	130	137	\$45,000
		# of people avoiding eviction	35	101	
5	Bar Assoc. of SF Volunteer Legal Services (ESG)	Representation and/or tenants' rights counseling	350	395	\$90,000
		# of people avoiding eviction	320	368	
6	Bay Area Legal Aid	Representation and/or tenants' rights counseling	180	211	\$65,000
		# of people avoiding eviction	10	37	
7	Catholic Charities (TBRA)	# of people avoiding eviction	140	190	\$180,860
		Rental assistance	140	190	
8	Chinatown Community Development Center	Representation and/or tenants' rights counseling	250	254	\$50,000
		# of people avoiding eviction	100	97	
9	Compass Community Services	Representation and/or tenants' rights counseling	60	55	\$35,000
		# of people avoiding eviction	25	15	
10	Eviction Defense Collaborative, Inc.	Representation and/or tenants' rights counseling	425	541	\$30,000
		# of people avoiding eviction	382	415	
11	Hamilton Family Center, Inc	Representation and/or tenants' rights counseling	140	162	\$35,000
		# of people avoiding eviction	72	108	

12	Hamilton Family Center, Inc (TBRA)	# of people avoiding eviction	110	125	\$136,140
		Rental assistance	110	125	
13	Legal Assistance to the Elderly	Representation and/or tenants' rights counseling	216	225	\$30,000
		# of people avoiding eviction	30	42	
14	Self-Help for the Elderly	Representation and/or tenants' rights counseling	550	587	\$41,000
		# of people avoiding eviction	15	21	
15	Tenderloin Housing Clinic, Inc.	Representation and/or tenants' rights counseling	150	146	\$87,500
		# of people avoiding eviction	34	36	
16	Tides Center/Housing Rights Committee of San Francisco	Representation and/or tenants' rights counseling	250	582	\$100,000
		# of people avoiding eviction	25	25	
17	Causa Justa:: Just Cause	Representation and/or tenants' rights counseling	295	288	\$38,000
		# of people avoiding eviction	157	113	
	Subtotals for G3, O1	# of people receiving representation and/or tenants' rights counseling	3,620	4,208	
		# of people avoiding eviction	1,663	1,929	
		# of people receiving rental assistance	326	407	
					\$1,121,500
Objective 2: Stabilize homeless individuals through outreach, services and residency in emergency and transitional shelters that lead to accessing and maintaining permanent housing					
	Organization	Performance measure	Goal	Actual	2010-2011 Recommendation
1	Asian Women's Shelter (ESG)	Shelter, including supportive services	50	36	\$52,000
		Transitioning from shelter to housing	38	36	
2	Central City Hospitality House (ESG)	Shelter, including supportive services	170	113	\$65,000
		Transitioning from shelter to housing	17	18	
3	Community Awareness & Treatment Services (ESG)	Shelter, including supportive services	55	128	\$25,000
		Transitioning from shelter to housing	6	37	
4	Community Awareness & Treatment Services (ESG)	Shelter, including supportive services	55	105	\$25,000
		Transitioning from shelter to housing	6	37	

5	Compass Community Services (ESG)	Shelter, including supportive services	165	69	\$50,000
		Transitioning from shelter to housing	17	34	
6	Dolores Street Community Services (ESG)	Shelter, including supportive services	40	40	\$33,000
		Transitioning from shelter to housing	4	18	
7	Episcopal Community Services of SF (ESG)	Shelter, including supportive services	57	60	\$65,000
		Transitioning from shelter to housing	6	22	
8	Friendship House Association of American Indians (ESG)	Shelter, including supportive services	10	10	\$36,900
		Transitioning from shelter to housing	9	9	
9	Gum Moon Residence Hall (ESG)	Shelter, including supportive services	15	15	\$55,000
		Transitioning from shelter to housing	8	3	
10	Hamilton Family Center, Inc (ESG)	Shelter, including supportive services	56	93	\$50,000
		Transitioning from shelter to housing	6	20	
11	La Casa de las Madres (ESG)	Shelter, including supportive services	42	38	\$100,000
		Transitioning from shelter to housing	22	10	
12	Larkin Street Youth Services	Shelter, including supportive services	100	184	\$58,000
		Transitioning from shelter to housing	10	128	
13	Larkin Street Youth Services (ESG)	Shelter, including supportive services	325	264	\$54,000
		Transitioning from shelter to housing	33	134	
14	Providence Foundation (ESG)	Shelter, including supportive services	50	52	\$45,000
		Transitioning from shelter to housing	5	49	
15	The Mary Elizabeth Inn (ESG)	Shelter, including supportive services	120	93	\$50,000
		Transitioning from shelter to housing	12	78	
16	YMCA of San Francisco (Bayview)/United Council/United Council of Human Services (ESG)	Shelter, including supportive services	400	518	\$70,000
		Transitioning from shelter to housing	20	121	
	Subtotals for G3, O2	# of people receiving shelter, including supportive services	1,710	1,818	
		# of people transitioning from shelter to more stable housing	219	754	
					\$833,900

Objective 3: Promote long-term housing stability and economic stability through wraparound support services, employment services, mainstream financial entitlements, and education

No CDBG- or ESG-recommended projects primarily meet this objective.

Objective 4: Create and maintain supportive housing

	Organization	Performance measure	Goal	Actual	2010-2011 Recommendation
1	Multiple recipients of MOH & SFRA financing in prior years	# of new units created through new construction or acquisition and rehabilitation activities	88	58	
		# of new units created through new construction or acquisition and rehabilitation activities	88	58	

GOAL 4: FAMILIES AND INDIVIDUALS HAVE SAFE, HEALTHY AND AFFORDABLE HOUSING

Objective 1: Create and maintain permanently affordable rental housing through both new construction and acquisition and rehabilitation programs for individuals and families earning 0-60% of AMI

	Organization	Performance measure	Goal	Actual	2010-2011 Recommendation
1	Bernal Heights Neighborhood Center	# of units in existing non-profit owned affordable housing projects that will be maintained and preserved	Multi-year goal ¹	Multi-year goal ¹	\$132,000
2	Chinatown Community Development Center	# of units in existing non-profit owned affordable housing projects that will be maintained and preserved	Multi-year goal ¹	Multi-year goal ¹	\$215,000
3	Community Housing Partnership	# of units in existing non-profit owned affordable housing projects that will be maintained and preserved	Multi-year goal ¹	Multi-year goal ¹	\$145,000
4	Dolores Street Community Services	# of units in existing non-profit owned affordable housing projects that will be maintained and preserved	Multi-year goal ¹	Multi-year goal ¹	\$43,056
5	GP/TODCO, Inc.	# of units in existing non-profit owned affordable housing projects that will be maintained and preserved	Multi-year goal ¹	Multi-year goal ¹	\$47,000
6	Tenderloin Neighborhood Development Corporation	# of units in existing non-profit owned affordable housing projects that will be maintained and preserved	Multi-year goal ¹	Multi-year goal ¹	\$271,000

7	TNDC: 220 Golden Gate rehabilitation/conversion project (supportive)	# of new affordable rental units completed	Multi-year goal ¹	0	\$800,000
8	TNDC: Taylor/Eddy acquisition of site (family rental to be constructed later)	# of new affordable rental units completed	Multi-year goal ¹	82	\$4,000,000
9	Chinatown CDC: Broadway/Sansome new construction project (family rental)	# of new affordable rental units completed	Multi-year goal ¹	0	\$1,775,000
10	Mercy Housing California: St. Anthony's new construction (senior rental)	# of new affordable rental units completed	Multi-year goal ¹	0	\$1,500,000
11	CHP: Acq./Conversion of Edward II (supportive)	# of new affordable rental units completed	Multi-year goal ¹	0	\$2,300,000
12	TBD: Rehabilitation of Midtown Park Apartments (planning grant)	# of new affordable rental units completed	Multi-year goal ¹	0	\$500,000
13	Multiple recipients of MOH & SFRA financing from prior years	# of new affordable rental units completed	231	341	³
14	Multiple recipients of MOH & SFRA financing from prior years	# of units in existing non-profit owned affordable housing projects that will be maintained and preserved	212	212	³
	Subtotals for G4, O1	# of new affordable rental units completed	231 (47 homeless, 28 special needs and 156 non-homeless/non-special needs)	341	

		# of new affordable rental units completed through acquisition and rehabilitation or conversion of an existing property	0	0	
		# of units in existing non-profit owned affordable housing projects that will be maintained and preserved	212 (105 homeless and 107 non-homeless)	212	
		# of affordable rental units created through the City's Inclusionary Housing Program	0	0	
					\$11,728,056
Objective 2: Create and maintain permanently affordable ownership housing opportunities through both new construction and acquisition and rehabilitation programs for individuals and families earning up 120% of AMI					
	Organization	Performance measure	Goal	Actual	2010-2011 Recommendation
1	Asian Inc.	Post-purchase, default and foreclosure prevention counseling	50	50	listed under Goal 4, Objective 3
		# of homeowners avoiding foreclosure	5	0	
2	Mission Economic Development Agency	Post-purchase, default and foreclosure prevention counseling	180	243	listed under Goal 4, Objective 3
		# of homeowners avoiding foreclosure	30	46	
3	San Francisco Housing Development Corporation	Post-purchase, default and foreclosure prevention counseling	70	29	listed under Goal 4, Objective 3
		# of homeowners avoiding foreclosure	6	3	
4	MOH financing for acquisition of small properties (for co-op ownership)	# of homeownership opportunities created through new limited equity cooperative housing	23	0	\$2,000,000
5	MOH & Redevelopment Agency financing for preservation of co-operative owned housing	# of HUD financed limited equity cooperative housing units preserved	486	0	\$3,573,868
6	MOH First Time Homebuyer Downpayment Assistance Programs	# of first time homebuyers receiving financial assistance	100	46	²
7	City of San Francisco Inclusionary Zoning Program	# of new first-time homeowners in BMR	100	30	²

8	MOH Home Rehabilitation Programs	# of homes rehabilitated or assisted by Housing Rehabilitation Programs	70	224	2
9	MOH & Redevelopment Agency financing for development of new homeownership units	# of new affordable homes completed	0	0	2
	Subtotals for G4, O2	# of first time homebuyers receiving financial assistance	100	46	
		# of homeowners receiving post-purchase, default, and foreclosure prevention services	300	322	
		# of homeowners avoiding foreclosure	41	49	
		# of HUD financed limited equity cooperative housing units at risk of insolvency or conversion to market-rate that were supported	486	0	
		# of new first-time homeowners in below market rate homes (BMR) through the City's Inclusionary Housing Program	100	30	
		# of homeownership opportunities created through new limited equity cooperative housing	23	0	
		# of new affordable homes completed	0	0	
		# of homes rehabilitated or assisted by Housing Rehabilitation Programs	70	224	
					\$5,573,868
Objective 3: Reduce the barriers to access housing affordable to low- and moderate-income individuals					
	Organization	Performance measure	Goal	Actual	2010-2011 Recommendation
1	Asian, Inc.	Pre-purchase counseling and education	200	200	\$40,000
		Homeowners created	35	35	
2	Community Center Pjt of S.F dba The San Francisco LGBT Community Center	Pre-purchase counseling and education	70	84	\$40,000
		Homeowners created	5	1	
3	Independent Living Resource Center of SF	Rental housing counseling	129	86	\$55,000
4	Manilatown Heritage Foundation	Rental housing counseling	100	96	\$30,000
5	Mental Health Association of San	Rental housing counseling	25	27	\$41,877

	Francisco				
6	Mission Economic Development Agency	Pre-purchase counseling and education	325	183	\$155,000
		Homeowners created	25	25	
7	San Francisco Community Land Trust	Pre-purchase counseling and education	57	32	\$34,900
8	San Francisco Housing Development Corporation	Pre-purchase counseling and education	150	73	\$70,000
		Homeowners created	15	15	
9	SF Urban Community Housing Corporation	Pre-purchase counseling and education	100	89	\$50,000
		Homeowners created	10	10	
10	The Arc Of San Francisco	Rental housing counseling	39	37	\$25,000
11	MOH Housing Opportunity Updates	# of subscribers receiving regular updates on affordable rental and homeownership opportunities through a centralized online resource	1,000	40	²
	Subtotals for G4, O3	# of renters receiving counseling assistance to find and/or maintain housing appropriate for their needs and budget	293	246	
		# of potential first-time home-buyers receiving pre-purchase counseling and education services	902	661	
		# of homeowners created	90	86	
		# of subscribers who will receive regular updates on affordable rental and homeownership opportunities through a centralized online resource	1,000	40	
					\$541,777
Objective 4: Provide both services and permanently affordable, supportive housing opportunities for people with special needs					
	Organization	Performance measure	Goal	Actual	2010-2011 Recommendation
1	Multiple recipients of MOH & SFRA financing in prior years	Acquire, rehabilitate or construct new units in partnership with community-based non-profits	88	58 See HOPWA note below	HOPWA portion in Action Plan was \$1,374,491

2	Leland House	# of beds in RCF-CI that will be supported on an annual basis with funding for services and operations	45	45	\$1,660,286
3	Peter Claver	# of beds in RCF-CI that will be supported on an annual basis with funding for services and operations	32	32	\$729,317
4	Dolores Street Community Services	# of beds in RCF-CI that will be supported on an annual basis with funding for services and operations	10	10	\$479,350
5	Larkin Street Youth Services	# of beds in RCF-CI that will be supported on an annual basis with funding for services and operations	12	12	\$348,144
6	Maitri	# of beds in RCF-CI that will be supported on an annual basis with funding for services and operations	14	14	\$492,167
7	MOH Local Operating Subsidy Program	# of units in supportive housing developments receiving operating and leasing subsidies	625	669	
8	SFRA HOPWA Program	# of units in supportive housing developments receiving operating and leasing subsidies	11	22	\$0 in Action Plan
	Subtotals for G4, O4	Acquire, rehabilitate or construct new units in partnership with community-based non-profits	88	58	
		# of beds in residential care facilities for the chronically ill that will be supported on an annual basis with funding for services and operations	113	113	
		# of units in supportive housing developments receiving operating and leasing subsidies	636	691	
					\$3,709,264
	HOPWA Note: For Line 1 above: 23 beds assisted with capital funds disbursed.				
	In Action Plan, under Capital Projects we had: Transbay (estimated 6 units) = \$950,000	During 2010-11, project was approved for \$950,000 in HOPWA dollars (for 9 units). \$0 disbursed during the year.			

	In Action Plan, under Capital Projects we had capital improvements (20 beds) for \$424,491	During 2010-11, capital rehab funds disbursed = \$127,173 (23 beds).			
Objective 5: Meet the need for affordable and accessible housing opportunities for our aging population and people with physical disabilities					
	Organization	Performance measure	Goal	Actual	2010-2011 Recommendation
1	Multiple recipients of MOH & SFRA financing in prior years	Percent of new City supported affordable rental units that will be accessible/adaptable	231 (100%)	341 (100%)	³
2	Multiple recipients of MOH & SFRA financing in prior years	# of units with improved accessibility features for people with disabilities in private and non-profit owned low-income housing	50	0	³
	Subtotals for G4, O5	Percent of new City supported affordable rental units that will be accessible/adaptable	100%	100%	
		# of units with improved accessibility features for people with disabilities in private and non-profit owned low-income housing	50	0	
Objective 6: Reduce the risk of lead exposure for low-income renters and homeowners, especially families with children under 6 years old					
	Organization	Performance measure	Goal	Actual	2010-2011 Recommendation
1	MOH Lead Program	# of families involved in childcare who become enrolled in lead hazard reduction and remediation	2	12	²
		# of children reached with information about lead poisoning	500	482	
		# of tenants reached with information about lead issues	200	512	
		# of tenants referred for tenant/ landlord issue counseling	30	20	
		# of lead workers trained on lead post-remediation cleaning practices and insure that they are hired for MOH sponsored lead remediation projects	10	10	

		# of trainings held in collaboration with the Department of Public Health. Each training will utilize the curriculum established by the EPA for lead worker training.	2	3	
		# of households enrolled in the Section 8 program who will undertake lead hazard control in their properties through the Lead Program.	0	0	
		# of tenants and/or landlords referred that require education and clarification on participation in the lead program to the Rent Board	10	8	
		# lead workers trained on lead-based paint work practices	30	25	
Objective 7: Provide energy efficiency rehabilitation programs to meet high green standards, preserve affordability, and extend the useful life of aging housing stock					
	Organization	Performance measure	Goal	Actual	2010-2011 Recommendation
1	MOH Green Rehab Program	# of affordable housing units with improved energy and water efficiency in affordable multifamily developments (2 year goal)	300	0	
		# of owned homes with improved energy and water efficiency, including installation of solar panels in single family homes (2 year goal)	10	0	
		Total amount of annual utility expense savings for MOH multifamily affordable housing (2 year goal)	\$42,000	\$0	
GOAL 5: PUBLIC HOUSING DEVELOPMENTS THAT WERE SEVERELY DISTRESSED ARE THRIVING MIXED-INCOME COMMUNITIES					
Objective 1: Replace obsolete public housing within mixed-income developments					
	Organization	Performance measure	Goal	Actual	2010-2011 Recommendation
1	HOPE SF Developments	% of residents in good standing who will have the right to revitalized housing onsite after construction is completed	100%	100%	²

		# of pre-existing public housing units that will be replaced with new Housing Authority- assisted units	0	0	
		# of new affordable rental units developed	0	0	
		# of new affordable homeownership units developed	0	0	
		# of new market-rate units developed	0	0	
		% compliance with Mandatory Green Communities Criteria in each building	100% (0 buildings will be completed in 2010-2011)	100%	
		# of points from Optional Green Communities Criteria earned by each building	0	0	
Objective 2: Improve social and economic outcomes for existing public housing residents					
	Organization	Performance measure	Goal	Actual	2010-2011 Recommendation
1	Bridge Housing Corporation	# of public housing residents involved in planning or community building activities	50	59	\$110,000
2	Family Service Agency of San Francisco	# of public housing residents involved in planning or community building activities	35	35	\$100,000
3	Family Service Agency of San Francisco	# of public housing residents receiving a referral to one or more needed service	125	168	\$290,000
4	Mercy Housing California	# of public housing residents involved in planning or community building activities	40	50	\$175,000
	Subtotals for G5, O2	# of public housing residents receiving a referral to one or more needed service	125	168	
		# of public housing residents receiving education about tenancy expectations in the revitalized community	0	0	
		# of public housing residents involved in planning or community building activities	125	144	
					\$675,000

Objective 3: Create neighborhoods desirable to both low and middle-income individuals and families					
	Organization	Performance measure	Goal	Actual	2010-2011 Recommendation
1	Four HOPE SF organizations listed under Goal 5, Objective 2	# of new partnerships with City or nonprofit entities established by each HOPE SF Development Team. Partners must be able to demonstrate they have the basic elements of an effective collaboration: defined roles, articulation and agreement of shared vision & outcomes, and sustained involvement of both parties	5	3	listed under Goal 5, Objective 2
		# of neighborhood residents involved in community planning and engagement around key issues of neighborhood importance	0	0	
2	HOPE SF Leadership Academy	# of adult residents who are referred to the HOPE SF Leadership academy	10	12	²
3	HOPE SF Youth Academy	# of youth residents who are referred to the HOPE SF Youth Academy	10	21	²
		# of new partnerships with City or nonprofit entities established by each HOPE SF Development Team. Partners must be able to demonstrate they have the basic elements of an effective collaboration: defined roles, articulation and agreement of shared vision & outcomes, and sustained involvement of both parties	5	3	
		# of neighborhood residents involved in community planning and engagement around key issues of neighborhood importance	0	0	
		# of adult residents who are referred to the HOPE SF Leadership academy	10	12	
		# of youth residents who are referred to the HOPE SF Youth Academy	10	21	
¹	The goal will be achieved in a subsequent year. The goal will be listed in the Action Plan of the program year that it will be achieved.				
²	Activity is supported by non-Consolidated Plan funding.				
³	Activity was supported with prior year funding (including Consolidated Plan sources and non-Consolidated Plan sources) and goal will be achieved in this program year.				

E. Community Development and Economic Development Assessment

Community Development

During the first year of its new Consolidated Plan, San Francisco successfully utilized its Community Development Block Grant (CDBG) funds to promote economic self-sufficiency for its low income residents, strengthened the neighborhood vitality of targeted neighborhoods, and provided necessary social services to serve the most at-risk residents.

A substantial investment of CDBG dollars were primarily used for the provision of social services to low and moderate income residents. Regularly leveraging the strength of over 100 community-based organizations each year, San Francisco's funds were used for public services which became the most visible aspect of its community development program. Service areas included homeless services, legal services, workforce development, tenant counseling and homeownership counseling, case management, immigrant services, domestic violence services, financial literacy programs, and services for transitional age youth.

In the crucial area of workforce development, the most important indicator over the past five years was the number of individuals placed in jobs. Again, San Francisco exceeded its target of job placements by 63%, even though the national economic recession created barriers to job placement opportunities. This challenge, perhaps more difficult than any time since the 1970's, is expected to decrease as the economy rebounds. The City restructured its entire workforce development strategy, reconstituted its Workforce Investment Board, and consolidated city funding from various departments into one integrated workforce system overseen by the Workforce Division of the Office of Economic and Workforce Development.

Although MOUs and plans were not formally tracked to show improved outcomes for employment and training efforts, the Office of Economic and Workforce Development established new programs such as CityBuild and One-Stop Centers that served this same purpose. CityBuild is the City's construction academy that effectively links local building and trades unions to City-sponsored construction training ultimately leading to union membership and job placement. One-Stop Centers are strategic partnerships located in key neighborhoods in the City that bring together community based organizations in formal partnerships allowing a single point of entry into the workforce system through each Center. There are currently One-Stop Centers located in the following Districts: the Mission, the Western Addition, the Bayview, Chinatown, the Civic Center area, and a satellite office in the Western Addition.

San Francisco increased its commitment to asset building during these past five years as well. Our efforts in this area has resulted in a close partnership with the Financial Education Network, a collaborative spearheaded by the City's Tax Collector's Office, and has resulted in more focused outcomes for our programs and the ability to specifically solicit grant proposals in this area to increase our impact. MOH has also been an integral partner in the Family Economic Success Working Group, a public-private partnership with other City departments and community based organizations.

MOH has also been an active partner in TAY-SF, a public-private partnership focused on improving access to services to young people ages 16-24 who exhibit high risk factors such as for homelessness, unemployment, lack of GED or high school diploma. In 2010-11 the department for the first time created an explicit portfolio of agencies dedicated to serving this often ignored population, as identified in our new Consolidated Plan.

As CDBG dollars remain often the only governmental funding source to support the often aging infrastructure of community buildings, the need to prioritize this source of funding is high. The City also prioritized the construction of play structures for child development centers serving low-income children, as well as promoting the planting of trees to provide greening opportunities in low-income neighborhoods that traditionally lack any substantial greenery.

Overall the City's ability to provide important capacity building and technical assistance to its grantees was greatly strengthened. By increasing the investment in intermediary organizations that could provide expertise to struggling non-profits, the City saw an increase in performance, greater fiscal management, and a better understanding of meaningful outcomes. The Department created a community building focus that expanded the traditional grants

monitoring role into a more holistic function of bringing together CDBG grantees, government partners, funders, and strategic consultants to strengthen neighborhoods, empower individuals, and create more meaningful collaboratives between service providers. This focus has resulted in a current neighborhood building program that has expanded capacity in the Ocean Merced Ingleside neighborhood in 2010-2011 and will be building capacity in the Western Addition neighborhood in 2011.

CDBG Program Areas

Capital Projects

Essential services are provided to low- and moderate-income residents through publicly and privately owned neighborhood facilities. Capital Projects support the physical needs of neighborhood facilities and include 1) rehabilitation of existing facilities and 2) development of new facilities.

Rehabilitation of existing facilities preserves and expands the service capacities of existing centers that provide activities for children, youth, adults and seniors. Many neighborhood facilities need rehabilitation work to meet code requirements necessitated by more intensive use of the facilities and/or to increase the level of services. Some organizations housed in older buildings may require modernization or redesign to meet current use.

As neighborhoods change, the infrastructure often is not in place to provide services that are needed by community members. For example, aging neighborhoods may need senior centers and neighborhoods that are becoming family-oriented may need youth centers. MOH responds to these emerging needs by supporting the development of new facilities. Limited funds may be available for new facilities in low-income areas if current needs are not being met by existing centers. The high costs of developing new facilities generally ensure that buildings are multi-purpose and that the CDBG funds are leveraged with other sources of revenue.

- **Capital Grants**

During the 2010-2011 program year, a total of \$2,141,714 in capital funding was allocated for nine projects. Of the nine capital projects, four are multi-purpose neighborhood centers that offer multi-services to low- and moderate-income individuals and families; two are neighborhood centers that focus on employment services; one is childcare center; one is a homeless facility; and one is a facility that serves persons with disabilities. This funding allocation reflects the needs identified in the Consolidated Plan. Neighborhood centers and childcare centers are high priority facility needs for San Francisco. Facilities that serve homeless individuals and facilities that serve persons with disabilities are medium priority needs.

All nine projects that received 2010-2011 program year funding are underway. A total of nine projects funded with prior year capital funds were completed during program year 2010-2011. Of the nine completed projects, three are multi-purpose centers; two are employment centers; two are health centers; one is a childcare center; and one is a facility that serves persons with disabilities. See Appendix A for a list of 2010-2011 grants for capital projects and a list of projects that were completed during the program year.

- **Section 108 Loan Repayments for Capital Projects**

In program year 2007-2008, MOH applied for and received a Section 108 loan in the amount of \$2,229,000 from HUD to finance the renovation of an existing building to serve as a new youth sports facility in the Hunter's Point neighborhood. The new facility, which was completed and opened in June 2008, consists of 23,000 square feet of interior space, including a large gymnasium, an auditorium/multi-purpose meeting room and a row of office/classrooms. It also includes a courtyard in the center and an adjoining athletic field.

The Boys and Girls Clubs of San Francisco, the nonprofit operator of the facility, provides a full range of programs for local children and youth, including homework assistance, reading and math skills development, fine arts instruction, leadership programs, job training, community service projects, health and prevention programs, and sports, fitness and recreation programs that include Junior Giants Baseball and other leagues.

The total capital project cost was approximately \$5 million. \$1 million was generated by a September 2004 City and County of San Francisco settlement with AIMCO in which the Denver-based real estate investment trust settled litigation involving four federally-subsidized apartment complexes it owns and operates in the Bayview/Hunter's Point neighborhood. Approximately \$1 million was provided through private sources secured by the Boys and Girls Clubs of San Francisco. MOH provided nearly \$1 million, through two CDBG grants (\$500,000 in 2005 and \$471,000 in 2007). The remaining costs of nearly \$2 million were provided through the Section 108 financing.

Repayment of this Section 108 loan is made with future San Francisco CDBG entitlements. In 2010-2011, \$164,045 in CDBG funds was used for the repayment of this loan.

Public Space Improvements

This program funds the improvement of public spaces for the benefit of low-income users, particularly in targeted neighborhoods. In 2010-2011, a total of eight projects were funded under this program area for a total of \$240,000. One project was completed during the program year and seven are still underway. Projects included installation of play structures and safety matting at public elementary schools; improvements of community areas at child development centers; and tree planting. See Appendix A for a list of 2010-2011 grants for public space improvement projects.

Public Services

MOH uses CDBG dollars to fund services that are needed to stabilize low-income individuals, families and neighborhoods. In 2010-2011, MOH focused its Public Service efforts on programs that provide essential support services to low-income persons and their families. Public services include a multitude of different activities, including job training and placement, recreational activities and academic support for children and youth, legal counseling and representation, health services, services for victims of domestic violence, services for the homeless and other services which contribute to the well-being of members of the community. These programs are designed to serve low- and moderate-income residents as well as particular population groups such as persons with disabilities, homeless, unemployed, children, seniors and battered spouses. The Public Services program focuses on essential human needs, and complements CDBG-funded physical projects such as affordable housing developments, construction of community facilities and public space improvements. This strategy supports a comprehensive approach to sustainable neighborhood revitalization.

During the program year, 86 Public Services grants were provided to service delivery organizations, for a total of \$5,242,598. The table below indicates the number of programs that were funded during the program year by service category. See Appendix A for a list of 2010-2011 Public Service grants by organizations funded. These grants resulted in direct services to 10,325 individuals. Nearly all were low- or moderate-income persons.

2010-2011 Public Service Grants by Categories of Services

Service Category	Number of Programs Funded	Number of Persons Served
Community Center	7	1,125
Domestic Violence Services	3	169
Financial Literacy	4	545
Homeless Services	3	270
HOPE SF	4	288
Legal Services	9	3,407
Multi-services/Other Services	11	1,196
Transitional Age Youth Services	14	502
Workforce Development	30	2,823
TOTAL	85	10,325

Housing-related Services

Housing-related services include tenant rights/eviction prevention counseling; tenant-based rental assistance; and homeownership counseling. These services complement CDBG- and HOME-funded affordable housing development.

In 2010-2011, MOH issued 25 housing program grants to non-profit organizations for a total of \$1,523,277. Through these grants, 5,806 individuals received housing-related services during the program year (3,986 received tenant rights/eviction prevention counseling, 378 received tenant-based rental assistance and 1,442 received homeownership counseling services). See Appendix A for a list of 2010-2011 Housing Program grants by organizations funded.

Planning and Capacity Building

Planning and capacity building grants provide support and resources for projects that improve an organization or community's capacity to plan, implement and manage programs and services. Funds under this category are available for organizational capacity building and planning activities that focus on new and emerging community needs, coordination of resources and innovative approaches to the delivery of services. This program area directs limited resources by strengthening non-profit organizations that provide essential services in neighborhoods and encourages new solutions to community development challenges. Planning and capacity building grants correspond to MOH's strategy of building and strengthening sustainable neighborhood institutions.

During the 2010-2011 program year, \$396,475 was allocated for 10 planning and capacity building projects. See Appendix A for a list of grants for planning and capacity building activities. Due to the limited amount of CDBG funds available for planning and capacity building activities, MOH restricted these grants to 1) capacity building activities for non-profit organizations provided by technical assistance providers and 2) planning and capacity building activities such as strategic planning and staff/professional development conducted by groups of agencies. Planning/capacity building projects for single agencies were not eligible due to limited resources.

Emergency Shelter Grants (ESG) Program

Emergency Shelter grants are designed for (1) rehabilitation or conversion of buildings for use as emergency shelters, (2) operating expenses for emergency shelters, (3) essential social services for homeless individuals and (4) prevention activities that help reduce the number of people who become homeless.

In 2010-2011, MOH provided 17 Emergency Shelter grants, for a total of \$962,226. These grants provided funding for operating costs of shelters, for essential services to individuals and families living in shelters and for legal counseling services to prevent homelessness. As a result of this funding, a total of 2,102 persons were provided homeless or homeless prevention services. See Appendix A for a list of 2010-2011 Emergency Shelter Grants.

San Francisco did not exceed the ESG program caps. For program year 2010-2011, San Francisco received a total of \$962,226 in ESG funding. Of the total grant amount:

- 23.6% or \$226,900 was expended for Essential Services;
- 14.5% or \$140,000 was expended for Homeless Prevention;
- 4.8% or \$46,326 was expended for Administration; and
- 57.1% or \$549,000 was expended for Shelter Operating Expenses.

For each of the Shelter Operating grants, not more than 10% of the grant will be spent on administrative expenses. See table on the following page.

Organization Name	2010-2011 ESG Grant Amount	2010-2011 Grant Amount by ESG Category					
		Essential Services (Matrix Code 05)	Homeless Prevention (Matrix Code 05Q)	Admin	Shelter Operating Expenses	Shelter Operating Expenses - Admin Staff \$	Shelter Operating Expenses - Admin Staff %
AIDS Housing Alliance	\$50,000		\$50,000				
Asian Women's Shelter	\$52,000				\$52,000	\$0	0.00%
Bar Assoc. of SF Volunteer Legal Services	\$90,000		\$90,000				
Central City Hospitality House	\$65,000				\$65,000	\$0	0.00%
Community Awareness & Treatment Services	\$50,000	\$25,000			\$25,000	\$0	0.00%
Compass Community Services	\$50,000				\$50,000	\$0	0.00%
Dolores Street Community Services	\$33,000				\$33,000	\$0	0.00%
Episcopal Community Services of SF	\$65,000				\$65,000	\$0	0.00%
Friendship House Association of American Indians	\$36,900	\$36,900					
Gum Moon Residence Hall	\$55,000				\$55,000	\$0	0.00%
Hamilton Family Center	\$50,000				\$50,000	\$0	0.00%
La Casa de Las Madres	\$100,000				\$100,000	\$0	0.00%
Larkin Street Youth Services	\$54,000				\$54,000	\$0	0.00%
Providence Foundation	\$45,000	\$45,000					
The Mary Elizabeth Inn	\$50,000	\$50,000					
YMCA of San Francisco/United Council of Human Services	\$70,000	\$70,000					
ESG Administration	\$46,326			\$46,326			
2010-2011 Total Funds	\$962,226	\$226,900	\$140,000	\$46,326	\$549,000		
% of Total Funds		23.6%	14.5%	4.8%	57.1%		

The ESG Program requires localities to match federal ESG funding dollar for dollar. As in past years, San Francisco used General Funds allocated by the Department of Human Services (DHS) to meet the ESG match requirement. For the 2010-2011 program year, the City far exceeded the match requirement, allocating \$28,900,117 in General Fund dollars through DHS to the following activities, which were also awarded ESG funding:

	Local Matching Dollars
Asian Women's Shelter	\$276,581
Central City Hospitality House	\$1,505,010
Community Awareness & Treatment Services	5,841,832
Compass Community Services	\$812,316
Dolores Street Community Services	\$868,794
Episcopal Community Services	\$13,095,018
Friendship House Association of American Indians	\$306,889
Gum Moon Residence Hall	\$57,433
Hamilton Family Center	\$1,922,072
La Casa de las Madres	\$285,303
Larkin Street Youth Services	\$613,450
Providence Foundation	\$1,017,852
The Mary Elizabeth Inn	\$1,300,227
YMCA of San Francisco/United Council of Human Services	\$997,340
Total ESG Match	\$28,900,117

Economic Development

During the 2010-2011 fiscal year the City of San Francisco's economic development portfolio of Community Development Block Grants, managed by the Office of Economic & Workforce Development (OEWD), made significant achievements towards the City's economic and community development goals as laid out in the 2010-2014 Consolidated Plan. The program faced a number of contextual challenges as the nation continued to feel the effects of a deep recession during much of the fiscal year. In the face of those challenges, the activities that were implemented by organizations funded through the economic development program created or retained nearly 400 jobs for San Francisco residents; launched, expanded, or strengthened over 1,000 small businesses and microenterprises; assisted 1,500 people seeking to launch a new business; contributed to the economic stability of hundreds of families; and helped to revitalize neighborhoods across the City. Additionally, OEWD expanded the program to fill unmet needs that were identified by a small business needs assessment conducted in early 2010. OEWD also worked with the CDBG grantees in an effort to make systemic improvements to the City's network of economic development service providers. This section of the CAPER assesses the achievements and shortcomings of the 2010-2011 economic development program.

Program Summary

During the 2010-2011 program year, OEWD continued to refine the economic development program in an effort to increase its efficiency and effectiveness. The program included 21 grants totaling \$1,905,227. There are three categories of services that comprise San Francisco's economic development CDBG program: technical assistance for small businesses and microenterprises, access to capital, and commercial corridor revitalization. Each of these service areas are directly related to the goals and objectives defined by the City's Consolidated Plan.

Economic Development Outcomes, 2010-2011	Goal	Actual
# of Small Businesses and Microenterprises Assisted	1,058	1,361
# of Pre-Startups Assisted	n/a	1,614
# of Business Expansions	113	133
# of Loans Made	103	83
# of Jobs Created	305	179
# of Jobs Retained	239	217

The table above tabulates the outcomes achieved by the 2010-2011 economic development program. Program activities surpassed their projected goals for providing assistance to small businesses and microenterprises, but fell short of their goals for loan approval, job creation, and job retention. This is likely due not to a reduction in program quality or efficiency, but rather to macro-economic factors such as increased unemployment and reduced availability of capital.

Program Expansions

From late 2009 to early 2010 OEWD conducted extensive research on the needs of the City's small business owners and entrepreneurs. The resulting report, "Assessing the Needs of Small Businesses and Entrepreneurs in San Francisco" (available at www.oewd.org) identified a number of opportunities for programmatic expansion. OEWD was able to adapt the economic development program during the 2010-2011 fiscal year in order to capitalize on some of those opportunities.

One of OEWD's key findings was that there was no organization in the City dedicated to meeting the needs of manufacturing businesses. Manufacturing is a key segment of our economy; it provides high quality jobs to people without a four-year college degree, and is experiencing some growth despite the recession. During the past year, CDBG funding helped to launch SF Made, which provides technical assistance that is specifically tailored to meet the needs of local manufacturing businesses. In just its first year of existence, SF Made established relationships with over 100 businesses, was responsible for creating or retaining a significant number of jobs, and has garnered national recognition as a service delivery model that should be replicated in other cities.

The economic development portfolio was expanded to include Opportunity Fund, an alternative lender that has recently expanded its activities in San Francisco. Opportunity Fund provides microloans that enable small

businesses to expand or strengthen their operations. CDBG support enabled Opportunity Fund to make eight additional loans to San Francisco businesses owned by low- and moderate-income entrepreneurs during the 2010-2011 program year.

The other new program launched during the past fiscal year was a retail incubation program in one of the City's low-income neighborhoods. Thanks to CDBG support, the Mission Economic Development Agency (MEDA) established the 'Mercadito' business incubator. The program enabled new microenterprise businesses to launch with small retail spaces in the ground floor of Plaza Adelante, a building in the Mission District that co-locates economic development and social service programs.

Cultivating the Network

OEWD took a number of actions during the past program year in order to cultivate the network of economic development service providers and make systemic improvements to the program. The small business needs assessment found that the various service providers were not all adhering to certain best practices related to client assessment and referral. Subsequently OEWD worked with its grantees to develop tools that enabled organizations to assess and refine their program models. Additionally, OEWD hosted regular convenings that enabled service providers to build and strengthen relationships with each other, and share and learn information about small business trends and resources. The organizations reported a high level of satisfaction from their participation in these forums.

Façade Improvement Program

OEWD'S SF Shines Façade Improvement Program provides grants to small businesses for exterior improvements to commercial buildings. Under this program, four façade improvement projects totaling \$76,264 were completed during the 2010-2011 program year.

Small Business Revolving Loan Fund

OEWD's Small Business Revolving Loan Fund (RLF) provides small businesses and micro-enterprises with loans that can be used for a number of purposes, including working capital, equipment purchase and other business expansion activities. The goals of OEWD's Revolving Loan Fund are 1) to provide access to capital for businesses that do not qualify for mainstream funding, and 2) to create jobs for low-income City residents. Borrowers must create a minimum of one full-time job or more depending on the loan amount. Interested small businesses apply for loans under this program through CDBG-funded economic development organizations.

During the 2010-2011 program year, the RLF made 17 loans totaling \$435,585. The loan amounts ranged from \$7,500 to \$50,000. Eleven of the seventeen loan recipients were new business start-ups. Ten of the seventeen are women-owned, and six are minority-owned. These seventeen loans have resulted in the creation of 42 new jobs.

Section 108 Loan Guarantee Program

No new loans were made under the Section 108 Loan Program in 2010-2011. However, the City did begin to market the Section 108 program to potential applicants seeking to undertake catalytic development projects in the Central Market and Tenderloin areas, low-income neighborhoods that have for decades experienced disinvestment and blight. The City did receive an application from Show Dogs, LLC, requesting a loan of \$238,850 to expand its restaurant on Market Street and create at least six new jobs. That application is currently in the final stages of review and approval.

Pearl's Deluxe Burgers

In addition, in April 2011, the City used CDBG funds to make a loan of \$215,000 to Pearl's Deluxe Burgers, LLC to expand the award-winning restaurant chain to a new location at the corner of Market Street and 6th Street. This new small business will help to eliminate neighborhood blight and attract more foot traffic to an economically depressed area. The restaurant projects to create at least five new jobs.

Summary of Accomplishments

Persons Assisted with CDBG and ESG

Accomplishments this year include renovation and development of community facilities; provision of essential services to individuals and families; job creation and business start-up, retention and expansion through economic development activities; and support for strategic planning and organizational capacity building.

Persons assisted with CDBG and ESG funding received a range of services from community-based organizations. Below is the number of persons by income brackets and by race/ethnicity that received direct services funded by CDBG and ESG dollars during the 2010-2011 program year.

	Extremely Low-Income	Low-Income	Moderate-Income	Above Moderate-Income	Total
Economic Development	1,768	651	376	177	2,972
Housing Program Grants	4,065	855	585	301	5,806
Public Services	8,364	1,541	344	76	10,325
CDBG Total	14,197	3,047	1,305	554	19,103
ESG Total	2,038	56	5	3	2,102
Total # of Persons Served	16,235	3,103	1,310	557	21,205

	American Indian or Alaskan Native	American Indian or Alaskan Native - Hispanic	American Indian or Alaskan Native AND Black	American Indian or Alaskan Native AND Black - Hispanic	American Indian or Alaskan Native AND White	American Indian or Alaskan Native AND White - Hispanic	Asian	Asian - Hispanic	Asian AND White	Asian AND White - Hispanic	Black or African American	Black or African American - Hispanic	Black or African American AND White	Black or African American AND White - Hispanic	Native Hawaiian or Pacific Islander	Native Hawaiian or Pacific Islander - Hispanic	Other	Other - Hispanic	White	White - Hispanic	Total
Economic Development	24	101	11	1	9	87	579	6	16		343	10	8	1	21	11	167	891	641	45	2,972
Housing Program Grants	103	164	16	24	27	27	1,674	6	18	2	1,173	10	13	7	86	3	236	633	1,434	150	5,806
Public Services	104	121	35	33	24	145	2,608	14	20	27	1,310	42	28	7	343	14	568	3,595	996	291	10,325
CDBG Total	231	386	62	58	60	259	4,861	26	54	29	2,826	62	49	15	450	28	971	5,119	3,071	486	19,103
ESG Total	18	5	3	1	8	2	123	4	9	1	895	5	12	2	31	4	141	240	547	51	2,102
Total # of Persons Served	249	391	65	59	68	261	4,984	30	63	30	3,721	67	61	17	481	32	1,112	5,359	3,618	537	21,205

Neighborhood Revitalization Strategy Area (NRSA) Goals, Activities and Accomplishments

Background

Six San Francisco neighborhoods are designated by HUD as Neighborhood Revitalization Strategy Areas.

- Bayview Hunters Point
- Chinatown
- Mission
- South of Market
- Tenderloin
- Visitacion Valley

All six neighborhoods are areas of low-income concentration as defined in San Francisco's 2010-2014 Consolidated Plan. Bayview Hunters Point, Chinatown, Mission and Visitacion Valley are also areas of minority concentration as defined by HUD in the Consolidated Plan.

In 1993, San Francisco applied to HUD for consideration of six neighborhoods as federally designated Enterprise Communities. In order to be considered, all six neighborhoods developed ten-year strategic plans for community development. Of the six neighborhoods considered for recognition as Enterprise Communities, four were selected: Bayview Hunters Point; Mission; South of Market and Visitacion Valley. The two neighborhoods not selected include Chinatown and the Tenderloin. The ten-year plans developed for the Enterprise Community application were sufficient for HUD to designate all six neighborhoods as Neighborhood Revitalization Strategy Areas (NRSAs) in 1996. During the development of the 2005 Consolidated Plan and the 2010 Consolidated Plan, the City reviewed each of the NRSA strategic plans and committed to achieving very specific outcomes over the next five years. In the 2005-2009 Consolidated Plan and then again in the 2010-2014 Consolidated Plan, the City requested an extension of the NRSA designation for all six neighborhoods. HUD approved the request for the five-year period that is covered by the Consolidated Plan.

The designation of these neighborhoods as NRSAs provides the City with more flexibility in undertaking public service activities with CDBG funds. This flexibility is intended to promote innovative programs and economic development within these neighborhoods. In 2010-2011, the City continued to make progress toward the goals established in each of the six neighborhood plans. Below is a list of goals for each neighborhood. Under each goal is a list of 2010-2011 CDBG- and ESG-funded programs and projects that addresses the goal. Many CDBG- and ESG-funded programs address these goals, but the list under each goal only includes ones where a majority portion (51% or more) of the program addresses the particular goal in the particular neighborhood. For many programs, the majority of the program did not focus on any one NRSA neighborhood, but primarily served the six NRSA neighborhoods. These programs are listed under the NRSA-wide section. For each neighborhood, progress towards the specific outcomes that were defined in the 2010-2014 Consolidated Plan for the next five years are also described.

This year, CDBG and ESG funding focused on those goals where strategic investments could have the most impact relative to other resources available to the City. These activities illustrate the broad strategies focused in these six neighborhoods. Projects and programs include capital projects, improvement of neighborhood public spaces, technical assistance for small businesses and micro-enterprises, operating support for homeless shelters and direct services such as employment training, case management, legal services and transitional age youth services. This range of services reflects the broad interests and scope of the neighborhood plans.

Direct investments toward public safety were made through non-CDBG criminal justice funding sources and the San Francisco Police Department. In all of these neighborhoods, housing acquisition and rehabilitation funds were made available through the housing funds provided under the CDBG and HOME programs. Future plans include continued progress and strategic investments in each of these neighborhoods.

NRSA Goals, Activities and Accomplishments

Bayview Hunters Point Goals, Activities and Accomplishments

1. Improve the overall socio-economic conditions

Type of Program	Name of Organization	2010-2011 Allocation	Description
Economic Development	Renaissance Entrepreneurship Center - Bayview	\$170,000	Entrepreneurial consultation, training, and support for small business owners and entrepreneurs primarily targeting the Bayview Hunters Point, Potrero Hill, and Visitacion Valley neighborhoods.

2. Generate employment opportunities and support job development, training and placement for neighborhood residents

Type of Program	Name of Organization	2010-2011 Allocation	Description
Public Services	Friends of the Urban Forest	\$55,000	Vocational Skills Training - Green Collar
Public Services	Renaissance Parents of Success	\$50,000	Job readiness services - barrier removal services; job readiness training; intensive case management; and connection to employment, vocational training, and/or a postsecondary education degree or certificate program.

3. Preserve, expand and improve housing that is affordable to low- and moderate-income residents
See Housing section.

4. Improve public safety
No CDBG/ESG activity primarily served this goal in this neighborhood.

5. Improve the physical environment

Type of Program	Name of Organization	2010-2011 Allocation	Description
Public Space Improvement	Friends of the Urban Forest	\$40,000	Planting of 250 trees in Visitacion Valley and Bayview Hunters Point
Public Space Improvement	San Francisco Conservation Corps - Bret Hart Elementary School	\$52,724	Installation of benches, trellis and compost bin
Public Space Improvement	San Francisco Conservation Corps - Whitney Young Child Development Center	\$21,319	Installation of planter boxes, benches and sand box

6. Provide adequate, efficient and properly located health and human services facilities

Type of Program	Name of Organization	2010-2011 Allocation	Description
Capital Project	Mission Neighborhood Centers	\$75,000	Construct loft area of a family resource center in Bayview neighborhood
Emergency Shelter Grant	Providence Foundation	\$45,000	Shelter beds for homeless individuals
Emergency Shelter Grant	YMCA of San Francisco (Bayview)/United Council/United Council of Human Services	\$70,000	Day shelter for homeless individuals

Public Services	Brothers Against Guns	\$40,000	Leadership development, mentorship and case management primarily targeting 18-25 year old males living in Bayview Hunters Point and the Western Addition.
Public Services	Family Service Agency of San Francisco	\$290,000	Community building activities for residents of the Hunters View public housing development
Public Services	Network for Elders	\$30,000	Case management and in-home care for frail seniors primarily living in the Bayview Hunters Point neighborhood

2010-2014 Five-Year Goals for Bayview Hunters Point

- Stimulate development for one grocery store to open
 OEWD helped secure a deal between Fresh and Easy neighborhood grocery and the developer of a mixed-use project at 5800 Third Street. The grocery store opened in August 2011. Over fifty percent of the jobs created went to residents of the Bayview Hunters Point neighborhood.
- Strengthen service provision capacity – this includes increasing culturally competent programming in a diversifying neighborhood, and supporting the development of fiscally sustainable organizations that provide needed services
 MOH identified new service providers to provide focused services to transitional age youth living in the Bayview, and provided support to a new agency focusing specifically on strategically serving the shifting ethnic and racial constituencies living in the neighborhood.
- Encourage development of farmer’s market
 No substantial progress during program year 2010-2011.
- Revitalize Southeast One-Stop Career Link Center
 During the 2010-2011 program year, OEWD has had ongoing discussions with multiple stakeholders and interested parties as to the revitalization of the Southeast One-Stop Career Link Center. Currently the 5-floor facility is under study for how to best utilize the space. The One-Stop Career Link Center computer lab and other equipment (i.e. fax access, phone lines, workshop rooms) are located on the first floor and One-Stop staff are located on the second floor. The remaining three floors are being considered to house additional Bayview community based organizations and/or to be used as a major adult learning center. Final decisions on usage of the building should be made in year two of the current Consolidated Plan.
- Leverage improvements to Bayview Opera House in order to stimulate cultural and economic development programming of underutilized community facilities
 MOH continues to work with the Arts Commission to leverage CDBG funds in conjunction with S.F. Redevelopment Agency funds to maximize the improvements to the Opera House.
- Develop new mixed-income housing being developed at Hunters View
 Closed financing on infrastructure and initiated infrastructure development. Received permits for first phase of residential development.
- Connect public housing residents to family supports and access to social services
 Through a grant to a community-based organization, CDBG investments provided on-site community building and service connection activities to support residents through the HOPE SF revitalization process to maximize the economic and social benefit to the current public housing residents, while they remained in their community through reconstruction. The model was intensive, whole family, and integrated to address a range of service needs including children & youth needs, workforce, health, through direct services provision and partnership with a network of community service providers. The scope of work also included community building events and activities.

- Support the Renaissance Bayview and Third Street Corridor Program’s on-going efforts to provide technical assistance and access to capital

OEWD has worked closely with the San Francisco Redevelopment Agency, the other major funder of the Renaissance Bayview and 3rd St Corridor Program. The collaborative effort has allowed for streamlining of reporting, thus providing more staff time and resources toward direct technical assistance to businesses. Furthermore, the open communications has resulted in optimized and complementary funding strategies (ie., OEWD funds staffing/operational costs and SFRA funds programmatic costs). The lessons learned from FY 10-11 have helped to structure FY 11-12 program funding, development and delivery.

Chinatown Goals, Activities and Accomplishments

1. Expand markets for local entrepreneurs and stimulate job development for local residents
No CDBG/ESG activity primarily served this goal in this neighborhood.

2. Generate employment opportunities and support job development, training and placement for neighborhood residents
No CDBG/ESG activity primarily served this goal in this neighborhood.

3. Preserve, expand and improve housing that is affordable to low- and moderate-income residents
See Housing section.

4. Improve public safety
No CDBG/ESG activity primarily served this goal in this neighborhood.

5. Enhance the physical and aesthetic conditions of Chinatown

Type of Program	Name of Organization	2010-2011 Allocation	Description
Public Space Improvement	San Francisco Conservation Corps - Gordon Lau Elementary School	\$30,354	Install new matting, play structure components, outdoor classroom/social area, benches, tables
Public Space Improvement	San Francisco Conservation Corps - Wu Yee Lock Yuen Child Development Center	\$22,689	Installation of new matting, benches, planter boxes

6. Provide accessible, multi-lingual and affordable human services

Type of Program	Name of Organization	2010-2011 Allocation	Description
Emergency Shelter Grant	Gum Moon Residence Hall	\$55,000	Shelter beds in a comprehensive transitional housing program primarily for Asian immigrant women who are survivors of domestic violence and sexual assault

2010-2014 Five-Year Goals for Chinatown

- Reduce language barriers to accessing social services and affordable housing

OEWD awarded \$300,000 to five grantees to provide ESL/VESL services. Through this investment, 405 individuals received services. Many were able to increase their ESL level by at least 2 steps, with the vast majority reaching ESL level 4, which is considered a level efficient enough for entry-level employment. Feedback from staff of awarded grantees and client interviews indicated many who received ESL/VESL services were in a better position to access other social services.

In addition, CDBG funds supported programming to provide tenant counseling, transitional age youth services, eviction prevention services to seniors, domestic violence services, and community center services to limited-English speaking Chinatown residents.

- Support commercially viable commercial corridor with diverse businesses

Through the economic development program, a number of technical assistance providers provide assistance to Chinatown businesses.

- Improve and activate Chinatown alleyways, by programming cultural activities and providing microenterprise opportunities

OEWD helped to launch Art In Storefronts, a program that reduces neighborhood blight by filling vacant storefronts with arts installations, in Chinatown during the past program year. This included the activation of Wentworth Alley with art installation and music and cultural events.

- Support on-site business technical assistance services and coordinate efforts with City College to provide programs for business development

Support from the economic development program has enabled the Small Business Development Center to hire and retain a multilingual small business consultant who provides technical assistance to monolingual Cantonese- and Mandarin-speaking small business owners and entrepreneurs. The consultant also has conducted significant outreach with local merchants and community organizations, which has positioned City College to be a high capacity provider of small business services once their new Chinatown campus opens its doors in 2012.

Mission District Goals, Activities and Accomplishments

1. Improve the overall socio-economic conditions in the Mission
No CDBG/ESG activity primarily served this goal in this neighborhood.

2. Generate employment opportunities and support job development, training and placement for neighborhood residents

Type of Program	Name of Organization	2010-2011 Allocation	Description
Capital Project	Mission Language and Vocational School, Inc.	\$70,000	ADA upgrades to entry, doors hardware, parking, restrooms, elevator, HVAC, fire sprinklers upgrades and pipe repairs

3. Preserve, expand and improve housing that is affordable to low- and moderate-income residents
See Housing section.

4. Improve the Mission’s overall levels of safety
No CDBG/ESG activity primarily served this goal in this neighborhood.

5. Improve the physical environment
No CDBG/ESG activity primarily served this goal in this neighborhood.

6. Improve the quality and expand existing health and human services to local residents

Type of Program	Name of Organization	2010-2011 Allocation	Description
Capital Project	Mission Kids	\$99,900	Bring childcare facility (licensed to serve 45 infants and toddlers) into compliance with state licensing requirements
Emergency Shelter Grant	Asian Women’s Shelter	\$52,000	Shelter beds in a comprehensive support program primarily for Asian and Pacific Islander battered

			women and their children
Emergency Shelter Grant	Dolores Street Community Services	\$33,000	Shelter beds for homeless men
Planning	Mission Economic Development Agency	\$20,000	Plaza Adelante service and collaboration planning and assessment for co-located programs
Public Services	Asian Women's Shelter	\$35,500	Intensive case management, counseling and advocacy services primarily for Asian and Pacific Islander battered women and their children.
Public Services	Mission Neighborhood Health Center	\$30,000	Case management, service learning and education for homeless individuals

2010-2014 Five-Year Goals for the Mission

- Support commercial district revitalization

During the 2010-2011 program year, OEWD expanded the Neighborhood Marketplace Initiative (NMI) to the 24th Street commercial corridor in the Mission District. NMI provides technical assistance to merchants and enables merchants and residents to work together to undertake neighborhood improvement projects.

- Develop retail incubation program

The Mission Economic Development Agency successfully launched a retail business incubator program during the past year, which has enabled twelve businesses to establish new storefronts and has created eight new jobs.

- Support coordination of services at new community hub

MOH provided support for a multi-agency planning process to coordinate services in a newly developed multi-services building located in the Mission.

- Coordinate with other city departments that support youth and seniors to address identified needs

MOH continues to work with the Department of Children, Youth and Their Families and the Department of Aging and Adult Services to coordinate citywide services in the Mission.

South of Market Goals, Activities and Accomplishments

1. Revitalize the neighborhood's economic activities

No CDBG/ESG activity primarily served this goal in this neighborhood.

2. Generate employment opportunities and support job development, training and placement for neighborhood residents

Type of Program	Name of Organization	2010-2011 Allocation	Description
Capital Project	Mission Hiring Hall, Inc.	\$200,000	Build out of tenant improvements in a former medical clinic to program space for job development services in the South of Market neighborhood.

3. Preserve, expand and improve housing that is affordable to low- and moderate-income residents

See Housing section.

4. Improve public safety

No CDBG/ESG activity primarily served this goal in this neighborhood.

5. Improve the physical environment

No CDBG/ESG activity primarily served this goal in this neighborhood.

6. Provide needed health and human services to local residents

Type of Program	Name of Organization	2010-2011 Allocation	Description
Emergency Shelter Grant	Community Awareness & Treatment Services.	\$25,000	Case management services for homeless women in a shelter
Emergency Shelter Grant	Community Awareness & Treatment Services.	\$25,000	Shelter beds for homeless women
Emergency Shelter Grant	Episcopal Community Services of SF	\$65,000	Shelter beds for homeless adults
Emergency Shelter Grant	Friendship House Association of American Indians	\$36,900	Life skills and case management primarily for Native American adults
Housing Program Grant	The Arc of San Francisco	\$25,000	Housing counseling services primarily for adults with developmental disabilities
Public Services	Bay Area Legal Aid	\$40,000	Legal assistance and education for victims of domestic violence
Public Services	La Raza Centro Legal	\$90,000	Legal services including counseling, representation and processing

2010-2014 Five-Year Goals for South of Market

- Increase coordination of services between community based organizations

Through partnership with the South of Market Stabilization Fund, a community-based organization was funded to coordinate and focus community benefits offered through the development of the new residential units built at 333 Harrison Street, focusing on bringing together groups that offer support to residents around workforce, housing and other social supports.

- Support eviction prevention efforts

Through partnership with the South of Market Stabilization Fund, the City increased its investments by funding four community based organizations specifically to provide eviction prevention and tenant counseling to South of Market residents.

- Support financial education and asset building programs

Through partnership with the South of Market Stabilization Fund, the City expanded its funding to three organizations providing financial counseling and financial literacy to South of Market residents, and supported the opening of a credit union based in the South of Market for unbanked South of Market residents.

- Support community-serving businesses by providing incentives to hire residents and improving access to services/affordable business space

No substantial progress during program year 2010-2011.

- Support Six on Sixth Commercial Revitalization – small business development and facade improvement plan

OEWD continued its support of Urban Solutions, an organization that focuses efforts on revitalizing Sixth Street and the South of Market neighborhood. Urban Solutions, which also receives significant funding from the San Francisco Redevelopment Agency, provides technical assistance and business attraction services, connects businesses with SFRA incentives, and administers a façade improvement program.

Tenderloin Goals, Activities and Accomplishments

1. Economic revitalization of the neighborhood

Type of Program	Name of Organization	2010-2011 Allocation	Description
Economic Development	North of Market Neighborhood Improvement Corp.	\$70,865	One-on-one assistance to businesses to economically stabilize and strengthen neighborhood businesses in the Tenderloin

2. Preserve, expand and improve housing that is affordable to low- and moderate-income residents
See Housing section.

3. Improve public safety
No CDBG/ESG activity primarily served this goal in this neighborhood.

4. Improve the physical environment
No CDBG/ESG activity primarily served this goal in this neighborhood.

5. Provide needed health and human services to local residents

Type of Program	Name of Organization	2010-2011 Allocation	Description
Emergency Shelter Grant	Central City Hospitality House	\$65,000	Shelter beds primarily for homeless adult men
Emergency Shelter Grant	Compass Community Services	\$50,000	Shelter beds for homeless families
Emergency Shelter Grant	Hamilton Family Center, Inc	\$50,000	Shelter beds for homeless families
Public Services	Central City Hospitality House	\$50,000	Job Readiness Services - barrier removal services; job readiness training; intensive case management; and connection to employment, vocational training and/or postsecondary educational degree or certificate program
Public Services	Compass Family Services	\$37,000	Case management, intensive support services, housing placement assistance and workforce readiness for homeless families

2010-2014 Five-Year Goals for the Tenderloin

- Support homeless prevention efforts and efforts to move homeless individuals into more stable housing
See Section IV – Addressing the Needs of Homeless Persons.

- Increase coordination of Tenderloin social service organizations
MOH convened meetings with Tenderloin service providers targeting the Southeast Asian and Vietnamese – speaking residents to focus on capacity building efforts and infrastructure building. MOH also worked to ensure cross-referrals and collaboration between organizations offering tenant-based rental assistance to Tenderloin residents.

- Utilization of various resources to stimulate development in Tenderloin and Mid-Market areas
OEWD has continued to coordinate many public, private, and nonprofit sector entities and activities that are dedicated to revitalizing the Tenderloin and Mid-Market areas. In February 2011 OEWD launched a community planning process that will culminate in the release of the Central Market Economic Strategy, a plan that will guide future economic development investments in the neighborhood. In the meantime, OEWD has continued to engage in business attraction efforts, which have resulted in some significant successes: over the past year a number of

businesses ranging from small operations (e.g., Huckleberry Bicycles) to global companies (e.g., Twitter, Zendesk) have relocated to the neighborhood or signed leases for a planned move. A City-funded loan enabled Pearl's Deluxe Burgers, an award-winning hamburger restaurant, to launch a new location in the district. Two large development projects that have the potential to transform the neighborhood have stalled due mainly to the global credit crisis and recession, but remain in development.

- Continue to recruit art and cultural entities as a means to stimulate retail growth and create workforce development in the community

A number of art and cultural entities have relocated or established new locations in the Central Market district, most notably Burning Man, which has made a commitment to contribute to the revitalization of the neighborhood and has already invested in some public art installations. OEWD is actively working with key stakeholders to ensure the continued development of the arts district.

Visitacion Valley Goals, Activities and Accomplishments

1. Revitalize the business corridor to create an environment that encourages new businesses to locate in Visitacion Valley and provides expanded goods and services for residents

Type of Program	Name of Organization	2010-2011 Allocation	Description
Economic Development	Community Initiatives/VVBIG	\$65,000	One-on-one assistance to businesses to economically stabilize and strengthen neighborhood businesses in Visitacion Valley

2. Improve the delivery of education and training services through a collaboration among public agencies, community based agencies, and families

No CDBG/ESG activity primarily served this goal in this neighborhood.

3. Preserve, expand and improve housing that is affordable to low- and moderate-income residents

See Housing section.

4. Provide needed health and human services to local residents

Type of Program	Name of Organization	2010-2011 Allocation	Description
Public Services	Asian Pacific American Community Center	\$57,000	Community center providing information and referral, employment, translation, public safety, and other services, for primarily low-income Asian immigrants in the Visitacion Valley and Bayview Hunters Point neighborhoods.
Public Services	Mercy Housing California	\$175,000	Community building activities for residents of the Sunnydale public housing development
Public Services	Together United Recommitted Forever (TURF)	\$40,000	Case management services, academic support and empowerment activities primarily for youth and young adults residing in public housing

5. Enhance the physical and aesthetic conditions of Visitacion Valley

Type of Program	Name of Organization	2010-2011 Allocation	Description
Public Space Improvement	Friends of the Urban Forest	\$40,000	Planting of 250 trees in Visitacion Valley and Bayview Hunters Point
Public Space Improvement	San Francisco Conservation Corps - Wu Yee New Generations Child Development Center	\$25,599	Installation of picnic tables, benches, planter boxes, sun shades, nursery mix soil

6. Improve public safety

No CDBG/ESG activity primarily served this goal in this neighborhood.

2010-2014 Five-Year Goals for Visitacion Valley

- Support retail development along Leland Avenue corridor

OEWD has struggled to achieve progress toward this goal, and has discovered that retail attraction on the Leland Avenue corridor is difficult to achieve without financial incentives. OEWD and its partners have focused efforts on providing technical assistance to existing businesses on the corridor. Additionally, in FY 11-12 OEWD is seeking to identify opportunities to support this effort by utilizing other City resources.

- Provide intensive capacity building to community based organizations, including ability to serve increasingly diverse population

MOH is working in partnership with the S.F. Controller's Office which is overseeing a comprehensive capacity building project focusing on Visitacion Valley-based nonprofit service organizations. During the 2010-2011 year the scope was defined to include an Infrastructure Best Practices Memo; a Nonprofit Assessment Tool examining fiscal, compliance, and governance issues; The City Performance Team will develop a performance tool to conduct an assessment of each participating nonprofit's capacity, including fiscal, compliance, and governance issues; a Technical Assistance Plan; and a Post-Technical Assistance Road Map.

- Develop One-Stop Satellite

The Visitacion Valley One Stop satellite office was opened to the public in October 2009. Strategically located at 73 Leland Avenue, the hours of operations are from 9am to 5pm Monday-Friday. This satellite will allow community residents to access job search assistance via workshops, computer access, internet, fax and copying access, referrals to trainings, case management services and other workforce services, such as employer hiring events and information sessions. The center has a staff of five, with volunteers assisting with reception, and answering phones.

- Develop new mixed-income housing being developed at Sunnydale

Finalized master plan and began land use entitlements and environmental review.

- Connect public housing residents to family supports and access to social services

See below.

- Engage public housing residents in community building processes working towards sustainability and safety

For the three goals listed above, MOH has invested in Mercy Housing to develop mixed-income housing, service connection and community building to the residents of the Sunnydale public housing complex. Mercy has created a strong violence prevention partnership between the Ingleside Police Station; Visitacion Valley Middle School, Visitacion Valley Elementary School, Philip and Sala Burton High School; the property management at Heritage Homes, Brittan Court, Carter Terrace and John King Senior Center; Department of Public Health and community based organization including TURF and the Community Response Network. This partnership has been effective at de-escalating situations, preventing retaliation, and reducing violence in the neighborhood.

Mercy has established service partnerships with the Samoan Community Development Center, TURF, Bank on SF, Peer Court, Florence Crittendon Services, and the Visitacion Valley One-Stop. Through its partnership with Bank on SF, Mercy has provided financial literacy training to fifty residents.

- Improve access to public park at Sunnydale

HOPE SF's site plan for Sunnydale improves access by contemplating creation of a linear park that goes to Hertz Playground, increasing safety and pedestrian access. Construction is pending financing.

- Develop new community resources—convert the old Schlage Lock office building to a civic use and bring new programming to fit the needs of the local population

The development of the Schlage Lock office building has been temporarily put on hold due to ongoing discussions between the developer and the San Francisco Redevelopment Agency regarding the financing of the project. The Agency's current status is unclear itself based on recent state legislation.

NRSA-Wide Activities

Many programs did not focus primarily on any one NRSA neighborhood, but primarily served residents of multiple NRSA neighborhoods. These activities are listed below.

Type of Program	Name of Organization	2010-2011 Allocation	Description
Emergency Shelter Grant	AIDS Housing Alliance	\$50,000	Rent subsidies and case management primarily for HIV positive clients
Emergency Shelter Grant	Bar Assoc. of SF Volunteer Legal Services	\$90,000	Legal representation in eviction cases for indigent clients at immediate risk of becoming homeless
Emergency Shelter Grant	La Casa de las Madres	\$100,000	Shelter beds in a comprehensive support program for battered women and their children
Housing Program Grant	AIDS Housing Alliance	\$40,000	Tenants' rights counseling, individual and group housing primarily for HIV-positive clients
Housing Program Grant	AIDS Housing Alliance - TBRA	\$68,000	Tenant-based rental assistance for individuals and families
Housing Program Grant	AIDS Legal Referral Panel of The SF Bay Area	\$45,000	Housing counseling, direct legal assistance and fair housing education primarily for people living with HIV/AIDS.
Housing Program Grant	Bay Area Legal Aid	\$65,000	Legal assistance and representation for residents, including public housing residents on HOPE SF sites.
Housing Program Grant	Catholic Charities - TBRA	\$180,860	Tenant-based rental assistance for individuals and families
Housing Program Grant	Causa Justa	\$38,000	Eviction prevention assistance and tenant counseling, representation and advocacy for renters
Housing Program Grant	Chinatown Community Development Center	\$50,000	Eviction prevention assistance, tenant counseling for primarily monolingual Chinese households
Housing Program Grant	Eviction Defense Collaborative	\$30,000	Counseling and emergency legal assistance for tenants threatened with eviction
Housing Program Grant	Hamilton Family Center - TBRA	\$136,140	Tenant-based rental assistance for individuals and families
Housing Program Grant	Hamilton Family Center, Inc.	\$35,000	Eviction prevention assistance and housing counseling for homeless families
Housing Program Grant	Independent Living Resource Center of SF	\$55,000	Housing counseling and eviction prevention services primarily for people with disabilities
Housing Program Grant	Manilatown Heritage Foundation	\$30,000	Tenant counseling, representation and advocacy for renters
Housing Program Grant	Mental Health Association of San Francisco	\$41,877	Tenant/landlord counseling and training primarily for formerly homeless tenants and supportive housing providers
Housing Program Grant	Self-Help for the Elderly	\$41,000	Eviction prevention assistance and tenant counseling/advocacy primarily for elderly renters

Type of Program	Name of Organization	2010-2011 Allocation	Description
Housing Program Grant	Tenderloin Housing Clinic, Inc	\$87,500	Legal counseling and representation for tenants threatened with eviction
Public Services	AIDS Legal Referral Panel of the SF Bay Area	\$37,000	Legal services to low-income San Francisco residents, primarily those with HIV and/or AIDS, entering or re-entering the workforce
Public Services	Arab Cultural and Community Center	\$38,000	Case management in immigration, health referrals, employment services and other services
Public Services	Arriba Juntos	\$100,000	One Stop complimentary services - adult basic education skills training, basic computer skills training, and criminal justice/reentry services
Public Services	Asian Neighborhood Design	\$50,000	Job Readiness Services - barrier removal services; job readiness training; intensive case management; and connection to employment, vocational training and/or postsecondary educational degree or certificate program
Public Services	CAMINOS/Pathways learning Center	\$40,000	Multi-services including life skills, financial literacy, information & referral and technology training for English learners.
Public Services	Central American Resource Center (CARECEN)	\$45,000	Legal Services including counseling, processing, and representation primarily for immigrants
Public Services	Chinatown Community Development Center	\$40,000	Case management services and leadership training for youth ages 16-24
Public Services	Community Housing Partnership	\$50,000	Job Readiness Services - barrier removal services; job readiness training; intensive case management; and connection to: employment, vocational training, and/or a postsecondary educational degree or certificate program
Public Services	Community United Against Violence	\$40,000	Case management and support services primarily for LGBTQQ (lesbian, gay, bisexual, transgender, queer, and questioning) domestic violence victims
Public Services	Donaldina Cameron House	\$45,000	English tutorial and supportive employment services for adult students
Public Services	Episcopal Community Services of SF	\$108,000	One Stop Complimentary Services - adult basic education skills training, basic computer skills training, criminal justice reentry services, disability services, and services for limited English proficiency job seekers
Public Services	Family Independence Initiative (FII - National)	\$70,000	Case management, financial education, matched savings accounts and increased social networks to assist low-income families in becoming self-sufficient
Public Services	GirlSource, Inc	\$35,000	Technology and leadership training program for Transitional Aged young women.
Public Services	Good Samaritan Family Resource Center	\$40,000	Education services for monolingual adults, including ESL, computer, and financial literacy
Public Services	Goodwill Industries of San Francisco, San Mateo & Marin Counties	\$125,000	One Stop Complimentary Services - Criminal Justice Reentry Services
Public Services	Hearing and Speech Center of Northern California	\$29,000	Information and referral, life skills training and case management for hearing impaired youth aged 16-24
Public Services	Instituto Laboral de la Raza	\$65,000	Legal services including counseling, referral and representation primarily for low-wage workers that are

Type of Program	Name of Organization	2010-2011 Allocation	Description
			owed wages by employers
Public Services	Jewish Vocational and Career Counseling Service	\$70,000	Youth Sector Bridge Services - occupational skills training specifically tailored to the needs of Transitional Aged Youth Young Adults (ages 18-24) that serves as a feeder to postsecondary education, the City's Sector Academies, or other advanced vocational training.
Public Services	La Casa de las Madres	\$50,000	Community-based intervention and support services for battered women and their children
Public Services	La Raza Community Resource Center	\$55,000	Legal services including processing, counseling and referrals
Public Services	Mission Asset Fund	\$40,000	Provide financial coaching and IDA account services
Public Services	Mission Hiring Hall	\$60,000	Job Readiness Services - barrier removal services; job readiness training; intensive case management; and connection to: employment, vocational training, and/or a postsecondary educational degree or certificate program
Public Services	Mission Language and Vocational School, Inc.	\$50,000	Job Readiness Services - barrier removal services; job readiness training; intensive case management; and connection to: employment, vocational training, and/or a postsecondary educational degree or certificate program
Public Services	Mission Neighborhood Centers	\$30,000	Senior services including recreation, meals and social services
Public Services	Mission Neighborhood Centers	\$42,000	Evening services, including GED, recreation, and life skills for Transitional Aged Youth.
Public Services	Mujeres Unida y Activas	\$50,000	Job Readiness Services - barrier removal services; job readiness training; intensive case management; and connection to: employment, vocational training, and/or a postsecondary educational degree or certificate program
Public Services	Northeast Community Federal Credit Union	\$45,000	Financial services primarily for the un-banked population
Public Services	Refugee Transitions	\$40,000	Individualized home-based and small group VESLES training to increase job training or employment options primarily for Asian refugees and immigrants.
Public Services	Samoan Community Development Center	\$60,000	Case management, information, referral and translation services in nutrition, immigration and housing issues primarily targeting Samoan families in the Southeast sector
Public Services	United Playaz	\$55,000	Case management and recreational activities for TAY
Public Services	Year Up, Inc	\$50,000	Youth Sector Bridge Services - occupational skills training specifically tailored to the needs of Transition Aged Youth Young Adults (ages 18-24) that serves as a feeder to postsecondary education, the City's Sector Academies, or other advanced vocational training.

Summary of Persons Assisted and Projects Completed in NRSAs

Another way to analyze services to the NRSAs is to look at the total number of individuals that were served and determine the number that lived in the NRSAs. In program year 2010-2011, a total of 21,205 individuals received direct services through CDBG- and ESG-funded programs. Of this total number, 11,941 were persons living in NRSAs, or 56% of all persons receiving CDBG- and ESG-funded direct services.

Of the nine capital projects funded in 2010-2011, four are located in NRSAs. Of the eight public space improvement projects completed, six are located in NRSA neighborhoods.

	Bayview/Hunter's Point	Chinatown	Mission	South of Market	Tenderloin	Visitacion Valley	Total: All NRSAs	Total: All Non-NRSA Neighborhoods	TOTAL: ALL NEIGHBORHOODS
<u># of Persons Assisted with Direct Services:</u>									
Economic Development	286	87	512	139	123	179	1,326	1,646	2,972
Housing Program Grants	359	494	514	535	868	267	3,037	2,769	5,806
Public Services	1,060	314	1,410	1,495	711	1,065	6,055	4,270	10,325
<i>CDBG Total</i>	<i>1,705</i>	<i>895</i>	<i>2,436</i>	<i>2,169</i>	<i>1,702</i>	<i>1,511</i>	<i>10,418</i>	<i>8,685</i>	<i>19,103</i>
<i>ESG Total</i>	<i>601</i>	<i>31</i>	<i>127</i>	<i>414</i>	<i>327</i>	<i>23</i>	<i>1,523</i>	<i>579</i>	<i>2,102</i>
Total # of Persons Served	2,306	926	2,563	2,583	2,029	1,534	11,941	9,264	21,205
# of Capital Projects Funded :	1	0	2	1	0	0	4	5	9
# of Public Space Improvement Projects Completed:	2	2	0	0	0	2	6	2	8

F. Housing Assessment

Progress Toward Meeting Annual and 5-Year Numeric Goals in the Consolidated Plan

Despite the poor state of the economy and affordable housing finance, San Francisco has made good progress toward its affordable housing goal of ensuring “San Francisco residents of all income levels have safe, healthy and affordable housing” by supporting the development of affordable rental housing for households earning less than 60% of area median income. Specifically San Francisco funded predevelopment and permanent financing for new construction of housing for low-income families and seniors. San Francisco is also creatively using existing non-residential buildings and adaptively reusing these structures into housing for persons with special needs such as the homeless, veterans and transition-age youth at risk of homelessness. In 2010-2011 San Francisco initiated or continued the rehabilitation of over 400 units of housing for the homeless.

In conjunction with developing housing for these special needs populations, San Francisco is implementing its Local Operating Subsidy Program, which provides operating subsidies to projects that serve the homeless using San Francisco’s general funds. This program is considered a model in the State and exemplifies how San Francisco is committed to serving its most needy residents.

San Francisco continued to work on its HOPE SF Initiative with predevelopment work at Potrero Hill and Sunnydale public housing sites and the initiation of demolition of existing housing and commencement of infrastructure construction at Hunters View. Construction on the first phase of the rebuilt public housing and additional affordable rental housing will begin in 2011-2012.

San Francisco also strives to preserve and extend the useful life of its affordable housing stock by funding predevelopment of local non-profit affordable housing developers’ multi-unit rehabilitation projects. Furthermore, in 2010 San Francisco initiated its Green Retrofit Initiative Program, which provides grants and loans to affordable housing developments to make energy and water efficiency improvements that will lower the building’s energy and water consumption and operating costs.

Barriers to Meeting the Goals

The primary barrier San Francisco countered to meeting its housing goals in 2010-2011 was diminishing federal and local housing resources such as in-lieu inclusionary housing fees due to the economic downturn and the continued stall in market-rate housing development. Furthermore the uncertain future of redevelopment in California with the governor’s proposal to eliminate redevelopment agencies across the state and recapturing its tax increment for uses other than affordable housing has put Redevelopment Agency-funded projects on-hold or seeking the assistance of the Mayor’s Office of Housing instead .

2010-2011 Funds Available

CDBG FUNDS FOR HOUSING: As in past years, a portion of the City’s overall CDBG grant for 2010-2011 was set aside for housing development.

HOME FUNDS: \$8,324,682 in HOME Program funds were available for housing development in 2010-2011. These funds were used for housing development activities.

Anticipated vs. Actual CDBG, HOME and HOPWA Funds Made Available for Affordable Housing Development in 2010-2011

Source	Anticipated in 2010-2011 Action Plan	Made Available in 2010-2011
HOME	\$7,697,977	\$7,697,977
HOME Program Income (includes ADDI)	\$301,605	\$661,072
CDBG	\$7,351,047	\$7,351,047
CDBG Program Income	\$4,700,000	\$474,928
HOPWA (Capital)	\$1,374,491	\$950,000
HOPWA (Services, Operating and Rent Subsidies)	\$7,333,815	\$7,376,071
TOTAL	\$28,758,935	\$24,511,095

Nearly all of San Francisco’s affordable housing development efforts in recent years have been carried out in collaboration with local community-based, non-profit housing development corporations, several of which have satisfied HUD requirements to qualify as Community Housing Development Organizations (CHDOs). CHDOs are expected to continue performing the roles that non-profit housing development corporations have traditionally performed in San Francisco, including acquisition and rehabilitation of existing buildings, acquisition of sites and development of new housing, and ownership and management of subsidized developments.

HOME regulations require that a minimum of 15% of the City’s HOME allocation be reserved for housing developed, sponsored or owned by CHDOs. MOH has met the 15% set aside requirement by committing \$56,282,694 of its allocation from 1992 through 2011 for use by CHDOs.

HOME regulations also require that localities provide a 25% match for HOME project expenditures. The City met its HOME Match amount by committing \$8,027,726 in the 2010-2011 Program Year. This match number is the combination of excess match from the previous year of \$6,727,726 and the match for the 2010-2011 Program Year of \$1,300,000.

Relocation and Replacement Activities in 2010-2011

As part of its ongoing enforcement of program requirements, the Mayor’s Office of Housing requires the submittal of and adherence to relocation plans by project sponsors carrying out demolition or rehabilitation of occupied buildings. All projects assisted with federal funds are required to comply with the requirements of the Uniform Relocation Act, and all projects must apply with state and local law governing relocation.

The following projects carried out the following activities related to relocation during 2010-11:

Project	Description of Relocation Activities
Arlington Residence	Funding granted to support relocation which occurred in starting in November 2010

During the 2010-2011 program year, no one-for-one replacement of housing was required for CDBG or HOME funded projects.

Implementation of Accessibility Guidelines

In addition to increasing the supply of accessible housing, the Mayor’s Office of Housing works to ensure that property management practices in housing financed by the City fully comply with their obligations under the Fair Housing Amendments Act and other disability rights laws. The specific recommendations include development of written guidelines for ensuring accessibility and reasonable accommodations, establishment of clear and accessible communications with tenants about accessibility and accommodation request procedures, and provision for affirmative marketing of accessible and affordable housing to people with disabilities.

To address accessibility issues, MOH does the following:

- Ensure that housing providers receiving City funding provide the accessible feature or policy modification requested by an applicant or tenant that is required to accommodate a disability, unless it would cause a fundamental alteration to the nature or the program or undue financial and administration burden to the housing provider through the MOH’s annual monitoring process.
- Require housing providers to establish a policy that when an accessible unit becomes vacant to offer that unit first to current occupants of the project requiring an accessible unit and second to a qualified applicant on the waiting list requiring an accessible unit before offering the unit to an individual without a disability.
- Require housing providers to include a lease provision that requires a non-disabled household occupying an accessible unit to move to an available, appropriately sized and non-accessible unit if a disabled household needing that size unit applies for housing or is on the waiting list.
- Ensure that marketing plans for City-funded housing projects include outreach to people with disabilities through disability community organizations and other relevant agencies.

Accessible and Adaptable Units in Projects Completed During 2010-2011

Project Name & Developer	New Construction/ Rehab	Units/ Beds	# of Accessible/Adaptable Units
420 29 th Avenue – Bernal Heights Neighborhood Center	New Construction	20	20
Geary Senior Housing – BRIDGE Housing	New Construction	150	150
Civic Center Residence – Tenderloin Neighborhood Development Corp.	Rehabilitation	212	65
TOTAL		382	235

HOME Program Components

Status of HOME-assisted projects

Projects Completed

420 29th Avenue

New construction of 20 units for disabled households

HOME Funding: \$2,882,352 (12/2009)

CHDO Set-aside project

Construction completed April 2011

Projects Underway

Dolores Hotel

Rehabilitation of 52 supportive housing units for homeless individuals

HOME Funding: \$557,537

Construction to be completed in August 2011

Hunters View

New construction of 107 units for very low income families

HOME Funding: \$597,900

Construction commenced June 2011

Veterans Commons

150 Otis Street

Adaptive reuse and rehabilitation of historic building for 76 units for formerly homeless individuals

HOME Funding: \$2,514,000

Construction commenced November 2010

St. Anthony Foundation Senior Housing

121 Golden Gate Avenue

New construction of 90 units of senior housing

HOME Funding: \$1,251,277

Applied for project land use entitlements and construction financing

Community Housing Development Organizations (CHDOs)

San Francisco had eight certified CHDOs during PY 2010 – Chinatown Community Development Center, Community Housing Partnership, Glide Economic Development Corporation, GP/TODCO-A/Tenants and Owners Development Corporation, Housing Services Affiliate of the Bernal Heights Neighborhood Center, Mission Housing Corporation, San Francisco Housing Development Corporation, and Tenderloin Neighborhood Development Corporation. Please see above for projects either completed or underway by these CHDOs during PY 2010.

HUD-40107, Annual Performance Report/HOME Program is located in Appendix C.

HUD-40107-A, HOME Match Report is located in Appendix C.

Private Sector Participation

San Francisco works solely with private sector developers under its HOME Program. Affordable housing development in San Francisco is mostly undertaken by private nonprofit developers and some by private for-profit developers. Private non-profit developers commonly have the provision of affordable housing for low income

households as part of their core missions and therefore structure projects and their operations to maintain long-term affordability required under our HOME Program. All projects listed in the HOME Completion report were completed by private non-profit developers.

Tenant Assistance/Relocation

The following project carried out relocation activities during 2010-2011 in conformance with the requirements of the Uniform Relocation Act and applicable state and local laws governing relocation.

Project	Description of Relocation Activities
Arlington Residence	Funding granted to support relocation which occurred in starting in November 2010

Program Income

San Francisco received \$33,474 in HOME program income this program year. It was received as a loan principal payment.

Monitoring of Completed HOME Projects

HOME-funded projects inspected by MOH, FY2010-2011

Address Number	Street Name	Project Name	Number of Units	Date Inspected
680	Florida Street	Mosaica Family Apartments	93	7/1/10
3101	21st Street	Juan Pifarre Plaza	30	7/6/10
480	Ellis Street	Arlington Hotel	173	7/15/10
655	Alabama Street	Mosaica Senior Apartments	24	7/22/10
650	Eddy Street	Arnett Watson Apartments	83	7/27/10
1346	Folsom Street	Folsom/Dore Apartments	98	8/19/10
424	Guerrero Street	Cameo House	11	10/12/10
1250	Haight Street	Buena Vista Terrace	40	10/14/10
3101	Mission Street	Bernal Gateway	55	10/19/10
195	Woolsey Street	Woolsey Apartments	10	10/21/10
2300	Van Ness Avenue	2300 Van Ness Assoc.	22	10/28/10
538	Holloway Avenue	Holloway House	8	11/9/10
481	Eddy Street	Cameo Apts.	31	11/16/10
1631	Hayes Street	Hamilton Family Transitional Program	20	11/22/10
657	Clay Street	Clayton Hotel	82	12/9/10
1370	California Street	1370 California Street	49	12/16/10
241	Jones Street	Padre Apartments	41	12/21/10
1	Church Street	Church Street Apartments	93	1/6/11
848	Kearny Street	International Hotel	105	1/13/11
205	Jones Street	205 Jones Street Apts.	50	1/21/11
217	Eddy Street	Franciscan Towers	105	1/28/11

525	O'Farrell Street	525 O'Farrell Apartments	26	2/10/11
250	McAllister Street	Plaza Ramona	63	2/17/11
275	10th Street	Bishop Swing Community House	135	3/10/11
990	Polk Street	Geary/Polk Senior Housing	110	3/22/11
145	Eddy Street	West Hotel	105	3/31/11
705	Natoma Street	Canon Kip Community House	104	4/14/11
5199	Mission Street	Crocker Amazon Senior Apartments	37	5/10/11
149	Mason Street	149 Mason Street Apartments	56	6/23/11
1250	Sunnydale Avenue	Britton Courts	92	6/30/11

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

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

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

G. Housing Opportunities for Persons With AIDS

For both the five-year Consolidated Plan and the 2010-2011 annual performance periods, all HOPWA program goals and objectives were met as evidenced by maximum occupancy of capital projects and rental assistance programs, service utilization, and program stability. HOPWA funds were disbursed and utilized in a timely way. No projects were terminated.

SFRA provided (non-HOPWA funded) technical assistance to several HOPWA sponsors to complete Capital Needs Assessments (“CNAs”) that resulted in expanded rehabilitation scopes for some HOPWA projects. These expanded scopes extended the completion time for some HOPWA rehabilitation projects.

While no real barriers impacted overall HOPWA Program delivery or success, the exorbitant cost of living and inflated San Francisco housing market continually provided barriers, such as longer and more competitive housing searches, for HOPWA tenants. On-going State and City cuts to psychosocial and medical services raised expenses for HOPWA tenants, making basic survival for those on fixed incomes increasingly challenging. HOPWA subsidy amounts increased over time due to the fluctuating rental market.

The HOPWA Program is effectively meeting the local needs of the AIDS housing community to the extent that funding has allowed. No major adjustments are expected to be made to the overall program at this time. SFRA continues to be very involved with HOPWA contractors to get mutual feedback and collaboration regarding any changing needs or program improvements that need to be made.

San Francisco has designated the San Francisco Redevelopment Agency (SFRA) as the lead agency to apply for, accept and expend HOPWA funds on behalf of the San Francisco EMSA, which includes the counties of San Mateo and Marin. SFRA has entered into inter-governmental fiscal agreements with the San Mateo County AIDS Program and the Marin County Community Development Agency, and these agencies determine priorities for funding, select project sponsors, administer the HOPWA funds, and ensure that all HOPWA regulations have been satisfied for their respective jurisdictions.

Funding for 2010-11 is summarized as follows:

County	Funding Per Action Plan	Available Funding	Disbursements per IDIS
San Francisco	\$9,306,448	\$8,927,143	\$7,846,302
San Mateo	\$871,100	\$871,100	\$773,179
Marin	\$350,200	\$350,200	\$353,992
Total – San Francisco EMSA	\$10,527,748	\$10,148,443	\$8,973,473

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

San Francisco Priorities, Allocations and Accomplishments

Since the beginning of the AIDS epidemic, San Francisco has had the third largest number of diagnosed AIDS cases (28,840 through March 31, 2011 HIV/AIDS Quarterly Surveillance Report) in the United States. Currently, it is estimated that 18,576 individuals are living with HIV/AIDS in San Francisco, with approximately 723 new infections annually and prevalence increasing every year due to these new infections and longer survival rates (Raymond, 2011). Today, there are more people living with HIV/AIDS in San Francisco than at any previous time in the epidemic. There are also between 11,640 and 15,640 homeless individuals in San Francisco, of whom an estimated 9% are HIV positive. That number, along with the number of individuals living with HIV who are marginally or temporarily housed is one of the highest in the country. While San Francisco currently has 430 capital units and approximately 1,000 tenant based rental subsidies designated for people living with HIV/AIDS, the supply of affordable housing units in no way matches the need.

Affordable housing continues to be a top priority, second only to health care as the highest identified need in San Francisco for those living with AIDS. Setting priorities for HOPWA funding has always been a collaborative process that includes many other city departments, related task forces, consumer surveys and needs assessments, and various other sources. A large scale strategic community process originally produced a Five Year HIV Housing Plan in 1994 and subsequent plan update in June 1998 that continues to direct current funding priorities in San Francisco. In 2006, the Board of Supervisors requested that a new citywide HIV/AIDS Housing Plan be done. San Francisco's Department of Public Health's Housing and Urban Health led this process, which included assembling an HIV/AIDS Housing Work Group with provider, governmental, and consumer participation. This process ended in spring 2007, by producing the Comprehensive HIV/AIDS Housing Plan (the "Plan"). The Plan makes some recommendations regarding improving access to and transfer among HOPWA-funded housing, but the prioritization of HOPWA funding in San Francisco was not altered by the Plan.

In 2010, the Planning Council and the City's Long Term Care Coordinating Committee completed a year-long collaborative process focusing on service and policy issues impacting seniors living with HIV/AIDS. The work of that task force is summarized in a 40 page report that will influence the HOPWA funding decisions for serving those aging with AIDS. Currently persons 50 years of age and over make up 47% of persons living with HIV/AIDS in SF (June 2011 Quarterly HIV/AIDS Surveillance Report-SF DPH) and the projection is that in 2 years over 50% of SF's HIV/AIDS population will be over 50 years of age.

Since the creation of the initial Five Year Plan, the annual HOPWA budget has been developed in consultation with DPH's HIV Health Services Office and the Planning Council. SFRA staff presents the annual budget at workshops, at a public hearing for citizens and consumers, and before SFRA's Commission prior to final approval. Throughout the year, initial and ongoing funding decisions on individual projects are made by the HOPWA Loan Committee, which is comprised of the Director of the Housing and Urban Health Division of DPH, Director of Housing and Homeless Programs for the Department of Human Services, the Executive Director of the Mayor's Office on Housing, the Executive Director of SFRA, and two representatives from the Planning Council. The SFRA contracts with the Corporation for Supportive Housing ("CSH"), a Bay Area non-profit agency, to provide technical assistance to HOPWA-funded organizations to assist them with various property management and service trainings as well as focused evaluations of the changing needs of the community, though this contract is no longer funded by HOPWA.

Most HOPWA programs, except for hospices and emergency shelters, are required to use the Housing Wait List ("HWL"), created in 1995, as their first referral source. The HWL has been closed to new applicants since November 2001. Currently, less than 100 applicants on the list are still waiting for housing assistance. Approximately 45% of people on the HWL report that they are homeless or have a history of homelessness and over 50% have an income below \$1000 per month, which translates to less than 20% of San Francisco's Area Median Income ("AMI") as defined by HUD. Seventy two percent of residents currently living in HOPWA funded housing have incomes below 20% of AMI. Due to the list being outdated and the evolution of the epidemic in various special needs populations, the Agency has approved alternate referral source plans for most HOPWA programs at this point.

The FY 2010-11 Action Plan anticipated \$9,306,448 in HOPWA funding from new FY 2010-11 funding of \$8,756,448 and program income of \$550,000. Funding was to be allocated to the following projects:

	Funding Per Action Plan	FY 10-11 Commitments	Disbursements per IDIS
Capital Projects	\$1,374,491	\$950,000	\$127,173
Rental Assistance Program	\$3,858,932	\$3,858,932	\$3,525,458
Supportive Services and Operating Subsidies	\$3,474,883	\$3,517,139	\$3,615,785
Project Sponsor Administrative Expenses	\$335,449	\$338,379	\$310,556
Grantee Administrative Expenses	\$262,693	\$262,693	\$267,330
Total	\$9,306,448	\$8,927,143	\$7,846,302

Commitments made during the year were \$379,305 lower than anticipated in the FY 2010-11 Action Plan due primarily to the additional time needed to fully assess capital requirements at existing projects. As of June 30, 2011, as reflected in IDIS, \$3,281,144 of the \$8,756,448 in 2010-11 funding (37%) was spent with \$5,475,304 not yet disbursed. Disbursement of the remaining 2010-11 funds will be made during the 2011-12 fiscal year.

The priorities and objectives of the HOPWA program as reflected in the 2010-11 Action Plan include:

1. Rental Assistance Program (295 estimated subsidies).

During 2010-11, \$3.9 million was allocated and \$3.5 million was spent on rental assistance. This represented 43% of San Francisco’s commitments for 2010-11 and 45% of funds disbursed. The HOPWA “deep rent” program offers monthly rental subsidies and pre- and post-placement housing advocacy services. The program provided monthly subsidies and supportive services to 286 households (consisting of 340 persons) during FY 2010-11 as well as 33 persons who were provided housing search assistance, but were not placed. Also, the Second Start Program assisted 18 homeless persons by providing transitional hotel beds and comprehensive case management support services. An additional 127 persons (who received partial rent subsidies under a HOPWA Competitive Grant) also were assisted with housing advocacy services during the program year. As a result of these programs, 96% of households assisted were in stable housing in 2010-11. Leveraged non-HOPWA funding totaled \$1.0 million for 2010-11.

The following table depicts the geographical location and neighborhoods of rental subsidies throughout San Francisco:

Zip Code	Neighborhood	Subsidies	Percentage
94102	Hayes Valley/Civic Center	60	19.8 %
94103	South of Market (SOMA)	36	11.8 %
94105	South Beach/Embarcadero	3	1.0 %
94107	Potrero Hill	3	1.0 %
94108	Chinatown	2	0.7 %
94109	Russian Hill/Nob Hill	34	11.2 %
94110	Mission District	18	5.9 %
94112	Excelsior/Outer Mission	12	3.9 %
94114	Castro/Noe Valley	24	7.9 %
94115	Western Addition	28	9.2 %
94116	Parkside	2	0.7 %
94117	Haight-Ashbury/Fillmore	30	9.9 %
94118	Inner Richmond	3	1.0 %
94119	San Francisco (general)	1	0.3 %
94121	Richmond/Seacliff	2	0.7 %
94122	Sunset	7	2.3 %
94124	Bayview	9	3.0 %
94130	Treasure Island	1	0.3 %
94131	Twin Peaks/Diamond Heights	5	1.6 %
94132	Stonestown/Park Merced	4	1.3 %
94133	Telegraph Hill/North Beach	2	0.7 %
94134	Visitacion Valley	5	1.6 %
94142	San Francisco (general)	1	0.3 %
94158	Mission Bay	11	3.6 %
94164	Polk	1	0.3 %
	Total	304	100.0%

2. Services and operating subsidies for five licensed residential care facilities for people with HIV/AIDS (113 beds).

During 2010-11, \$3.5 million was allocated and \$3.6 million was spent on the five licensed facilities. This represented 39% of San Francisco’s commitments for 10-11 and 46% of funds disbursed. During the year, 173 unduplicated residents were assisted. All residents are required to have an income below HUD’s very low-income standard—50% of Area Median Income (AMI). During 2010-11, 172 of the 173 assisted (99%) were below HUD’s extremely low-income standard—30% of AMI. Also, 112 of the residents (65%) were previously homeless. During 2010-11, 142 of the residents assisted (82%) remained in stable housing, 15 residents (9%) died during the program year, 9 residents (5%) exited to an unstable situation, and 7 residents (4%) exited to temporary housing with reduced risk of homelessness.

Case managers at these programs coordinate care for residents ensuring maximum usage of available resources. HOPWA provides the largest percentage of funding to these projects, covering supportive services (including nursing care) and a portion of operating expenses. Funding for these programs and facilities are supplemented with federal CARE (Comprehensive AIDS Resources Emergency Act) funds, Section 8 Moderate Rehab, project sponsor contributions, and private sector funding including donations. Leveraged non-HOPWA funding totaled \$4.8 million for 2010-11.

The following table depicts by zip code and neighborhood the location of the five licensed care facilities and the number of clients served during the program year:

Zip Code	Neighborhood	# of Beds	# Clients Served
94102	Hayes Valley/Civic Center	12	39
94103	South of Market	10	9
94115	Western Addition	32	34
94117	Haight-Ashbury/Fillmore	14	44
94134	Visitacion Valley	45	47
	Total	113	173

3. New Construction (6 units) and Capital improvements beyond the scope of existing reserves in existing projects (estimated 20 beds to be assisted).

During FY 2010-11, \$950,000 was committed towards the construction of a 120-unit very low-income supportive rental housing project of which 9 units will be set aside for people living with disabling HIV/AIDS. No funds were spent on this project during the year. This represented 11% of San Francisco’s commitments for 2010-11. No other funding commitments were made during the year due to additional time needed to assess capital/operating requirements at existing projects.

During the year, \$127,173 in capital improvements and \$13,141 in operating funds were provided at three transitional housing sites in which funds had been committed in a prior year. This represented 2% of San Francisco’s disbursements for 2010-11. The three facilities with 34 beds served 105 persons during the program year. 100% of those assisted were below HUD’s extremely low-income standard—30% of AMI. Also, 78 clients were previously homeless with 61 chronically homeless, 9 were veterans, and 18 were domestic violence survivors. These projects received leveraged non-HOPWA funding of \$1.2 million during FY 2010-11.

As of June 30, 2011, there were 203 HOPWA stewardship units in 14 housing projects. These capital projects received leveraged non-HOPWA funding of \$2.9 million during FY 2010-11 and assisted 216 households (consisting of 251 persons). During the program year, 206 of the 216 households assisted (95%) were below HUD’s extremely low-income standard—30% of AMI. Also, 110 households were previously homeless with 55 chronically homeless. Additionally, of those assisted, 6 were veterans and 19 were domestic violence survivors.

Additionally, as of June 30, 2011, there were 71 units in 7 capital projects which no longer qualified as stewardship units subject to HUD’s three- or ten-year use agreements, but continued to serve people living with HIV/AIDS. SFRA has long-term capital loan agreements with these project sponsors. These capital projects received leveraged non-HOPWA funding of \$800,000 during FY 2010-11 and assisted 94 households (consisting of 131 persons). During the program year, 89% of those assisted were below HUD’s extremely low-income standard—30% of AMI. Also, 61 households were previously homeless with 57 chronically homeless. Additionally, of those assisted, 3 were veterans and 15 were domestic violence survivors.

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

Projects selected to receive HOPWA funding are required to provide supportive services and to demonstrate the ability to access community-based HIV services, such as those funded under the Ryan White CARE Act and other public and private sources. Project sponsors are encouraged to apply for other HUD administered programs, such as those available under the Stewart B. McKinney Homeless Assistance Act, for populations with multiple special needs. When appropriate, sponsors are required to seek reimbursement for expenses eligible for payment through MediCal or MediCare. Private fundraising activities are also encouraged. CSH, technical assistance provider to the San Francisco Redevelopment Agency’s Housing Program and San Francisco Mayor’s Office of Housing, has explored alternative funding sources to augment funding to HOPWA-funded programs. Though no viable funding sources were identified, CSH continues to provide technical assistance in this area so that as new sources become available they will be identified and considered for use in HOPWA-funded programs.

Since the San Francisco EMSA began receiving HOPWA funds, HOPWA-funded capital priorities have shifted from entire facilities designated for people living with HIV/AIDS to a percentage of units designated for people living with HIV/AIDS in affordable housing projects. These projects all have multiple funding sources, including the Agency’s tax increment funds, federal HOME program funds, and other private and public funding. The HOPWA-funded units in these projects are mainly subsidized with either Section 8 or Shelter Plus Care rental subsidies.

The following barriers were encountered during the program year:

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

HOPWA/HUD Regulations: Since the full housing needs of very low income people living with HIV/AIDS have never been fully met with HOPWA funds, increased HOPWA formula funds would best serve the community. In San Francisco, primarily due to access and adherence to anti-retrovirals, there are more people living with HIV/AIDS every year, meaning that there are more people who need housing assistance provided by HOPWA funds each year. Despite this reality, HOPWA funds to San Francisco have remained relatively flat for many years until the slight increase the past two years. San Francisco has one of the nation’s densest populations of people living with HIV/AIDS. The formula used to determine HOPWA allocations for areas like San Francisco should ensure that as the number of people living with HIV/AIDS increases, so does HOPWA funding, whenever possible. It is very difficult to sustain our current programs, let alone meet the increasing need within the current and recent HOPWA funding allocations. Additional HOPWA funding is needed for capital improvements, repairs of existing projects, and for rental subsidies that are lost over time to attrition due to rising costs. The flexibility to use a portion of HOPWA formula funds for shallow rent subsidy programs would allow the HOPWA program in San Francisco to lose fewer rental subsidies to attrition over time.

Housing Affordability and Availability: One of the biggest barriers facing people living with HIV/AIDS in San Francisco is the highly competitive local housing market. People living with HIV/AIDS with very low-incomes compete with high-income prospective tenants in a private, consumer driven rental market. For this reason, a tenant-based rental subsidy program is one of the largest HOPWA-funded programs in San Francisco. Unfortunately, due to increasing housing costs, and despite extensive cost-containment measures, this program has been able to subsidize fewer people over time. The decrease in HOPWA formula funding has made it impossible to replace these subsidies.

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

Long Term Survivor Health Issues: Though retroviral medications continue to sustain and enhance the lives of people living with AIDS, AIDS-related health issues, such as the high prevalence of Hepatitis C and cancers, such as lymphoma, continue to make living with AIDS an unpredictable medical experience. These health issues and the fear and anxiety regarding possible loss of benefits in returning to work continue to be barriers for those already very disabled with AIDS to be able to increase their incomes.

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

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

Program Contact

San Francisco Redevelopment Agency – Chris Harris, Senior Development Specialist

San Mateo Priorities, Allocations and Accomplishments

Annual Performance under the Action Plan

San Mateo County’s share of HOPWA funding for FY 2010-11 totaled \$871,100. Cash disbursements of \$773,179 were made during the program year which included \$592,856 in 2010-11 funding and \$180,323 in 2009-10 funding. The remaining FY 2010-11 funding of \$278,244 was disbursed by end of September 2011.

	Funding Per Action Plan	FY 2010-11 Commitments	Disbursements per IDIS
Rental Assistance Program	\$589,447	\$589,447	\$544,317
Supportive Services	\$200,242	\$200,242	\$152,268
Project Sponsor Administrative Expenses	\$55,278	\$55,278	\$51,149

Grantee Administrative Expenses	\$26,133	\$26,133	\$25,445
Total	\$871,100	\$871,100	\$773,179

Priority funding activities for San Mateo County include short-term/emergency rental assistance and various supportive services. During 2010-11, \$589,447 was allocated and \$544,317 was spent on short-term/emergency rental assistance, related housing advocacy services, and permanent housing placement. This represents 68% of total funding and 70% of total disbursements. During the program year, 140 households (consisting of 247 people) were assisted with 94% of the households stable/temporarily stable with reduced risk of homelessness.

During 2010-11, \$200,242 was allocated and \$152,268 was spent on various supportive services including benefits counseling and case management. This represents 23% of total funding and 20% of disbursements. During the program year, 486 persons were assisted.

Outputs Reported

State and federal budget cuts continued to affect the STD/HIV Programs (SMSH) during Fiscal Year 2010-2011. State funds reduced the amount of funding provided for primary care and surveillance services and the amount of federal funds received through the San Francisco Eligible Metropolitan Area was also reduced, affecting the food, housing and mental health programs. The effect of the economy continues to affect our clients in a disproportionate manner. We have experienced an increase in the number of new patients requesting services and also seen the needs of existing patients increase as a result of reduction in other benefits they receive. The most common reason for the increase in the number of new clients seems to be due to the fallout of the economy with patients becoming unemployed and losing their health benefits coverage. SMSH sees medical care as an important vehicle in improving the quality of life of patients and decreasing their chances of becoming homeless. To that end we have made a concerted effort to address seamless care within the clinic and have lowered our No Show rate for clients follow through with appointment from 30% to 15%. This was accomplished by follow up and reminder calls going out to patients one day prior to their scheduled appointment. The high cost and limited housing options in San Mateo County have become an even more pressing issue for our clients, since agencies providing additional goods to our clients have also been impacted by the economy and have less resources available. As a result, clients have to utilize more of their funds to pay for their living expenses and have less money left for housing.

Outcomes Assessed

140 households (consisting of 247 people) were assisted with 94% of the households stable or temporarily stable with reduced risk of homelessness. As a result of HOPWA-funded assistance:

94% of clients in permanent housing maintained their housing through the end of the fiscal year.

89% of all clients who responded to an in-house client satisfaction survey indicated satisfaction with the housing services received from contractor.

85% of clients reported that the assistance received from contractor helped them maintain or improve their quality of life.

Three hundred seventy-four (374) clients received need assessments, information and referrals to other organizations that could increase their access to care, improve their opportunities of achieving a more stable living environment, and reduce their risk of becoming homeless.

One hundred twelve (112) clients received comprehensive case management, including treatment adherence and community based services to assist them in maintaining complex medical regimes for the purpose of creating a more suitable living environment.

90% of the clients reported that the support services provided by the program facilitated their access to care and reduced their risk of homelessness.

Coordination

SMSH continues to work closely with many of the county's non-profit organizations, community-based agencies, state and local organizations to offer clients the widest array of services and to ensure a coordinated delivery of services. As more clients move to and from nearby counties, SMSH has strengthened linkages with counties such as Santa Clara and San Francisco to make sure that clients have a smoother transition and continue to have access to medical care. SMSH has developed procedures to facilitate the provision of services and referrals between our prevention and client services components. Memorandums of Understanding delineating referrals processes have also been negotiated with various county divisions to optimize referrals and service provision. Our staff continues to participate in community commissions and boards, providing information and direction related to our field of work and inviting staff from other agencies to collaborate in projects aimed at optimizing the services we provide. SMSH also participates in educational forums, outreach events and health fairs throughout the county, providing a visible presence to outreach to clients and establishing/strengthening links with agencies providing related services.

Barriers and Trends

The following barriers were encountered during the program year:

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

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

Supportive Services: Clients in our programs are living longer. Ten years ago 28% of program clients were fifty years or older compared with 35% of current clients who are 50 years or older. While clients are living longer, they seem to start experiencing symptoms usually associated with people in their seventies or eighties at relatively young ages. We are seeing clients with orthopedic problems, cancers, memory loss, incontinence and a variety of other co-morbidities. We expect this trend to continue. Clients with impaired cognition or impulse control, mental illness or problems with activities of daily living would benefit from supportive housing, such as board and care. An aging HIV positive population seems to highlight the need for increased housing resources such as boards and care. In San Mateo County, licensed board and care facilities are usually full or charge much more than clients can afford.

Housing Affordability: All program participants are living below the Area Median Income of \$95,000 with average gross annual incomes of approximately \$13,000. Affordable and subsidized housing in San Mateo County is scarce, and most affordable developments have lengthy wait lists.

Multiple Diagnosis: The combination of different health issues such as mental health, drugs and alcohol abuse decreases the makes obtaining housing even more difficult. The behavior exhibited by someone with multiple diagnosis is not easily accepted by landlords or other tenants. In addition, because of multiple diagnosis and health issues, many clients are unable to negotiate with roommates over mutual needs and behaviors in shared or transitional housing.

Credit History: Poor credit histories (including evictions, which appear on credit reports) make it nearly impossible to find rental housing. A lot of the program clients have poor credit histories. When possible, staff reviews credit reports with clients to identify the reasons for specific debts and to develop ways to address the problems and to begin building a good tenant history. Many of our clients don't have enough money to pay for living expenses, have debts and are unwilling to stop using credit cards because they use them for necessities like food. As a result, local credit counseling agencies cannot work with them.

Rental History: A lot our clients have poor rental histories and that makes it difficult to find housing for them. Finding landlords who are willing to accept tenants who have poor rental histories and/or have experienced eviction is difficult. When possible, the program works with clients to resolve outstanding problems associated with past evictions in order to reassure potential landlords that they aren't taking unnecessary risks in accepting our clients as tenants.

Criminal Justice History: Many shelters in San Mateo County won't accept people who are on parole. Most agencies that place clients in housing in the community refuse to work with registered sex offenders because of liability issues. One church has agreed to house a sex offender, but there are no other housing resources available to this group.

Program Contacts

San Mateo County STD/HIV Program - Matt Geltmaker, STD/HIV Program Director
Mental Health Association of San Mateo County - Susan Platte, Program Coordinator

Marin County Priorities, Allocations and Accomplishments

Marin County's share of HOPWA funding for 2010-11 totaled \$350,200. Cash disbursements of \$353,992 were made during the program year which included \$160,333 in 2010-11 funding and \$193,659 in 2009-10 funding. 87% of the remaining 2010-11 funds were disbursed by end of September 2011.

	Funding Per Action Plan	FY 2010-11 Commitments	Disbursements per IDIS
Rental Assistance Program	\$315,916	\$315,916	\$314,560
Project Sponsor Administrative Expenses	\$23,778	\$23,778	\$31,425
Grantee Administrative Expenses	\$10,506	\$10,506	\$8,007
Total	\$350,200	\$350,200	\$353,992

During 2010-11, \$315,916 was allocated and \$314,560 was spent on long-term rental assistance. This represents 90% of total funding and 89% of disbursements. During the 2010-11 program year, the Marin Housing Authority provided 33 low-income households (consisting of 47 people) with long-term rental assistance to enable them to remain in stable privately-owned rental housing at affordable rents. Due to relatively stable funding and careful financial management, no clients lost their HOPWA rental assistance during the program year. No clients exited the HOPWA rental assistance program during the 2010-11 program year.

Most of the HOPWA rental assistance was provided in the cities of Novato and San Rafael, which are the two largest cities in Marin County. The geographic distribution of HOPWA rental assistance funds reflects the location of people with AIDS in Marin County. Every one of our HOPWA rental assistance clients has a housing plan for maintaining stable housing, has contact with a case manager or benefits coordinator, and has ongoing access to medical care. This year, voluntary attrition did not occur. During the 2010-11 program year, no clients voluntarily left the HOPWA rental assistance program, no clients had to be terminated due to funding limitations, no clients died, and 5 clients were added to the program. HOPWA rental assistance clients also received case management and medical care services from agencies funded with CARE funds. Staff of the Marin Housing Authority, which

administers the HOPWA rental assistance program, coordinate closely with staff of the Marin AIDS Project, which is the primary provider of services to people with AIDS in Marin County.

The Drake's Way Apartments project in Larkspur, completed in the previous program year, continues to provide three HOPWA-assisted one-bedroom apartments. This project received leveraged non-HOPWA funding of \$4,034 during FY 2010-11.

The staff member of the Marin County Community Development Agency who manages the County's HOPWA contracts is also a member of the Marin HIV/AIDS Care Council.

The Housing Authority is planning to open its HOPWA rental assistance waiting list in the coming year, and is interested in exploring the possibility of a year-round open waiting list, and perhaps providing preference points for applicants with minor children. Technical assistance on how to best structure and manage a waiting list, and whether to give preference to families with children, could assist the Housing Authority with policy decisions that need to be made soon.

The following barriers were encountered during the program year:

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

The most significant barrier is the community's general lack of affordable housing and the shortage of government funding for affordable housing. More specifically, Marin County's HOPWA allocation is not enough to meet the need for rent subsidies among people with AIDS. HOPWA clients who also have psychiatric issues can have difficulty maintaining a good relationship with their landlords and roommates, and this places a serious burden on case managers and property management staff.

As HIV becomes a more chronic and manageable disease, and funding for AIDS-specific services declines, it is becoming more necessary to link people with HIV to both HIV-specific services and more generally available community services. Due to anticipated cuts in government funding for services for people with AIDS, clients may have to shift from HIV-specific services (which used to be more generously funded) to more limited services available to the general public.

Reports on the HOPWA rental assistance program are available from the Marin County Community Development Agency.

Program Contacts

Marin County Community Development Agency – Roy Bateman, Community Development Coordinator
Marin Housing Authority – June Miyake, Program Manager
Drake's Way Housing Partners, L.P. (c/o EAH, Inc.) – Takeisha Theriot, Property Supervisor

HOPWA Performance Charts and Other Required Data

The assessment of unmet needs, sources of leveraging and performance charts required under Part 1 through 6 of HOPWA CAPER Measuring Performance Outcomes and other required data including grantee and project sponsor information are located at Appendix B.

H. Overall Status of HUD Funds

Across the CDBG, ESG, HOME, and HOPWA programs, San Francisco's practice is to obligate the entire portion of each year's entitlement prior to award. Each dollar is allocated to a specific activity as soon as funds are available in IDIS. In the housing development and rehabilitation areas, pools are utilized due to the unpredictable nature of housing development. San Francisco has a long development and rehab pipeline due to the complexity of gaining entitlements and funding for projects which often must combine a variety of funding sources. Utilization of the pool approach allows San Francisco to obligate funds to projects immediately upon award, but also maintain the flexibility to fund projects as they are ready to begin construction.

Also across all programs, funds are expended promptly. Due to the nature of housing development and rehabilitation, as well as CDBG capital improvement projects, funds may be obligated but unspent until construction expenditures have actually been incurred. Additionally, certain administrative costs are multi-year commitments, requiring an up-front obligation followed by several years of expenditure. For a summary of funds available for expenditure by grant program, please refer to the table on page 7 of San Francisco's 2010-2011 CAPER.

IV. ADDRESSING THE NEEDS OF HOMELESS PERSONS

Prevention and Elimination of Homelessness

The City has created two primary documents to address homelessness among its residents. The first is the "San Francisco Plan to Abolish Chronic Homelessness," developed by the Ten Year Planning Council under the auspices of the Mayor. The Ten-Year Plan, created in 2004, identifies as the primary strategy for ending chronic homelessness the shifting of resources from shelter and transitional housing to the acquisition, production and operation of permanent supportive. The Plan specifically called out the need for the creation of an additional 30,000 supportive housing units or beds for the chronically homeless by the year 2010. In addition, the Plan's other recommendations included: a) supportive housing options be made available to chronically homeless persons with criminal records; b) chronically homeless inmates be identified prior to discharge and given an appropriate exit strategy; c) chronically homeless individuals be assessed at medical and psychiatric discharge instead of simply discharging to the streets; d) interventions be improved when patients are brought to psychiatric emergency services; e) veterans services be expanded so that the Veteran's Administration has more resources to provide for substance abuse and medical health needs for chronically homeless veterans.

In 1994, Mayor Gavin Newsom created the City's Ten Year Council with a mandate to create a ten year plan to target the 3,000 chronically homeless. Because the chronically homeless were considered to be the most in need, that population consumed the lion's share of dedicated resources. If their needs are met, the city will can then redirect those savings to the remaining general homeless population. The plan's focus is the 3,000 individuals who are the most visible reminders of our failure to find solutions. This focus does not imply that the needs of the other 12,000 should be neglected, but rather, that the resulting efficiencies of such a targeted effort will result in more assistance for the general homeless population.

Permanent supportive housing has been proven to be the most effective and efficient way to take the chronically homeless off the streets. San Francisco has its own successful versions of permanent supportive housing, one of which, Direct Access to Housing, is regarded as a national "best practice."

Statistics show that the care of one chronically homeless person using Emergency Room services, and/or incarceration, cost San Francisco an average of \$61,000 each year. On the other hand, permanent supportive housing, including treatment and care, would cost \$16,000 a year. The \$16,000 in permanent supportive housing would *house* the person, as opposed to the \$61,000 in care and services that leaves the person living on the streets. Logic and compassion dictate that moving our 3,000 chronically homeless into permanent supportive housing would be cost effective, saving the taxpayers millions of dollars each year. Doing so would also provide the chronically homeless with their best opportunity to break the cycle of homelessness that controls their lives.

Permanent Supportive Housing

The recommended goal of the Ten Year Council is a simple one: create 3,000 units of new permanent supportive housing designed to accommodate the chronically homeless. The "Housing First" model is a radical departure from the Continuum model in use for almost two decades in San Francisco. Under the Continuum model, homeless individuals try to find space in a shelter. The next step is often transitional housing before eventual placement in permanent housing. The goal has been to stabilize the individual with a variety of services *before* permanent housing placement.

The "Housing First" model emphasizes immediate placement of the individual in permanent supportive housing, and then provides the services, on site, necessary to stabilize the individual and keep them housed. This model has been endorsed by the Federal U.S. Interagency Council on Homelessness (USICH), the National Alliance to End Homelessness (NAEH), and by most other cities that have already written their Ten Year Plans.

The 2004 Ten Year Plan to End Chronic Homelessness called for the creation of 3,000 total new units of permanent supportive housing, half to be master leased by the City, and the other half to be owned and operated by non-profit agencies. The attached Supportive Housing Pipeline documents progress to date.

- Non-profit owned housing - Since Fall 2004, 1,149 non-profit owned units have been created (at 26 sites), and 268 units are under construction (at 3 sites). 1,952 total non-profit owned units for chronically homeless are projected to be complete by the end of 2014 (in a total of 43 sites).
- Leased housing – Since Fall 2004, 780 leased housing units targeting the chronically homeless have been occupied (at 17 sites), and another 62 units are in the planning phase at another site.
- Overall, projects have been identified that will create 2,794 homeless units through both non-profit owned and leased housing by the end of 2014 (at 61 sites).

Progress on 10 Year Plan toward 3,000 units by 2014:	
Nonprofit Owned Completed to Date	1149
Owned Under Construction	268
Owned Active Predevelopment	408
Owned Future Funding	127
Total Identified Owned Units	1,952
Leased and Occupied to Date	780
Future Planned Leased	62
Total Leased:	842
Total Owned and Leased Identified Units	2,794
Total Owned and Leased Units To Date	1,929

Recently Completed Projects: 195 Units for formerly homeless persons

- Edith Witt Senior Housing (9th and Jessie) - Mercy Housing California has targeted 27 of the 107 units to formerly homeless seniors.
- Armstrong Place Senior Housing (5600 Third Street) - Bridge Housing Corporation developed the 116 unit senior development in Bayview Hunters Point, which includes 23 units targeted to formerly homeless seniors.
- Coronet (3595 Geary Boulevard) – A partnership between BRIDGE Housing Corporation and Institute on Aging (IOA) has created 150 units of affordable senior housing above an IOA Senior Health Clinic and senior services center. 53 of the units are targeted to frail seniors who are homeless or at risk of homelessness. 25 of those units were leased through referrals from the Department of Public Health.
- Central Freeway Parcel G was recently completed at Fulton and Gough, providing 120 units to chronically homeless individuals.

Projects under construction:

- Includes Central YMCA Building which is being converted to 174 units of supportive housing for chronically homeless individuals with an on-site Public Health Department-sponsored Wellness Center.

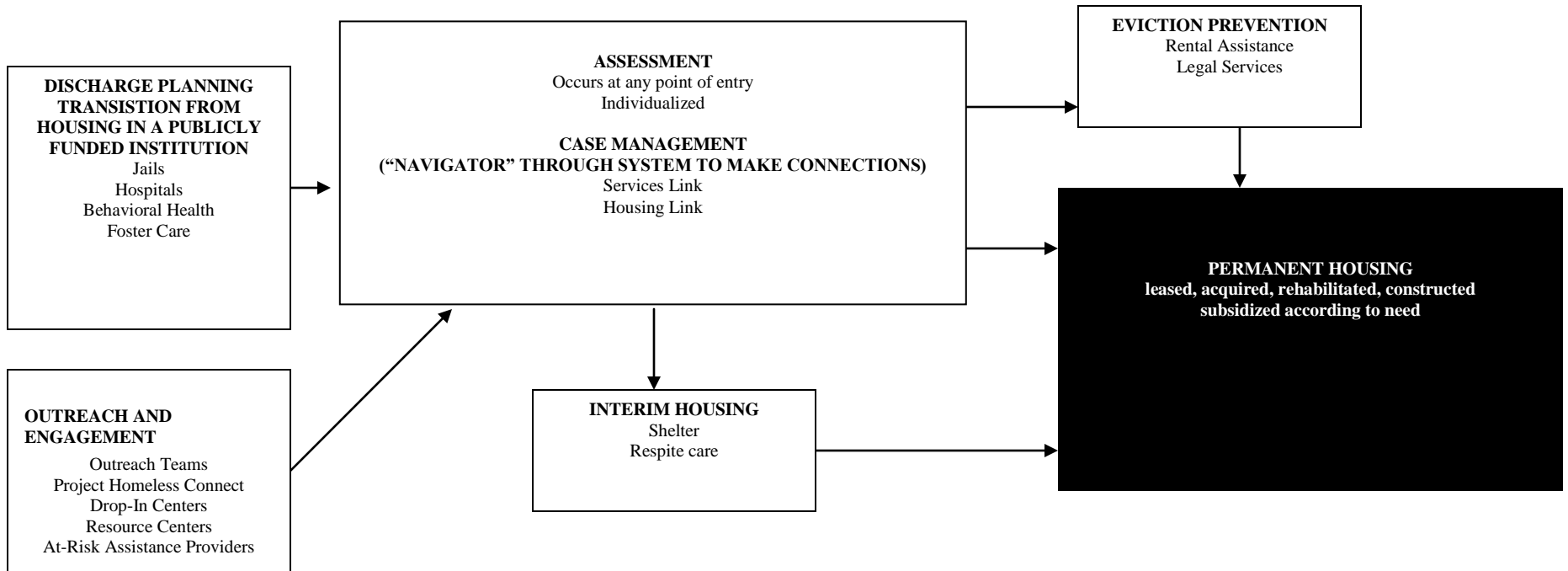
Total 10 Year Plan Summary by Target Population: 2,794 units

	chronic homeless	homeless senior	homeless family	Total
Owned	1,268	381	303	1,952
Leased	739	103	0	842
Total	2,007	484	303	2,794

Local Homeless Coordinating Board Five-Year Strategic Plan

The second primary document is the Five-Year Strategic Plan covering the years 2008-2013 created by the City's Local Homeless Coordinating Board. This document provides one unified citywide plan to prevent and eradicate homelessness. The plan is a synthesis of a number of other documents, including the Ten-Year Plan and the 2005-2009 Consolidated Plan. The Five-Year Strategic Plan's priorities, initiatives, actions and outcomes are described below.

CITYWIDE PLANNING AND COORDINATION
SERVICES AND HOUSING ATTENTIVE AND RESPONSIVE TO DIVERSE NEEDS AND CULTURES
CIVIL RIGHTS SUPPORTED AND PROTECTED



SERVICES

Income Benefits/Employment
 Supplemental Security Income (SSI)
 Cash Assistance Program for
 Immigrants (CAPI)
 Veteran's Services
 Mainstream Entitlement Benefits
 Mainstream Employment Programs
 Employment and training
 Child Care
 Money Management
 Education

Integrated/Wrap-Around with Varying Levels According to Need

Care Management
 Credit/felony record and ID support
 Life skills
 Parenting skills
 Drop-in Centers
 Crisis Centers
 Legal Services
 Immigration Counseling and Advocacy

Health Care
 Mental Health Services
 Substance Abuse Services
 + Detox Center
 Primary Care Services
 (Including dental)

**"Treatment" in a
 Transitional Housing
 Setting**

Transition-in-Place
 Group living

MOH's Homeless Services

MOH addresses the needs of homeless persons through the provision of grants to community based organizations that offer a variety of services to homeless persons or persons at risk of homelessness. These grants are funded through the Emergency Shelter Grant program and the Community Development Block Grant program

Emergency Shelter Grant Program

MOH's Emergency Shelter grants provide operating expenses for emergency shelters, essential social services for homeless individuals and prevention activities that help reduce the number of people who become homeless.

In 2010-2011, MOH provided 17 Emergency Shelter grants, for a total of \$915,900. As a result of this funding, a total of 2,102 persons were provided homeless or homeless prevention services. Of the total grant amount:

- Five groups were funded for a total of \$226,900 to provide essential services. These services included case management for women in shelter; supportive services in a shelter program primarily for homeless Native Americans with substance abuse issues; nutritious meals and service referrals for low-income and homeless individuals; case management, counseling, housing placement and referrals for homeless individuals; benefits claims assistance and case management for chronically homeless veterans; case management, showers, meals and other drop-in services primarily for homeless and low-income individuals. 801 individuals were served by these programs.
- Two groups were funded for a total of \$140,000 to provide homeless prevention services. These services included legal representation and advocacy for homeless residents and rental housing subsidies and supportive services primarily for homeless persons with HIV/AIDS. 468 individuals were served by these programs.
- 10 groups were funded for a total of \$549,000 to provide shelter operating expenses for shelters serving men, women, young people, families, and survivors of domestic violence and their children. 833 individuals were served by these programs.

Community Development Block Grant Program

Community Development Block Grant funds were also targeted to provide homeless and homeless prevention services.

Six organizations were funded for a total of \$250,500 to provide services directly to 594 homeless individuals, including:

- intensive case management, counseling, collaboration and advocacy for primarily Asian and Pacific Islander battered women and their children;
- legal assistance and education for victims of domestic violence;
- case management, intensive supportive services, housing placement assistance and workforce readiness for homeless families;
- community-based intervention and support services for battered women and their children;
- case management and housing placement for youth;
- case management, service learning, and education for homeless individuals;

Community Development Block Grant funds also provided a total of \$ 1,133,377 of funding to provide tenant based assistance to prevent homelessness to households. These services include housing counseling, eviction prevention, and emergency legal assistance for renters, including

- homeless and formerly homeless families,
- people with disabilities,
- individuals living with HIV/AIDS ,
- seniors,
- adults with developmental disabilities,
- residents of subsidized housing, and
- monolingual immigrant households.

V. OTHER ACTIONS

A. Actions to Address Obstacles to Serving Underserved Needs

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

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

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

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

Gaps in institutional structure are discussed below.

B. Actions to Foster and Maintain Affordable Housing

The maintenance and preservation of existing affordable housing is a key housing activity for San Francisco given the age of its affordable housing stock. To this end San Francisco periodically issues Notice of Funding Availability for addressing the most pressing capital needs of existing affordable housing, especially those that impact the health and safety and ultimately the long-term livability of the properties. San Francisco allocated \$6,500,000 of CDBG, HOME and Redevelopment Agency funding for this purpose.

C. Actions to Eliminate Barriers to Affordable Housing

San Francisco continues to work on addressing the impediments identified in its 2003 Analysis of Impediments to Fair Housing as it updates the document since the biggest impediment, the overall shortage of affordable housing, despite concerted efforts of the public and private sector to increase its supply.

The most noteworthy action has been collaborations amongst the Mayor's Office of Housing, the San Francisco Redevelopment, the San Francisco Planning Department and Department of Building Inspection to prioritize the development of affordable housing in their agencies' plans and policies. For example the Mayor's Office of Housing and San Francisco Redevelopment Agency work to acquire opportunity sites that have been identified in the Planning Department's Better Neighborhood Plans like the Balboa Park Station Area Plan or the Market-Octavia Plan for the development of affordable housing. In keeping with the housing priority principles of the Plans, these affordable housing sites are located where there is infrastructure, transportation and residential amenities and the housing is designed and operated to enhance the neighborhood in which it is located. The Mayor's Office of Housing also worked closely with the Planning Department in crafting their Eastern Neighborhoods Plan to obtain a balance between the need for jobs and housing in the rezoning of San Francisco's eastern neighborhoods that have historically been used for industry. The Eastern Neighborhood Plan calls for the development of 7,500 to 10,000 new housing units in the next 20 years with emphasis on housing for low, moderate and middle income individuals and families. This could be achieved by allowing higher densities for affordable housing than would otherwise be allowed. The Eastern Neighborhood Plan also eliminates the off-street parking requirement minimum in order to increase the development potential for housing and encourage transit usage in these neighborhoods. The plan also requires a higher percentage of affordable housing be built as a result of market area residential development than San Francisco's Inclusionary Housing Ordinance.

The San Francisco Department of Building Inspection and the Planning Department have worked to streamline their permitting process for affordable housing development. The Department of Building Inspection includes permits for the development of new affordable housing in its list of permits that are prioritized for review and issuance by that department. The Planning Department also allows affordable housing developments to defer payment of its planning review fees until issuance of the building permit.

D. Actions to Overcome Gaps in Institutional Structure

San Francisco's housing and community development service delivery system includes the private sector, the non-profit sector and the public sector. For the City, each of these sectors is an integral part of an effective social service delivery system.

The City and the private sector engage in dialogue to better inform our mutual community investments. The City is working to strengthen its private sector communications to better leverage and coordinate resources.

The non-profit sector is the primary implementation arm of the City in the direct provision of social services such as job training, legal services, health and domestic violence services, housing counseling, and economic development technical assistance to small and micro businesses. Non-profit organizations provide an invaluable source of information regarding the changing needs, gaps in services and successes in our housing and community development activities. These organizations often provide stability in neighborhoods that have few other resources for receiving information, assistance and services.

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

It is the City's policy to coordinate community development and housing activities among its departments. Because this works involves many City departments, coordination and information sharing across the various departments are challenges. City staff meets on a regular and as-needed basis with colleagues from other City departments to overcome gaps in institutional structure. In addition, staff of the Mayor's Office of Housing, Office of Economic and Workforce Development and San Francisco Redevelopment Agency uses the Consolidated Plan/Action Plan development process as an opportunity to engage other departments in a dialogue about the current developments and priorities. This dialogue aids the City in being more strategic in the investment of Consolidated Plan dollars.

E. Public Housing and Resident Initiatives

The HOPE SF initiative is described under the Leveraging Resources section.

F. Actions to Reduce Lead-Based Paint Hazards

The Mayor's Office of Housing is currently administering a HUD Lead-Based Paint Hazard Control Grant program funded through a 2008 American Recovery and Reinvestment Act stimulus grant and has submitted an application to HUD for an additional three years of funding to administer a Lead-Based Paint Hazard Control Grant program and a Healthy Homes Grant program. MOH is responsible for implementing and coordinating the key components of lead hazard identification and control activities such as community outreach and education, dust testing, enrollment of units, lead paint inspections, risk assessments, recruitment of contractors, work specifications, temporary relocation, interim control and abatement remediation, minor rehabilitation and clearance examinations. Because of MOH's partnership with the Department of Public Health, 65% of the units cleared by the Lead Program at MOH have been cases referred by the Department of Public Health's Childhood Lead Poisoning Prevention Program.

MOH's Lead Program provides assistance to property owners in the form of a grant. In the case of those owners who have been issued a notice of violation by the Department of Public Health or the Department of Building Inspections, enrolling in MOH's program suspends prosecution. The grant agreement that the owner must sign in order to receive the services and/or the suspension of prosecution obligates the owners to maintain their properties rented and occupied by low income families with children 6 years of age or younger. Should those properties become vacant or are vacant at the time of remediation, priority will be given to low income families with children 6 years of age or younger. The grant agreement also obligates the owner to maintain the property free of lead hazards. The Lead Program averages 100 remediated and cleared units per calendar year.

Additionally, the Lead Program has also been conducting Blood Lead Level (BLL) testing of children under the age of 6 years through a partnership with San Francisco Head Start Programs and through private day care centers in San Francisco in order to increase the breadth of the program's outreach, service provision, and lead hazard prevention education.

G. Actions to Reduce Number of Families in Poverty

All San Franciscans deserve to live in safety and prosperity. But today, not all San Franciscans do. In truth, while we are one City, united in name and government, we remain separate communities. In neighborhoods with concentrated poverty, there is a San Francisco that is a community apart, separated by geography, violence, and decades of neglect. According to the U.S. Census Bureau's 2005-2009 American Community Survey Five-Year Estimates, more than 90,000, or 11.5%, of San Francisco's residents live in poverty. Creating opportunity for socially and economically isolated San Franciscans requires a multifaceted and comprehensive approach. Below are highlights of San Francisco's efforts to reduce poverty.

City's Minimum Compensation Ordinance

The Minimum Compensation Ordinance (MCO) generally requires City contractors that provide services and tenants at the San Francisco Airport to provide to their covered employees: (1) no less than the MCO hourly wage in effect; (2) 12 paid days off per year (or cash equivalent); and (3) 10 days off without pay per year. The current MCO hourly wage for for-profit contractors is \$11.54/hour and for nonprofit contractors is \$11.03/hour.

City's First Source Hiring Program

The intent of the First Source Hiring Program is to connect low-income San Francisco residents with entry-level jobs that are generated by the City's investment in contracts or public works; or by business activity that requires approval by the City's Planning Department or permits by the Department of Building Inspection.

Project Homeless Connect reaches out to homeless individuals every other month and provides a one-stop shop of health and human services for them. For a more detailed description of this project, see page 10 of San Francisco's 2010-2011 CAPER.

Housing First is a successful program that places homeless individuals into permanent supportive housing with wrap around services.

HOPE SF is described under the Public Housing and Resident Initiatives and the Leveraging Resources sections.

The Employment On-Ramp Program takes elements from the City's job readiness program and from work in public housing nationwide and combines it with the removal of barriers to work such as obtaining GEDs, expunging criminal records and securing drivers licenses.

Single Stop/Benefits Screening uses technology and personal assistance to work with residents to ensure they receive all the benefits they are entitled to, including child care and financial supports that are critical to maintaining a job.

Sector Based Approach to Workforce Development

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

The key characteristics of San Francisco's Sector Based Approach include:

- Identified 7 priority industries based upon employment growth, job accessibility to moderately skilled workers, career ladder opportunities, and providing self sufficiency wages.
- Align skill development and occupational skills training to meet the workforce needs of these priority industries.
- Identify intermediaries who can engage industries serve as a bridge to social service providers that work intensively with disadvantaged participants.
- Integrate intensive case management into skill development and job training programs
- Implement and enforce policies that generate employment opportunities for San Francisco workers.

The Working Families Credit (WFC) program provides a local 10% match to the federal Earned Income Tax Credit (EITC) for low-income San Francisco families.

Bank on San Francisco is an award winning national model program which allows families dependent on high-cost check-cashers to easily open a starter bank account with mainstream financial institutions.

Individual Development Accounts (IDAs) work with residents to develop saving plans and good financial management habits and then match their savings 2:1 for use to buy a home, go to school or start a business

The City's First Time Homebuyers' Program helps low-income residents afford to own in San Francisco.

The City's Family Resource Center Initiative brings national and local best practices in parent education and family support to high need communities. The program has tracks for parents of new babies, preschoolers and young kids. It provides support for all parents so they can help each other in the knowledge that it "takes a village".

Gateway to College is a nationally recognized dropout recovery program that helps young adults get both their GED and Associates Degree in a community college setting.

SF Promise guarantees college financial assistance for SF students who do well in school and graduate high school.

VI. APPENDICES

Appendix A: 2010-2011 CDBG and ESG Funding Allocations

Appendix A is a list of 2010-2011 grants by program areas. For each grant, the table indicates whether the project is completed or still underway, the 2010-2011 funding allocation, a brief description of the funded activity and the geographical service area(s) of the activity. The table shows that significant investments were made in the six Neighborhood Revitalization Strategy Areas (Bayview Hunters Point, Chinatown, Mission, South of Market, Tenderloin and Visitacion Valley), which are also areas of minority concentration and areas of low-income concentration. Other areas include Western Addition, Excelsior and Ocean Merced Ingleside, also areas of minority concentration.

2010-2011 Capital Project Grants											
Status	Agency	2010-2011 Grant Amount	Type of Facility	Program/Project Description	Service Area						
					Bayview Hunters Point	Chinatown	Mission	South of Market	Tenderloin	Visitacion Valley	Other Area(s) or City-Wide
Underway	Booker T. Washington Community Service Center	\$150,000	Multi-purpose	Funding for predevelopment soft costs related to build out of a community center.							X
Underway	Mayor's Office Housing - Capital and Public Space Improvement Program Contingency	\$405,000		Funds for unforeseen expenses for existing capital and public space improvement projects							
Underway	Mayor's Office of Housing - Capital and Public Space Improvement Program Delivery Costs	\$337,873		Capital and Public Space Improvement program delivery costs.							
Underway	Mayor's Office of Housing- Section 108 Loan Repayment	\$210,000		Section 108 loan repayment for a capital project.							
Underway	Mission Hiring Hall, Inc.	\$200,000	Employment	Build out of tenant improvements in a former medical clinic to program space for job development services in the South of Market neighborhood.				X			

2010-2011 Capital Project Grants

Status	Agency	2010-2011 Grant Amount	Type of Facility	Program/Project Description	Service Area						
					Bayview Hunters Point	Chinatown	Mission	South of Market	Tenderloin	Visitacion Valley	Other Area(s) or City-Wide
Underway	Mission Kids	\$99,900	Childcare	Bring childcare facility (licensed to serve 45 infants and toddlers) into compliance with state licensing requirements			X				
Underway	Mission Language and Vocational School, Inc.	\$70,000	Employment	ADA upgrades to entry, doors hardware, parking, restrooms, elevator, HVAC, fire sprinklers upgrades and pipe repairs			X				
Underway	Mission Neighborhood Centers	\$75,000	Multi-purpose	Construct loft area of a family resource center in Bayview neighborhood	X						
Underway	Portola Family Connections	\$144,524	Multi-purpose	Replacement of roof and installation of new fire sprinkler system							X
Underway	Richmond District Neighborhood Center	\$150,817	Multi-purpose	Safety and accessibility improvements at multipurpose community center							X
Underway	The Janet Pomeroy Center	\$98,600	Disabled	Replace portions of roof and gutter at Herbst Training and Development Building serving developmentally disabled youth and adults							X
Underway	Walden House	\$200,000	Homeless	Replacement/repair of exterior steel fire stairs							X
		\$2,141,714									

Capital Project Completed in 2010-2011

Status	Agency	Grant Amount	Type of Facility	Program/Project Description	Service Area						
					Bayview Hunters Point	Chinatown	Mission	South of Market	Tenderloin	Visitacion Valley	Other Area(s) or City-Wide
Completed	AFRICAN AMERICAN ART & CULTURAL COMPLEX	\$53,351	Multi-purpose	UPGRADE ELECTRICAL SYSTEM SUPPLYING A RECORDING STUDIO, FILM PRODUCTION, SOUND EQUIPMENT AND COMPUTER LAB WITHIN A COMMUNITY CENTER SERVING YOUTH. Workorder to DPW.							X
Completed	CAMINOS-Pathways Learning Center	\$130,000	Employment	Construction of the Community Technology Center in Plaza Adelante, a multi-service community center.			X				
Completed	DPH - SOUTHEAST HEALTH CENTER	\$30,940	Health	PAINTING, LANDSCAPING, AND UTILITY HOOKUP OF MODULAR BUILDING PREVIOUSLY PLACED ON LOT OF EXISTING MEDICAL CLINIC	X						
Completed	GOODWILL INDUS. OF SF, SAN MATEO & MARIN	\$150,000	Employment	CONVERT ADMINISTRATIVE SPACE TO PROGRAM SPACE FOR A ONE-STOP CAREER CENTER.				X			
Completed	LUTHERAN CHURCH OF OUR SAVIOR	\$65,478	Childcare	PROVIDE ACCESS FROM CLASSROOM TO YARD, REPLACE FLOORING AND WINDOWS, AND INSTALL PLAY SINK AT A CHILDCARE CENTER.							X
Completed	MISSION AREA HEALTH ASSOCIATES	\$45,000	Health	INTERIOR ADA UPGRADES AT A HEALTH CENTER SERVING THE HOMELES			X				

Capital Project Completed in 2010-2011

Status	Agency	Grant Amount	Type of Facility	Program/Project Description	Service Area						
					Bayview Hunters Point	Chinatown	Mission	South of Market	Tenderloin	Visitacion Valley	Other Area(s) or City-Wide
Completed	MISSION HOUSING DEVELOPMENT CORPORATION	\$60,500	Multi-purpose	REBUILD ACCESSIBLE RAMP AND CONSTRUCT NEW GATE TO MEET ADA STANDARDS AT A FAMILY RESOURCE CENTER			X				
Completed	PORTOLA FAMILY CONNECTIONS	\$164,040	Multi-purpose	RENOVATE GARAGE TO INCREASE PROGRAM SPACE FOR LITERACY SERVICES, COMMUNITY EDUCATION AND COMMUNITY EVENTS							X
Completed	THE ARC OF SAN FRANCISCO	\$55,340	Disabled	SEISMIC UPGRADES TO A FACILITY SERVING ADULTS WITH DEVELOPMENTAL DISABILITIES				X			

2010-2011 Public Space Improvement Grants

Status	Agency	2010-2011 Grant Amount	Program/Project Description	Service Area								
				Bayview Hunters Point	Chinatown	Mission	South of Market	Tenderloin	Visitacion Valley	NRSA-wide	Other Area(s) or City-Wide	
Completed	Friends of the Urban Forest	\$40,000	Planting of 250 trees in Visitacion Valley and Bayview Hunters Point	X						X		
Underway	San Francisco Conservation Corps - 2010 Reserve Pool	\$10,000	Materials and rental costs reserve to be used for the seven projects funded in 2010-2011									
Underway	San Francisco Conservation Corps - Bret Hart Elementary School	\$52,724	Installation of benches, trellis and compost bin	X								
Underway	San Francisco Conservation Corps - Gordon Lau Elementary School	\$30,354	Install new matting, play structure components, outdoor classroom/social area, benches, tables		X							
Underway	San Francisco Conservation Corps - Paul Revere Elementary School	\$19,626	Installation of planter boxes, benches, trellis, plants									X
Underway	San Francisco Conservation Corps - Sarah B. Cooper Child Development Center	\$17,689	Enlarge existing play structure, install new matting, prefabricated tables and benches									X
Underway	San Francisco Conservation Corps - Whitney Young Child Development Center	\$21,319	Installation of planter boxes, benches and sand box	X								
Underway	San Francisco Conservation Corps - Wu Yee Lock Yuen Child Development Center	\$22,689	Installation of new matting, benches, planter boxes		X							

2010-2011 Public Space Improvement Grants

Status	Agency	2010-2011 Grant Amount	Program/Project Description	Service Area							
				Bayview Hunters Point	Chinatown	Mission	South of Market	Tenderloin	Visitation Valley	NRSA-wide	Other Area(s) or City-Wide
Underway	San Francisco Conservation Corps - Wu Yee New Generations Child Development Center	\$25,599	Installation of picnic tables, benches, planter boxes, sun shades, nursery mix soil						X		
		\$240,000									

2010-2011 Public Service Grants

Status	Agency	2010-2011 Grant Amount	Type of Service	Program/Project Description	Service Area							
					Bayview Hunters Point	Chinatown	Mission	South of Market	Tenderloin	Visitacion Valley	NRSA-wide	Other Area(s) or City-Wide
Completed	AIDS Legal Referral Panel of the SF Bay Area	\$37,000	Legal Services	Legal services to low-income San Francisco residents, primarily those with HIV and/or AIDS, entering or re-entering the workforce							X	
Completed	APA Family Support Services	\$50,000	Workforce Development	Job Readiness Services - barrier removal services; job readiness training; intensive case management; and connection to employment, vocational training and/or postsecondary educational degree or certificate program								X
Completed	Arab Cultural and Community Center	\$38,000	Community Center	Case management in immigration, health referrals, employment services and other services							X	
Completed	Arriba Juntos	\$100,000	Workforce Development	One Stop complimentary services - adult basic education skills training, basic computer skills training, and criminal justice reentry services							X	
Completed	Arriba Juntos	\$60,000	Workforce Development	Vocational skills training - health care								X

2010-2011 Public Service Grants

Status	Agency	2010-2011 Grant Amount	Type of Service	Program/Project Description	Service Area							
					Bayview Hunters Point	Chinatown	Mission	South of Market	Tenderloin	Visitacion Valley	NRSA-wide	Other Area(s) or City-Wide
Completed	Asian & Pacific Islander Wellness Center	\$40,000	Multi-services/Other Services	Individual and group support primarily for transgendered API persons								X
Completed	Asian Law Caucus	\$52,000	Legal Services	Legal services primarily targeting the Asian immigrant population								X
Completed	Asian Neighborhood Design	\$50,000	Workforce Development	Job Readiness Services - barrier removal services; job readiness training; intensive case management; and connection to employment, vocational training and/or postsecondary educational degree or certificate program							X	
Completed	Asian Pacific American Community Center	\$57,000	Community Center	Community center providing information and referral, employment, translation, public safety, and other services, for primarily low-income Asian immigrants in the Visitacion Valley and Bayview Hunters Point neighborhoods.						X		
Completed	Asian Women's Shelter	\$35,500	Domestic Violence Services	Intensive case management, counseling and advocacy services primarily for Asian and Pacific Islander battered women and their children.			X					

2010-2011 Public Service Grants

Status	Agency	2010-2011 Grant Amount	Type of Service	Program/Project Description	Service Area							
					Bayview Hunters Point	Chinatown	Mission	South of Market	Tenderloin	Visitacion Valley	NRSA-wide	Other Area(s) or City-Wide
Completed	Bay Area Legal Aid	\$40,000	Legal Services	Legal assistance and education for victims of domestic violence				X				
Completed	Bayview Hunters Point Center for Arts & Technology	\$44,225	Transitional Age Youth Services	Digital media and technology training for young adults primarily living in Bayview Hunters Point								X
Completed	Bayview Hunter's Point Center for Arts & Technology	\$60,000	Workforce Development	Vocational skills training - digital media								X
Completed	Booker T. Washington Community Service Center	\$40,000	Community Center	Multiple levels of computer training to low-income residents of the Western Addition and Westside Courts public housing.								X
Completed	Bridge Housing Corporation	\$110,000	HOPE SF	Community building activities for residents of the Potrero Annex and Potrero Terrace public housing developments.								X
Completed	Brothers Against Guns	\$40,000	Transitional Age Youth Services	Leadership development, mentorship and case management primarily targeting 18-25 year old males living in Bayview Hunters Point and the Western Addition.	X							

2010-2011 Public Service Grants

Status	Agency	2010-2011 Grant Amount	Type of Service	Program/Project Description	Service Area							
					Bayview Hunters Point	Chinatown	Mission	South of Market	Tenderloin	Visitacion Valley	NRSA-wide	Other Area(s) or City-Wide
Completed	CAMINOS/Pathways learning Center	\$40,000	Multi-services/Other Services	Multi-services including life skills, financial literacy, information & referral and technology training for English learners.							X	
Completed	Central American Resource Center (CARECEN)	\$45,000	Legal Services	Legal Services including counseling, processing, and representation primarily for immigrants							X	
Completed	Central City Hospitality House	\$50,000	Workforce Development	Job Readiness Services - barrier removal services; job readiness training; intensive case management; and connection to employment, vocational training and/or postsecondary educational degree or certificate program					X			
Completed	Charity Cultural Services Center	\$66,500	Workforce Development	Job Readiness Services - barrier removal services; job readiness training; intensive case management; and connection to employment, vocational training and/or postsecondary educational degree or certificate program								X
Completed	Charity Cultural Services Center	\$60,000	Workforce Development	Vocational Skills Training - hospitality								X

2010-2011 Public Service Grants

Status	Agency	2010-2011 Grant Amount	Type of Service	Program/Project Description	Service Area							
					Bayview Hunters Point	Chinatown	Mission	South of Market	Tenderloin	Visitacion Valley	NRSA-wide	Other Area(s) or City-Wide
Completed	Chinatown Community Development Center	\$40,000	Transitional Age Youth Services	Case management services and leadership training for youth ages 16-24							X	
Completed	Chinese for Affirmative Action	\$75,000	Workforce Development	One Stop Complementary Services - Services for Limited English Proficiency jobseekers and basic computer skills training								X
Completed	Chinese Newcomers Service Center	\$80,000	Workforce Development	One Stop Complementary Services - Services for Limited English Proficiency Jobseekers								X
Completed	Community Center Pjt of SF dba San Francisco LGBT Community Center	\$60,000	Workforce Development	Job Readiness Services - barrier removal services; job readiness training; intensive case management; and connection to employment, vocational training and/or postsecondary educational degree or certificate program								X
Completed	Community Housing Partnership	\$50,000	Workforce Development	Job Readiness Services - barrier removal services; job readiness training; intensive case management; and connection to: employment, vocational training, and/or a postsecondary educational degree or certificate program							X	

2010-2011 Public Service Grants

Status	Agency	2010-2011 Grant Amount	Type of Service	Program/Project Description	Service Area							
					Bayview Hunters Point	Chinatown	Mission	South of Market	Tenderloin	Visitacion Valley	NRSA-wide	Other Area(s) or City-Wide
Completed	Community United Against Violence	\$40,000	Domestic Violence Services	Case management and support services primarily for LGBTQQ (lesbian, gay, bisexual, transgender, queer, and questioning) domestic violence victims							X	
Completed	Community Youth Center-San Francisco (CYC-SF)	\$60,000	Workforce Development	Job Readiness Services - barrier removal services; job readiness training; intensive case management; and connection to: employment, vocational training, and/or a postsecondary educational degree or certificate program								X
Completed	Compass Family Services	\$37,000	Homeless Services	Case management, intensive support services, housing placement assistance and workforce readiness for homeless families					X			
Completed	Conscious Youth Media Crew	\$40,000	Transitional Age Youth Services	Multi-services including media production training, education planning, green living and life skills development for Transitional Aged Youth								X

2010-2011 Public Service Grants

Status	Agency	2010-2011 Grant Amount	Type of Service	Program/Project Description	Service Area							
					Bayview Hunters Point	Chinatown	Mission	South of Market	Tenderloin	Visitacion Valley	NRSA-wide	Other Area(s) or City-Wide
Completed	Donaldina Cameron House	\$45,000	Community Center	English tutorial and supportive employment services for adult students							X	
Completed	Ella Hill Hutch Community Center	\$50,000	Transitional Age Youth Services	GED preparation primarily for Western Addition youth and young adults								X
Completed	Episcopal Community Services of SF	\$108,000	Workforce Development	One Stop Complimentary Services - adult basic education skills training, basic computer skills training, criminal justice reentry services, disability services, and services for limited English proficiency job seekers							X	
Completed	Family Independence Initiative (FII - National)	\$70,000	Financial Literacy	Case management, financial education, matched savings accounts and increased social networks to assist low-income families in becoming self-sufficient							X	
Completed	Family Service Agency of San Francisco	\$290,000	HOPE SF	Community building activities for residents of the Hunters View public housing development	X							
Underway	Family Service Agency of San Francisco	\$100,000	HOPE SF	Community building activities for residents of the Westside Courts public housing development								X

2010-2011 Public Service Grants

Status	Agency	2010-2011 Grant Amount	Type of Service	Program/Project Description	Service Area							
					Bayview Hunters Point	Chinatown	Mission	South of Market	Tenderloin	Visitation Valley	NRSA-wide	Other Area(s) or City-Wide
Completed	Filipino American Development Foundation/Pin@y Educational Partnerships	\$40,000	Transitional Age Youth Services	Service learning and mentorship for Transitional Aged Youth								X
Completed	Filipino-American Development Foundation/Filipino Community Center	\$75,000	Community Center	Intake and assessment, case management, and multi-services primarily for the Filipino community in San Francisco								X
Underway	Friends of the Urban Forest	\$55,000	Workforce Development	Vocational Skills Training - Green Collar	X							
Completed	GirlSource, Inc	\$35,000	Transitional Age Youth Services	Technology and leadership training program for Transitional Aged young women.							X	
Completed	Good Samaritan Family Resource Center	\$40,000	Multi-services/Other Services	Education services for monolingual adults, including ESL, computer, and financial literacy							X	
Completed	Goodwill Industries of San Francisco, San Mateo & Marin Counties	\$125,000	Workforce Development	One Stop Complimentary Services - Criminal Justice Reentry Services							X	
Completed	Gum Moon Residence Hall	\$30,000	Multi-services/Other Services	Provide bilingual/bicultural parenting education workshops and peer support groups to 60 parents/caregivers								X

2010-2011 Public Service Grants

Status	Agency	2010-2011 Grant Amount	Type of Service	Program/Project Description	Service Area							
					Bayview Hunters Point	Chinatown	Mission	South of Market	Tenderloin	Visitacion Valley	NRSA-wide	Other Area(s) or City-Wide
Completed	Hearing and Speech Center of Northern California	\$29,000	Transitional Age Youth Services	Information and referral, life skills training and case management for hearing impaired youth aged 16-24							X	
Completed	Hearing and Speech Center of Northern California	\$32,000	Workforce Development	One Stop Complimentary Services - Disability Services								X
Completed	Instituto Laboral de la Raza	\$65,000	Legal Services	Legal services including counseling, referral and representation primarily for low-wage workers that are owed wages by employers							X	
Completed	Jewish Vocational and Career Counseling Service	\$70,000	Workforce Development	Youth Sector Bridge Services - occupational skills training specifically tailored to the needs of Transitional Aged Youth Young Adults (ages 18-24) that serves as a feed to postsecondary education, the City's Sector Academies, or other advanced vocational training.							X	
Completed	La Casa de las Madres	\$50,000	Domestic Violence Services	Community-based intervention and support services for battered women and their children							X	

2010-2011 Public Service Grants

Status	Agency	2010-2011 Grant Amount	Type of Service	Program/Project Description	Service Area							
					Bayview Hunters Point	Chinatown	Mission	South of Market	Tenderloin	Visitacion Valley	NRSA-wide	Other Area(s) or City-Wide
Completed	La Raza Centro Legal	\$90,000	Legal Services	Legal services including counseling, representation and processing				X				
Completed	La Raza Community Resource Center	\$55,000	Legal Services	Legal services including processing, counseling and referrals							X	
Completed	Larkin Street Youth Services	\$58,000	Homeless Services	Case management and transition to stable housing for homeless youth								X
Completed	Lavender Youth Rec & Info Center (LYRIC)	\$50,000	Transitional Age Youth Services	Youth advocacy case management support services and connection to access points for critical services for LGBTQ youth								X
Completed	Mayor's Office of Housing - Program Delivery, IT	\$45,000	Multi-services/Other Services	Public services IT-related program delivery costs								
Completed	Mercy Housing California	\$175,000	HOPE SF	Community building activities for residents of the Sunnydale public housing development						X		
Completed	Mission Asset Fund	\$40,000	Financial Literacy	Provide financial coaching and IDA account services							X	

2010-2011 Public Service Grants

Status	Agency	2010-2011 Grant Amount	Type of Service	Program/Project Description	Service Area							
					Bayview Hunters Point	Chinatown	Mission	South of Market	Tenderloin	Visitacion Valley	NRSA-wide	Other Area(s) or City-Wide
Completed	Mission Hiring Hall	\$60,000	Workforce Development	Job Readiness Services - barrier removal services; job readiness training; intensive case management; and connection to: employment, vocational training, and/or a postsecondary educational degree or certificate program							X	
Completed	Mission Language and Vocational School, Inc.	\$50,000	Workforce Development	Job Readiness Services - barrier removal services; job readiness training; intensive case management; and connection to: employment, vocational training, and/or a postsecondary educational degree or certificate program							X	
Completed	Mission Neighborhood Centers	\$30,000	Multi-services/Other Services	Senior services including recreation, meals and social services							X	
Completed	Mission Neighborhood Centers	\$42,000	Transitional Age Youth Services	Evening services, including GED, recreation, and life skills for Transitional Aged Youth.							X	
Completed	Mission Neighborhood Health Center	\$30,000	Homeless Services	Case management, service learning and education for homeless individuals			X					

2010-2011 Public Service Grants

Status	Agency	2010-2011 Grant Amount	Type of Service	Program/Project Description	Service Area							
					Bayview Hunters Point	Chinatown	Mission	South of Market	Tenderloin	Visitacion Valley	NRSA-wide	Other Area(s) or City-Wide
Completed	Mission SF Federal Credit Union	\$40,000	Financial Literacy	Financial services primarily for the un-banked population								X
Completed	Mujeres Unida y Activas	\$50,000	Workforce Development	Job Readiness Services - barrier removal services; job readiness training; intensive case management; and connection to: employment, vocational training, and/or a postsecondary educational degree or certificate program							X	
Completed	Network for Elders	\$30,000	Multi-services/Other Services	Case management and in-home care for frail seniors primarily living in the Bayview Hunters Point neighborhood	X							
Completed	Nihonmachi Legal Outreach	\$90,000	Legal Services	Culturally and linguistically competent social and legal services primarily for the API community, including legal representation, counseling and referrals in a wide range of civil legal issues								X
Completed	Northeast Community Federal Credit Union	\$45,000	Financial Literacy	Financial services primarily for the un-banked population							X	

2010-2011 Public Service Grants

Status	Agency	2010-2011 Grant Amount	Type of Service	Program/Project Description	Service Area							
					Bayview Hunters Point	Chinatown	Mission	South of Market	Tenderloin	Visitacion Valley	NRSA-wide	Other Area(s) or City-Wide
Underway	Office of Economic and Workforce Development - HOPE SF	\$193,373	Workforce Development	Job training, development, and placement								X
Completed	Portola Family Connections	\$50,000	Multi-services/Other Services	Multi-services including ESL, financial literacy, information and referrals and case management for low-income adults with children								X
Completed	Positive Resource Center	\$50,000	Workforce Development	One Stop complimentary services - disability services								X
Completed	Refugee Transitions	\$40,000	Multi-services/Other Services	Individualized home-based and small group VESLES training to increase job training or employment options primarily for Asian refugees and immigrants.						X		
Completed	Renaissance Parents of Success	\$50,000	Workforce Development	Job readiness services - barrier removal services; job readiness training; intensive case management; and connection to employment, vocational training, and/or a postsecondary education degree or certificate program.	X							

2010-2011 Public Service Grants

Status	Agency	2010-2011 Grant Amount	Type of Service	Program/Project Description	Service Area							
					Bayview Hunters Point	Chinatown	Mission	South of Market	Tenderloin	Visitacion Valley	NRSA-wide	Other Area(s) or City-Wide
Completed	Samoan Community Development Center	\$60,000	Community Center	Case management, information, referral and translation services in nutrition, immigration and housing issues primarily targeting Samoan families in the Southeast sector							X	
Underway	San Francisco Conservation Corps	\$235,000	Workforce Development	Job readiness services - barrier removal services; job readiness training; intensive case management; and connection to employment, vocational training, and/or a postsecondary education degree or certificate program.								X
Completed	Shanti Project	\$25,000	Multi-services/Other Services	Supportive services including case management and care navigation primarily for low-income women diagnosed with breast cancer								X
Completed	Sunset District Community Development Corp.	\$55,000	Transitional Age Youth Services	Intensive case management for youth at risk or involved with the juvenile justice system								X
Completed	Swords to Plowshare Veterans Rights Organization	\$81,000	Legal Services	Case management and legal representation for veterans seeking benefits								X

2010-2011 Public Service Grants

Status	Agency	2010-2011 Grant Amount	Type of Service	Program/Project Description	Service Area							
					Bayview Hunters Point	Chinatown	Mission	South of Market	Tenderloin	Visitacion Valley	NRSA-wide	Other Area(s) or City-Wide
Completed	Together United Recommitted Forever (TURF)	\$40,000	Transitional Age Youth Services	Case management services, academic support and empowerment activities primarily for youth and young adults residing in public housing						X		
Completed	Toolworks	\$50,000	Workforce Development	Job readiness services - barrier removal services; job readiness training; intensive case management; and connection to employment, vocational training, and/or a postsecondary education degree or certificate program.								X
Completed	United Playaz	\$55,000	Transitional Age Youth Services	Case management and recreational activities for TAY							X	
Completed	Upwardly Global	\$50,000	Workforce Development	Job readiness services - barrier removal services; job readiness training; intensive case management; and connection to employment, vocational training, and/or a postsecondary education degree or certificate program.								X
Completed	Urban Services YMCA	\$47,000	Transitional Age Youth Services	Transitional Age Youth Program at OMI Beacon Center								X
Completed	Vietnamese Community Center of SF	\$40,000	Community Center	Case management for primarily Vietnamese immigrants								X

2010-2011 Public Service Grants

Status	Agency	2010-2011 Grant Amount	Type of Service	Program/Project Description	Service Area							
					Bayview Hunters Point	Chinatown	Mission	South of Market	Tenderloin	Visitacion Valley	NRSA-wide	Other Area(s) or City-Wide
Completed	Vietnamese Community Center of SF	\$50,000	Workforce Development	One Stop complimentary services - services for limited English proficiency job seekers								X
Completed	Vietnamese Elderly Mutual Assistance Association	\$35,000	Multi-services/Other Services	Supportive and practical services primarily targeting low-income Vietnamese seniors								X
Completed	Walden House	\$100,000	Workforce Development	One Stop complimentary services - adult basic education skills training, basic computer skills training, and criminal justice reentry services.								X
Completed	Year Up, Inc	\$50,000	Workforce Development	Youth Sector Bridge Services - occupational skills training specifically tailored to the needs of Transition Aged Youth Young Adults (ages 18-24) that serves as a feeder to postsecondary education, the City's Sector Academies, or other advanced vocational training.							X	
		\$5,242,598										

2010-2011 Housing Program Grants												
Status	Agency	2010-2011 Grant Amount	Type of Service	Program/Project Description	Service Area							
					Bayview Hunters Point	Chinatown	Mission	South of Market	Tenderloin	Visitation Valley	NRSA-wide	Other Area(s) or City-Wide
Completed	AIDS Housing Alliance	\$40,000	Tenant Rights/Eviction Prevention Counseling	Tenants' rights counseling, individual and group housing primarily for HIV-positive clients							X	
Completed	AIDS Housing Alliance - TBRA	\$68,000	Tenant-based Rental Assistance	Tenant-based rental assistance for individuals and families							X	
Completed	AIDS Legal Referral Panel of The SF Bay Area	\$45,000	Tenant Rights/Eviction Prevention Counseling	Housing counseling, direct legal assistance and fair housing education primarily for people living with HIV/AIDS.							X	
Completed	Asian, Inc.	\$40,000	Homeownership Counseling	Pre- and post-purchase counseling for potential homebuyers								X
Completed	Bay Area Legal Aid	\$65,000	Tenant Rights/Eviction Prevention Counseling	Legal assistance and representation for residents, including public housing residents on HOPE SF sites.							X	
Completed	Catholic Charities - TBRA	\$180,860	Tenant-based Rental Assistance	Tenant-based rental assistance for individuals and families							X	
Completed	Causa Justa	\$38,000	Tenant Rights/Eviction Prevention Counseling	Eviction prevention assistance and tenant counseling, representation and advocacy for renters							X	

2010-2011 Housing Program Grants												
Status	Agency	2010-2011 Grant Amount	Type of Service	Program/Project Description	Service Area							
					Bayview Hunters Point	Chinatown	Mission	South of Market	Tenderloin	Visitacion Valley	NRSA-wide	Other Area(s) or City-Wide
Completed	Chinatown Community Development Center	\$50,000	Tenant Rights/Eviction Prevention Counseling	Eviction prevention assistance, tenant counseling for primarily monolingual Chinese households							X	
Completed	Community Center Pjt of SF dba The San Francisco LGBT Community Center	\$40,000	Homeownership Counseling	Pre-purchase homebuyer education and counseling services for primarily the LGBT community								X
Completed	Compass Family Services	\$35,000	Tenant Rights/Eviction Prevention Counseling	Housing counseling for homeless families								X
Completed	Eviction Defense Collaborative	\$30,000	Tenant Rights/Eviction Prevention Counseling	Counseling and emergency legal assistance for tenants threatened with eviction							X	
Completed	Hamilton Family Center - TBRA	\$136,140	Tenant-based Rental Assistance	Tenant-based rental assistance for individuals and families							X	
Completed	Hamilton Family Center, Inc.	\$35,000	Tenant Rights/Eviction Prevention Counseling	Eviction prevention assistance and housing counseling for homeless families							X	

2010-2011 Housing Program Grants												
Status	Agency	2010-2011 Grant Amount	Type of Service	Program/Project Description	Service Area							
					Bayview Hunters Point	Chinatown	Mission	South of Market	Tenderloin	Visitacion Valley	NRSA-wide	Other Area(s) or City-Wide
Completed	Independent Living Resource Center of SF	\$55,000	Tenant Rights/Eviction Prevention Counseling	Housing counseling and eviction prevention services primarily for people with disabilities							X	
Completed	Legal Assistance to the Elderly	\$30,000	Tenant Rights/Eviction Prevention Counseling	Legal advice and representation on housing issues primarily for seniors and adults with disabilities								X
Completed	Manilatown Heritage Foundation	\$30,000	Tenant Rights/Eviction Prevention Counseling	Tenant counseling, representation and advocacy for renters							X	
Completed	Mental Health Association of San Francisco	\$41,877	Tenant Rights/Eviction Prevention Counseling	Tenant/landlord counseling and training primarily for formerly homeless tenants and supportive housing providers							X	
Completed	Mission Economic Development Agency	\$155,000	Homeownership Counseling	Pre- and post-purchase homebuyer education and counseling services, including foreclosure prevention								X
Completed	San Francisco Community Land Trust	\$34,900	Homeownership Counseling	Information sessions, pre- and post-purchase education and counseling services regarding the land trust model								X

2010-2011 Housing Program Grants												
Status	Agency	2010-2011 Grant Amount	Type of Service	Program/Project Description	Service Area							
					Bayview Hunters Point	Chinatown	Mission	South of Market	Tenderloin	Visitacion Valley	NRSA-wide	Other Area(s) or City-Wide
Completed	San Francisco Housing Development Corporation	\$70,000	Homeownership Counseling	Pre- and post-purchase homebuyer education and counseling services, including foreclosure prevention								X
Completed	Self-Help for the Elderly	\$41,000	Tenant Rights/Eviction Prevention Counseling	Eviction prevention assistance and tenant counseling/advocacy primarily for elderly renters							X	
Completed	SF Urban Community Housing Corporation	\$50,000	Homeownership Counseling	Pre-purchase homeownership education and counseling								X
Completed	Tenderloin Housing Clinic, Inc	\$87,500	Tenant Rights/Eviction Prevention Counseling	Legal counseling and representation for tenants threatened with eviction							X	
Completed	The Arc of San Francisco	\$25,000	Tenant Rights/Eviction Prevention Counseling	Housing counseling services primarily for adults with developmental disabilities				X				
Completed	Tides Center/Housing Rights Committee of San Francisco	\$100,000	Tenant Rights/Eviction Prevention Counseling	Eviction prevention assistance and tenant counseling/advocacy primarily for elderly renters								X
		\$1,523,277										

2010-2011 Planning and Capacity Building Grants

Status	Agency	2010-2011 Grant Amount	Program/Project Description	Service Area								
				Bayview Hunters Point	Chinatown	Mission	South of Market	Tenderloin	Visitacion Valley	NRSA-wide	Other Area(s) or City-Wide	
Underway	Asian Neighborhood Design	\$40,000	Architectural and planning services for CDBG capital grantees									X
Completed	Bar Assoc. of SF Volunteer Legal Services	\$20,000	Pro-bono legal advice and representation and capacity building workshops for CDBG-funded organizations									X
Underway	Community Design Center	\$24,000	Technical assistance and owner representation services for CDBG capital grantees									X
Completed	Compasspoint Nonprofit Services	\$92,475	Technical assistance, consultation and workshop vouchers for CDBG-funded agencies and city staff; community planning process for the Western Addition									X
Underway	Dolores Street Community Services	\$10,000	Strategic plan development for Immigrant Rapid Response Collaborative									X
Completed	Earth Island Institute/Connect the Dots	\$25,000	Technical assistance to CDBG funded agencies to make their facilities more financially and environmentally efficient									X
Completed	HomewnershipSF	\$25,000	Capacity building for a collaborative of five San Francisco agencies that provide homeownership assistance to low- and moderate-income residents									X
Underway	Mayor's Office of Housing - Consolidated Planning	\$110,000	Development of HUD required Consolidated Plan and annual Action Plan									X
Completed	Mission Economic Development Agency	\$20,000	Plaza Adelante service and collaboration planning and assessment for co-located programs			X						

2010-2011 Planning and Capacity Building Grants

Status	Agency	2010-2011 Grant Amount	Program/Project Description	Service Area								
				Bayview Hunters Point	Chinatown	Mission	South of Market	Tenderloin	Visitacion Valley	NRSA-wide	Other Area(s) or City-Wide	
Completed	Richmond District Neighborhood Center	\$30,000	Organizational capacity building for four CDBG-funded neighborhood centers through participation in SF Neighborhood Centers Together, which offers training and peer support to executive directors									X
		\$396,475										

2010-2011 Emergency Shelter Grants

Status	Agency	2010-2011 Grant Amount	Type of Service	Program/Project Description	Service Area							
					Bayview Hunters Point	Chinatown	Mission	South of Market	Tenderloin	Visitacion Valley	NRSA-wide	Other Area(s) or City-Wide
Completed	AIDS Housing Alliance	\$50,000	Homeless Prevention	Rent subsidies and case management primarily for HIV positive clients							X	
Completed	Asian Women's Shelter	\$52,000	Shelter Operating Expenses	Shelter beds in a comprehensive support program primarily for Asian and Pacific Islander battered women and their children			X					
Completed	Bar Assoc. of SF Volunteer Legal Services	\$90,000	Homeless Prevention	Legal representation in eviction cases for indigent clients at immediate risk of becoming homeless							X	
Completed	Central City Hospitality House	\$65,000	Shelter Operating Expenses	Shelter beds primarily for homeless adult men					X			
Completed	Community Awareness & Treatment Services.	\$25,000	Essential Services	Case management services for homeless women in a shelter				X				
Completed	Community Awareness & Treatment Services.	\$25,000	Shelter Operating Expenses	Shelter beds for homeless women				X				
Completed	Compass Community Services	\$50,000	Shelter Operating Expenses	Shelter beds for homeless families					X			
Completed	Dolores Street Community Services	\$33,000	Shelter Operating Expenses	Shelter beds for homeless men			X					

2010-2011 Emergency Shelter Grants												
Status	Agency	2010-2011 Grant Amount	Type of Service	Program/Project Description	Service Area							
					Bayview Hunters Point	Chinatown	Mission	South of Market	Tenderloin	Visitacion Valley	NRSA-wide	Other Area(s) or City-Wide
Completed	Episcopal Community Services of SF	\$65,000	Shelter Operating Expenses	Shelter beds for homeless adults				X				
Completed	Friendship House Association of American Indians	\$36,900	Essential Services	Life skills and case management primarily for Native American adults				X				
Completed	Gum Moon Residence Hall	\$55,000	Shelter Operating Expenses	Shelter beds in a comprehensive transitional housing program primarily for Asian immigrant women who are survivors of domestic violence and sexual assault		X						
Completed	Hamilton Family Center, Inc	\$50,000	Shelter Operating Expenses	Shelter beds for homeless families					X			
Completed	La Casa de las Madres	\$100,000	Shelter Operating Expenses	Shelter beds in a comprehensive support program for battered women and their children							X	
Completed	Larkin Street Youth Services	\$54,000	Shelter Operating Expenses	Shelter beds for homeless youth								X
	Mayor's Office of Housing	\$46,326	Administration	ESG Administration								
Completed	Providence Foundation	\$45,000	Essential Services	Shelter beds for homeless individuals	X							

2010-2011 Emergency Shelter Grants												
Status	Agency	2010-2011 Grant Amount	Type of Service	Program/Project Description	Service Area							
					Bayview Hunters Point	Chinatown	Mission	South of Market	Tenderloin	Visitacion Valley	NRSA-wide	Other Area(s) or City-Wide
Completed	The Mary Elizabeth Inn	\$50,000	Essential Services	Drop-in and housing placement day center primarily for homeless women and their children								X
Completed	YMCA of San Francisco (Bayview)/United Council/United Council of Human Services	\$70,000	Essential Services	Day shelter for homeless individuals	X							
		\$962,226										

2010-2011 Economic Development Grants

Status	Agency	2010-2011 Grant Amount	Program/Project Description	Service Area							
				Bayview Hunters Point	Chinatown	Mission	South of Market	Tenderloin	Visitacion Valley	NRSA-wide	Other Area(s) or City-Wide
Completed	CCSF Small Business Development Center	\$150,000	Entrepreneurial training, consultation, support for businesses primarily targeting the Chinatown and Mission neighborhoods specialty restaurant program								X
Completed	Children's Council of SF	\$40,000	Business technical assistance child care program in English and Spanish targeting new and existing child care providers								X
Completed	Chinese Newcomers Service Center	\$65,000	Entrepreneurial consultation and support for small business owners and entrepreneurs primarily targeting Asian and Pacific Islander microenterprise and small businesses Citywide								X
Completed	Community Center Pjt of S.F dba The San Francisco LGBT Community Center	\$85,000	Business technical assistance primarily for new and existing lesbian, gay, bisexual and transgender owned micro-enterprises								X
Completed	Community Initiatives/EAG	\$190,000	One-on-one assistance to businesses to economically stabilize and strengthen neighborhood business districts in three neighborhoods, Excelsior, OMI and Portola								X
Completed	Community Initiatives/VVBIG	\$65,000	One-on-one assistance to businesses to economically stabilize and strengthen neighborhood businesses in Visitacion Valley						X		

2010-2011 Economic Development Grants

Status	Agency	2010-2011 Grant Amount	Program/Project Description	Service Area								
				Bayview Hunters Point	Chinatown	Mission	South of Market	Tenderloin	Visitacion Valley	NRSA-wide	Other Area(s) or City-Wide	
Completed	Japanese Community Youth Council (JCYC)/Japantown Task Force	\$50,000	One-on-one assistance to businesses to economically stabilize and strengthen neighborhood businesses primarily targeting small businesses and microenterprises in the Japantown commercial corridor									X
Completed	La Cocina	\$65,000	Commercial kitchen and business incubator that supports the development of microenterprises									X
Underway	Local Initiatives Support Corporation	\$134,000	Section 108 program delivery activities for mid-Market revolving loan fund for businesses and arts nonprofit groups.									
Completed	Mission Economic Development Agency	\$65,000	Retail business incubator that supports the development of microenterprises in the Mission									X
Completed	Mission Economic Development Agency	\$165,000	Business technical assistance program that provides a continuum of services in English and Spanish to support the growth and success of micro-enterprises									X
Completed	Mission SF Federal Credit Union	\$44,000	Increase access to capital services, primarily targeting immigrant entrepreneurs in the Mission District									X
Completed	North of Market Neighborhood Improvement Corp.	\$70,865	One-on-one assistance to businesses to economically stabilize and strengthen neighborhood businesses in the Tenderloin					X				

2010-2011 Economic Development Grants										
Status	Agency	2010-2011 Grant Amount	Program/Project Description	Service Area						
				Bayview Hunters Point	Chinatown	Mission	South of Market	Tenderloin	Visitacion Valley	NRSA-wide
Underway	Office of Economic and Workforce Development - Section 108 Repayment Contingency	\$262,308	Section 108 loan repayment contingency for economic development activities							X
Underway	Office of Economic and Workforce Development - SF Shines Façade Improvement Program	\$94,057	City's facade improvement program targeting small businesses in low- and moderate-income commercial neighborhoods							X
Completed	Opportunity Fund Northern California	\$65,000	Increase access to capital services, primarily targeting low-income micro-entrepreneurs							X
Completed	Pacific Community Ventures	\$65,000	Entrepreneurial consultation, training, and support for small business owners and entrepreneurs primarily targeting the Eastern Neighborhoods in the manufacturing sector							
Completed	Renaissance Entrepreneurship Center	\$165,000	Entrepreneurial training, consultation, and support for women and men starting micro-enterprises							X
Completed	Renaissance Entrepreneurship Center - Bayview	\$170,000	Entrepreneurial consultation, training, and support for small business owners and entrepreneurs primarily targeting the Bayview Hunters Point, Potrero Hill, and Visitacion Valley neighborhoods.	X						
Completed	South of Market Foundation	\$70,000	Entrepreneurial consultation, training, and support for small business owners and entrepreneurs located in the South of Market, Tenderloin and Western Addition neighborhoods.							X

2010-2011 Economic Development Grants

Status	Agency	2010-2011 Grant Amount	Program/Project Description	Service Area							
				Bayview Hunters Point	Chinatown	Mission	South of Market	Tenderloin	Visitacion Valley	NRSA-wide	Other Area(s) or City-Wide
Completed	Southeast Asian Community Center	\$150,000	Entrepreneurial consultation and support for Asian and Pacific Islander small business owners.								X
Completed	Women's Initiative for Self Employment	\$100,000	Business technical assistance primarily for new and existing low-income women-owned micro-enterprises.								X
Completed	Wu Yee Children's Services	\$40,000	Business technical assistance child care program in English and Chinese targeting new and existing child care providers.								X
		\$2,370,230									

Appendix B: HOPWA Information, Data Tables and Certifications

Part 1:

Chart 1. Grantee Information

HUD Grant Number CAH10-F003		Operating Year for this report <i>From (mm/dd/yy) 07/01/10 To (mm/dd/yy) 06/30/11</i>		
Grantee Name City and County of San Francisco				
Business Address		1 South Van Ness Avenue, Fifth Floor		
City, County, State, Zip		San Francisco	San Francisco	CA 94103-1267
Employer Identification Number (EIN) or Tax Identification Number (TIN)		94-6050254		
DUN & Bradstreet Number (DUNS):		07-038-4255	Central Contractor Registration (CCR): Is the grantee's CCR status currently active? (See pg 2 of instructions) <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
*Congressional District of Address		8th		
*Congressional District of Primary Service Area(s)				
*Zip Code of Primary Service Area(s)				
City(ies) and County(ies) of Primary Service Area(s)				
Organization's Website Address http://www.sfgov.org/site/sfra_index.asp		Does your organization maintain a waiting list? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, explain in the narrative section how this list is administered.		
Have you prepared any evaluation report? <i>If so, please indicate its location on an Internet site (url) or attach copy.</i>				

Chart 2. Project Sponsor Information

A. San Francisco:

Project Sponsor Agency Name Catholic Charities CYO		Parent Company Name, if applicable		
Name and Title of Contact at Project Sponsor Agency		Tere Brown, Director-Programs and Services		
Email Address		tbrown@cccyo.org		
Business Address		180 Howard Street, Suite 100		
City, County, State, Zip,		San Francisco	San Francisco	CA 94105
Phone Number (with area code)		(415) 972-1200	Fax Number (with area code) (415) 972-1201	
Employer Identification Number (EIN) or Tax Identification Number (TIN)		94-1498472		
DUN & Bradstreet Number (DUNS):		07-465-4880	Central Contractor Registration (CCR): Is the sponsor's CCR status currently active? (See pg 2 of instructions) <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Congressional District of Business Location of Sponsor		8th		
Congressional District(s) of Primary Service Area(s)		8 th and 12th		
Zip Code(s) of Primary Service Area(s)		Facilities for persons with HIV/AIDS at 94115 and 94134; rental subsidies and housing advocacy services are citywide (from 94102 to 94164)		
City(ies) and County(ies) of Primary Service Area(s)		San Francisco	San Francisco	
Total HOPWA contract amount for this Organization		\$3,263,380		
Organization's Website Address www.cccyo.org		Does your organization maintain a waiting list? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Is the sponsor a nonprofit organization? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <i>Please check if yes and a faith-based organization.</i> <input checked="" type="checkbox"/> <i>Please check if yes and a grassroots organization.</i> <input type="checkbox"/>		If yes, explain in the narrative section how this list is administered.		

Project Sponsor Agency Name Dolores Street Community Services		Parent Company Name, if applicable		
Name and Title of Contact at Project Sponsor Agency		Wendy Phillips, Program Director –Richard Cohen Residence		
Email Address		wendy@dscs.org		
Business Address		938 Valencia Street		
City, County, State, Zip,		San Francisco	San Francisco	CA 94110
Phone Number (with area code)		(415) 558-0503, ext 306		Fax Number (with area code) (415) 558-9642
Employer Identification Number (EIN) or Tax Identification Number (TIN)		94-2919302		
DUN & Bradstreet Number (DUNS):		61-770-8888		Central Contractor Registration (CCR): Is the sponsor's CCR status currently active? (See pg 2 of instructions) <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Congressional District of Business Location of Sponsor		8 th		
Congressional District(s) of Primary Service Area(s)		8 th		
Zip Code(s) of Primary Service Area(s)		94103		
City(ies) and County(ies) of Primary Service Area(s)		San Francisco		San Francisco
Total HOPWA contract amount for this Organization		\$479,350		
Organization's Website Address www.dscs.org		Does your organization maintain a waiting list? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Is the sponsor a nonprofit organization? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <i>Please check if yes and a faith-based organization.</i> <input type="checkbox"/> <i>Please check if yes and a grassroots organization.</i> <input type="checkbox"/>		If yes, explain in the narrative section how this list is administered.		

Project Sponsor Agency Name Larkin Street Youth Services		Parent Company Name, if applicable		
Name and Title of Contact at Project Sponsor Agency		Holly Hayes, Director of Public Funding		
Email Address		hhayes@larkinstreetyouth.org		
Business Address		701 Sutter Street, 2 nd Floor		
City, County, State, Zip,		San Francisco	San Francisco	CA 94109
Phone Number (with area code)		(415) 673-0911		Fax Number (with area code) (415) 749-3838
Employer Identification Number (EIN) or Tax Identification Number (TIN)		94-2917999		
DUN & Bradstreet Number (DUNS):		14-756-6517		Central Contractor Registration (CCR): Is the sponsor's CCR status currently active? (See pg 2 of instructions) <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Congressional District of Business Location of Sponsor		8 th		
Congressional District(s) of Primary Service Area(s)		8 th and 12 th		
Zip Code(s) of Primary Service Area(s)		94102, 94109		
City(ies) and County(ies) of Primary Service Area(s)		San Francisco		San Francisco
Total HOPWA contract amount for this Organization		\$348,144		
Organization's Website Address www.larkinstreetyouth.org		Does your organization maintain a waiting list? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, explain in the narrative section how this list is administered.		
Is the sponsor a nonprofit organization? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <i>Please check if yes and a faith-based organization.</i> <input type="checkbox"/> <i>Please check if yes and a grassroots organization.</i> <input type="checkbox"/>		<div style="border: 1px solid black; padding: 5px;"> <p>Priority goes to clients with health concerns, clients who are recently diagnosed and could use the extra support, younger clients (18 or 19), or clients who need additional support usually due to mental health or substance use issues. After 4 months (or longer if the client needs to stay longer), the client moves to Aftercare but can always move back to Assisted Care if they need more support (i.e., provide medical education if health declining and starting meds).</p> </div>		

Project Sponsor Agency Name Maitri		Parent Company Name, if applicable		
Name and Title of Contact at Project Sponsor Agency		Mary Schroeder, Program Director		
Email Address		mschroeder@maitrisf.org		
Business Address		401 Duboce Avenue		
City, County, State, Zip,		San Francisco	San Francisco	CA 94117
Phone Number (with area code)		(415) 558-3000		Fax Number (with area code) (415) 558-3010
Employer Identification Number (EIN) or Tax Identification Number (TIN)		94-3189198		
DUN & Bradstreet Number (DUNS):		78-685-1444	Central Contractor Registration (CCR): Is the sponsor's CCR status currently active? (See pg 2 of instructions) <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Congressional District of Business Location of Sponsor		8 th		
Congressional District(s) of Primary Service Area(s)		8 th		
Zip Code(s) of Primary Service Area(s)		94110, 94114, 94117, 94104, 94112, 94103, 94111, 94102		
City(ies) and County(ies) of Primary Service Area(s)		San Francisco	San Francisco	
Total HOPWA contract amount for this Organization		\$492,167		
Organization's Website Address www.maitrisf.org		Does your organization maintain a waiting list? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No		
Is the sponsor a nonprofit organization? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <i>Please check if yes and a faith-based organization.</i> <input type="checkbox"/> <i>Please check if yes and a grassroots organization.</i> <input type="checkbox"/>		If yes, explain in the narrative section how this list is administered. Maitri prioritizes those on the wait list by Hospice need first, then by acuity of medical need for respite and safety of current living situation.		

Project Sponsor Agency Name San Francisco Housing Authority		Parent Company Name, if applicable		
Name and Title of Contact at Project Sponsor Agency		Allyn Hayes, Program Manager II, Additional Programs Supervisor		
Email Address		hayesa@sfha.org		
Business Address		1815 Egbert Street		
City, County, State, Zip,		San Francisco	San Francisco	CA 94124
Phone Number (with area code)		(415) 715-3282		Fax Number (with area code) (415) 715-5991
Employer Identification Number (EIN) or Tax Identification Number (TIN)		94-6002959		
DUN & Bradstreet Number (DUNS):		07-878-0160		Central Contractor Registration (CCR): Is the sponsor's CCR status currently active? (See pg 2 of instructions) <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Congressional District of Business Location of Sponsor		8 th		
Congressional District(s) of Primary Service Area(s)		8 th and 12 th		
Zip Code(s) of Primary Service Area(s)		rental subsidies are citywide (from 94102 to 94164)		
City(ies) and County(ies) of Primary Service Area(s)		San Francisco		San Francisco
Total HOPWA contract amount for this Organization		\$3,250,000		
Organization's Website Address www.sfha.org		Does your organization maintain a waiting list? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Is the sponsor a nonprofit organization? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Public housing authority <i>Please check if yes and a faith-based organization.</i> <input type="checkbox"/> <i>Please check if yes and a grassroots organization.</i> <input type="checkbox"/>		If yes, explain in the narrative section how this list is administered.		

Project Sponsor Agency Name Black Coalition on AIDS		Parent Company Name, if applicable		
Name and Title of Contact at Project Sponsor Agency		Javarre Wilson, Director of Programs		
Email Address		javarre@bcoa.org		
Business Address		2800 Third Street		
City, County, State, Zip,		San Francisco	San Francisco	CA 94107
Phone Number (with area code)		(415) 615-9945		Fax Number (with area code) (415) 615-9943
Employer Identification Number (EIN) or Tax Identification Number (TIN)		94-3098893		
DUN & Bradstreet Number (DUNS):		60-810-0186		Central Contractor Registration (CCR): Is the sponsor's CCR status currently active? (See pg 2 of instructions) <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Congressional District of Business Location of Sponsor		8 th		
Congressional District(s) of Primary Service Area(s)		8 th		
Zip Code(s) of Primary Service Area(s)		94107, 94115		
City(ies) and County(ies) of Primary Service Area(s)		San Francisco		San Francisco
Total HOPWA contract amount for this Organization		\$288,673		
Organization's Website Address www.bcoa.org		Does your organization maintain a waiting list? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No		
Is the sponsor a nonprofit organization? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <i>Please check if yes and a faith-based organization.</i> <input type="checkbox"/> <i>Please check if yes and a grassroots organization.</i> <input type="checkbox"/>		If yes, explain in the narrative section how this list is administered. Clients referred from other programs within San Francisco or through various interventions held at BCA. Clients interviewed by case managers and placed on wait list. They are called periodically to determine if they still need housing.		

Project Sponsor Agency Name Baker Places, Inc.		Parent Company Name, if applicable		
Name and Title of Contact at Project Sponsor Agency		Judith Stevenson, CFO		
Email Address		Stevenson@bakerplaces.org		
Business Address		1000 Brannan Street, Suite 401		
City, County, State, Zip,		San Francisco	San Francisco	CA 94115
Phone Number (with area code)		(415) 864-4655		Fax Number (with area code) (415) 626-2398
Employer Identification Number (EIN) or Tax Identification Number (TIN)		94-1694551		
DUN & Bradstreet Number (DUNS):		06-886-1384		Central Contractor Registration (CCR): Is the sponsor's CCR status currently active? (See pg 2 of instructions) <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Congressional District of Business Location of Sponsor		8 th		
Congressional District(s) of Primary Service Area(s)		8 th		
Zip Code(s) of Primary Service Area(s)		94102, 94115, 94117, 94122		
City(ies) and County(ies) of Primary Service Area(s)		San Francisco		San Francisco
Total HOPWA contract amount for this Organization		\$331,488		
Organization's Website Address www.bakerplaces.org		Does your organization maintain a waiting list? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No		
Is the sponsor a nonprofit organization? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <i>Please check if yes and a faith-based organization.</i> <input type="checkbox"/> <i>Please check if yes and a grassroots organization.</i> <input type="checkbox"/>		If yes, explain in the narrative section how this list is administered. Ferguson Place accepts direct referrals from interested individuals and/or from other programs within San Francisco. Upon receipt of completed referral packet and an interview assessment with individual (i.e., assess medical necessity for treatment and if interested in entering the program), they are added to wait list. The individual is instructed to call in once a week to update on status.		

Project Sponsor Agency Name Community Awareness & Treatment Services, Inc.		Parent Company Name, if applicable		
Name and Title of Contact at Project Sponsor Agency		Janet Goy, Executive Director		
Email Address		ed@catsinc.org		
Business Address		1171 Mission Street		
City, County, State, Zip,		San Francisco	San Francisco	CA 94103
Phone Number (with area code)		(415) 241-1194		Fax Number (with area code) (415) 241-1176
Employer Identification Number (EIN) or Tax Identification Number (TIN)		94-2335626		
DUN & Bradstreet Number (DUNS):		36-394-9678		Central Contractor Registration (CCR): Is the sponsor's CCR status currently active? (See pg 2 of instructions) <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Congressional District of Business Location of Sponsor		8 th		
Congressional District(s) of Primary Service Area(s)		8 th		
Zip Code(s) of Primary Service Area(s)		94103		
City(ies) and County(ies) of Primary Service Area(s)		San Francisco		San Francisco
Total HOPWA contract amount for this Organization		\$94,955		
Organization's Website Address www.catsinc.org		Does your organization maintain a waiting list? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Is the sponsor a nonprofit organization? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <i>Please check if yes and a faith-based organization.</i> <input type="checkbox"/> <i>Please check if yes and a grassroots organization.</i> <input type="checkbox"/>		If yes, explain in the narrative section how this list is administered.		

B. San Mateo:

Project Sponsor Agency Name		Parent Company Name, if applicable		
Mental Health Association of San Mateo County				
Name and Title of Contact at Project Sponsor Agency		Susan Platte, Project Coordinator		
Email Address		SusanP@mhasmc.org		
Business Address		2686 Spring Street		
City, County, State, Zip,		Redwood City	San Mateo County	CA 94063
Phone Number (with area code)		(650) 368-9989 ext 120	Fax Number (with area code) (650) 368-2529	
Employer Identification Number (EIN) or Tax Identification Number (TIN)		94-6034112		
DUN & Bradstreet Number (DUNS):		01-873-5159	Central Contractor Registration (CCR): Is the sponsor's CCR status currently active? (See pg 2 of instructions) <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Congressional District of Business Location of Sponsor		12 th		
Congressional District(s) of Primary Service Area(s)		Parts of 12 th and 14 th districts		
Zip Code(s) of Primary Service Area(s)		All zip codes in San Mateo County		
City(ies) and County(ies) of Primary Service Area(s)		All cities in San Mateo County	San Mateo County	
Total HOPWA contract amount for this Organization		\$630,708		
Organization's Website Address www.mhasmc.org		Does your organization maintain a waiting list? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Is the sponsor a nonprofit organization? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <i>Please check if yes and a faith-based organization.</i> <input type="checkbox"/> <i>Please check if yes and a grassroots organization.</i> <input type="checkbox"/>		If yes, explain in the narrative section how this list is administered.		

Project Sponsor Agency Name San Mateo County STD/HIV Program		Parent Company Name, if applicable		
Name and Title of Contact at Project Sponsor Agency		Matt Geltmaker – STD/HIV Program Director		
Email Address		mgeltmaker@co.sanmateo.ca.us		
Business Address		225 – 37 th Avenue		
City, County, State, Zip,		San Mateo	San Mateo	CA 94403
Phone Number (with area code)		(650) 573-2077		Fax Number (with area code) (650) 573-2875
Employer Identification Number (EIN) or Tax Identification Number (TIN)		94-6000532		
DUN & Bradstreet Number (DUNS):		83-072-0996	Central Contractor Registration (CCR): Is the sponsor's CCR status currently active? (See pg 2 of instructions) <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Congressional District of Business Location of Sponsor		12 th		
Congressional District(s) of Primary Service Area(s)		Parts of 12 th and 14 th districts		
Zip Code(s) of Primary Service Area(s)		All zip codes in San Mateo County		
City(ies) and County(ies) of Primary Service Area(s)		All cities in San Mateo County	San Mateo County	
Total HOPWA contract amount for this Organization		\$240,392		
Organization's Website Address www.smhealth.org/std		Does your organization maintain a waiting list? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Is the sponsor a nonprofit organization? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No (County Government) <i>Please check if yes and a faith-based organization.</i> <input type="checkbox"/> <i>Please check if yes and a grassroots organization.</i> <input type="checkbox"/>		If yes, explain in the narrative section how this list is administered.		

C. Marin County:

Project Sponsor Agency Name Marin Housing Authority		Parent Company Name, if applicable		
Name and Title of Contact at Project Sponsor Agency		June Miyake, Program Manager		
Email Address		jmiyake@marinhousing.org		
Business Address		4021 Civic Center Drive		
City, County, State, Zip,		San Rafael	Marin County	CA 94903
Phone Number (with area code)		(415) 491-2577	Fax Number (with area code) (415) 472-2186	
Employer Identification Number (EIN) or Tax Identification Number (TIN)		94-6002988		
DUN & Bradstreet Number (DUNS):		03-787-1852	Central Contractor Registration (CCR): Is the sponsor's CCR status currently active? (See pg 2 of instructions) <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Congressional District of Business Location of Sponsor		6 th		
Congressional District(s) of Primary Service Area(s)		6 th		
Zip Code(s) of Primary Service Area(s)		94901, 94903, 94947, 94949		
City(ies) and County(ies) of Primary Service Area(s)		All cities in Marin County	Marin County	
Total HOPWA contract amount for this Organization		\$348,694		
Organization's Website Address www.marinhousing.org		Does your organization maintain a waiting list? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No		
Is the sponsor a nonprofit organization? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <i>Please check if yes and a faith-based organization.</i> <input type="checkbox"/> <i>Please check if yes and a grassroots organization.</i> <input type="checkbox"/>		If yes, explain in the narrative section how this list is administered. During this reporting period, absorbed all of the households assisted with short-term rental assistance into the long-term HOPWA program. Wait list currently closed, but we hope to open the waiting list in the upcoming fiscal year.		

Chart 3. Subrecipient Information

Subrecipient Name		Parent Company (if applicable)		
County of San Mateo				
Name and Title of Contact at Subrecipient	Matt Geltmaker – STD/HIV Program Director			
Email Address	mgeltmaker@co.sanmateo.ca.us			
Business Address	225 – 37 th Avenue			
City, County, State, Zip	San Mateo	San Mateo	CA	94403
Phone Number (with area code)	(650) 573-2077		Fax Number (with area code) (650) 573-2875	
Employer Identification Number (EIN) or Tax Identification Number (TIN)	94-6000532			
DUN & Bradstreet Number (DUNS):	83-072-0996		Central Contractor Registration (CCR): if applicable. Is the subrecipient's CCR status currently active? (See pg 2 of instructions) <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
North American Industry Classification System (NAICS) Code	923120			
Congressional District of Location	12th			
Congressional District of Primary Service Area	Parts of 12 th and 14 th districts			
Zip Code of Primary Service Area(s)	All zip codes in San Mateo County			
City(ies) and County(ies) of Primary Service Area(s)	All cities in San Mateo County		San Mateo County	
Total HOPWA Contract Amount	\$871,100 (Fiscal Agent Agreement)			

Subrecipient Name		Parent Company (if applicable)		
County of Marin				
Name and Title of Contact at Subrecipient	Roy Bateman, Community Development Coordinator			
Email Address	rbateman@co.marin.ca.us			
Business Address	3501 Civic Center Drive, Room 308			
City, County, State, Zip	San Rafael	Marin County	CA	94903
Phone Number (with area code)	(415) 499-6698		Fax Number (with area code) (415) 507-4061	
Employer Identification Number (EIN) or Tax Identification Number (TIN)	94-6000519			
DUN & Bradstreet Number (DUNS):	07-878-7744		Central Contractor Registration (CCR): if applicable. Is the subrecipient's CCR status currently active? (See pg 2 of instructions) <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
North American Industry Classification System (NAICS) Code	925120			
Congressional District of Location	6 th			
Congressional District of Primary Service Area	6 th			
Zip Code of Primary Service Area(s)	94901 94903 94947 94949			
City(ies) and County(ies) of Primary Service Area(s)	Novato and San Rafael		Marin County	
Total HOPWA Contract Amount	\$363,200 (Fiscal Agent Agreement)			

Unmet Housing Needs: An Assessment of Unmet Housing Needs

Chart 1 - Assessment of Unmet Need for HOPWA-eligible Households

1. Total number of households that have unmet housing needs	= *7,500 to 15,000
<i>From Item 1, identify the number of households with unmet housing needs by type of housing assistance</i>	
a. Tenant-Based Rental Assistance (TBRA)	= **7,000 to 13,000
b. Short-Term Rent, Mortgage and Utility payments (STRMU)	= ** 7,000 to 13,000
c. Housing Facilities, such as community residences, SRO dwellings, other housing facilities	= ***750 to 1,500

*Based on a range of households estimated in the May 2007 Comprehensive AIDS Housing Plan, commissioned by the SF Department of Public Health, and developed by the HIV/AIDS Housing Work Group.

**These numbers will overlap because people living with HIV/AIDS in San Francisco can benefit from a variety of housing types and assistance.

*** The source of this number is the Comprehensive HIV/AIDS Housing Plan and the RCF-CI Referral Source Survey, prepared by Tower Hill Resources, for the Corporation of Supportive Housing and the San Francisco Redevelopment Agency.

Chart 2. Recommended Data Sources for Assessing Unmet Need (check all sources used)

<input checked="" type="checkbox"/> = Data as reported in the area Consolidated Plan, e.g. Table 1B, CPMP charts, and related narratives
<input checked="" type="checkbox"/> = Data established by area HIV/AIDS housing planning and coordination efforts, e.g. Continuum of Care
<input type="checkbox"/> = Data from client information provided in Homeless Management Information Systems (HMIS)
<input checked="" type="checkbox"/> = Data from project sponsors or housing providers, including waiting lists for assistance or other assessments on need
<input checked="" type="checkbox"/> = Data from prisons or jails on persons being discharged with HIV/AIDS, if mandatory testing is conducted
<input checked="" type="checkbox"/> = Data from local Ryan White Planning Councils or reported in CARE Act Data Reports, e.g. number of clients with permanent housing
<input checked="" type="checkbox"/> = Data collected for HIV/AIDS surveillance reporting or other health assessments, e.g. local health department or CDC surveillance data

PART 2: Sources of Leveraging

Report the source(s) of cash or in-kind leveraged federal, state, local or private resources identified in the Consolidated or Annual Plan and used in the delivery of the HOPWA program and the amount of leveraged dollars.

[1] Sources of Leveraging		Total Amount of Leveraged Dollars (for this operating year)	
		[2] Housing Assistance	[3] Supportive Services and other non-direct housing costs
1.	Program Income	= \$57,030	= \$1,580
2.	Federal government (please specify):		
	Ryan White CARE	= \$112,373	= \$5,272,638
	HUD – Section 8	= \$1,842,543	= \$32,146
	HUD - McKinney	= \$37,265	= \$103,002
	HUD – Shelter Plus Care	= \$80,453	
3.	State government (please specify)		
	State Office of AIDS (California)		= \$307,870
4.	Local government (please specify)		
	San Mateo County General Funds		= \$439,996
	San Francisco – Medically Indigent Adult (MIA)	= \$54,578	= \$388,340
	San Francisco General Funds	= \$136,517	= \$207,865
5.	Foundations and other private cash resources (please specify)		
	Silva Watson Moonwalk Foundation		= \$5,000
	Various (incl. Individual Contrib, Workplace Giving...)	= \$108,123	= \$899,882
6.	In-kind Resources		= \$182,019
7.	Resident rent payments in Rental, Facilities, and Leased Units	= \$2,118,757	= \$64,290
8.	Grantee/project sponsor (Agency) cash	= \$26,071	= \$274,664
9.	TOTAL (Sum of 1-8)	= \$4,573,710	= \$8,179,292

PART 3: Accomplishment Data - Planned Goal and Actual Outputs

1. HOPWA Performance Planned Goal and Actual Outputs

	HOPWA Performance Planned Goal and Actual	Output Households				Funding	
		HOPWA Assistance		Non-HOPWA			
		a.	b.	c.	d.	e.	f.
		Goal	Actual	Goal	Actual	HOPWA Budget	HOPWA Actual
Housing Subsidy Assistance		Output Households					
1.	Tenant-Based Rental Assistance	326	337	326	337	\$3,683,100	\$3,532,976
2a.	Households in permanent housing facilities that receive operating subsidies/leased units	113	173	113	173	\$694,258	\$807,023
2b.	Households in transitional/short-term housing facilities that receive operating subsidies/leased units	0	23	0	23	\$0	\$13,141
3a.	Households in permanent housing facilities developed with capital funds and placed in service during the program year						
3b.	Households in transitional/short-term housing facilities developed with capital funds and placed in service during the program year	20	82	20	82	\$424,491	\$127,173
4.	Short-Term Rent, Mortgage and Utility Assistance	200	140	200	140	\$270,122	\$231,423
5.	Adjustments for duplication (subtract) – lines 2b and 3b						
6.	Total Housing Subsidy Assistance	659	755	659	755	\$5,071,971	\$4,711,736
Housing Development (Construction and Stewardship of facility based housing)		Output Units					
7.	Facility-based units being developed with capital funding but not opened (show units of housing planned)	9	0	9	0	\$950,000	\$0
8.	Stewardship Units subject to 3 or 10 year use agreements	206	206	206	206		
9.	Total Housing Developed	215	206	215	206	\$950,000	\$0
Supportive Services		Output Households					
10a.	Supportive Services provided by project sponsors also delivering <u>HOPWA</u> housing assistance	608	650			\$3,387,518	\$3,295,033
10b.	Supportive Services provided by project sponsors serving households who have other housing arrangements (including HOPWA competitive funded housing)	400	613			\$364,422	\$197,399
11.	Adjustment for duplication (subtract)						
12.	Total Supportive Services	1,008	1,263			\$3,751,940	\$3,492,432
Housing Placement Assistance Activities							
13.	Housing Information Services		33				\$23,866
14.	Permanent Housing Placement Services	21	30			\$40,000	\$51,527
15.	Adjustment for duplication						
16.	Total Housing Placement Assistance	21	63			\$40,000	\$75,393
Grant Administration and Other Activities							
17.	Resource Identification to establish, coordinate and develop housing assistance						
18.	Technical Assistance (if approved in grant agreement)						
19.	Grantee Administration (maximum 3% of total HOPWA grant)					\$299,332	\$300,783
20.	Project Sponsor Administration (maximum 7% of portion of HOPWA grant awarded)					\$414,505	\$393,129
Total Expenditures for program year (Sum of rows 6, 9, 12, 16, and 20)						\$10,527,748	\$8,973,473

2. Listing of Supportive Services

Supportive Services		Number of <u>Households</u> Receiving HOPWA Assistance	Amount of HOPWA Funds Expended
1.	Adult day care and personal assistance	173	\$1,157,811
2.	Alcohol and drug abuse services		
3.	Case management/client advocacy/ access to benefits & services	1,220	\$750,767
4.	Child care and other child services		
5.	Education		
6.	Employment assistance and training		
7.	Health/medical/intensive care services, if approved Note: Client records must conform with 24 CFR §574.310	173	\$736,317
8.	Legal services		
9.	Life skills management (outside of case management)	44	\$21,906
10.	Meals/nutritional services	173	\$803,488
11.	Mental health services		
12.	Outreach		
13.	Transportation	134	\$22,143
14.	Other Activity (if approved in grant agreement).		
15.	Adjustment for Duplication (subtract)	(654)	
16.	TOTAL Households receiving Supportive Services (unduplicated)	1,263	\$3,492,432

Part 4: Summary of Performance Outcomes

HOPWA Long-term Performance Objective: *Eighty percent of HOPWA clients will maintain housing stability, avoid homelessness, and access care each year through 2011.*

Section 1. Housing Stability: Assessment of Client Outcomes on Maintaining Housing Stability (Permanent Housing and Related Facilities)

[A] Permanent Housing Assistance	[1] Total Number of Households Receiving Housing Assistance	[2] Assessment: Number of Households Continuing with this Housing (per plan or expectation for next year)		[3] Assessment: Number of Exited Households and Housing Status	
Tenant-Based Rental Assistance	= 337	= 317		1 Emergency Shelter/Streets	=
				2 Temporary Housing	=
				3 Private Housing	= 7
				4 Other HOPWA	=
				5 Other Subsidy	= 1
				6 Institution	= 1
				7 Jail/Prison	=
				8 Disconnected/Unknown	= 6
				9 Death	= 5
Permanent Supportive Housing Facilities/Units	= 173	= 107		1 Emergency Shelter/Streets	= 7
				2 Temporary Housing	= 7
				3 Private Housing	= 26
				4 Other HOPWA	=
				5 Other Subsidy	=
				6 Institution	= 9
				7 Jail/Prison	= 2
				8 Disconnected/Unknown	=
				9 Death	= 15
[B] Transitional Housing Assistance	[1] Total Number of Households Receiving Housing Assistance	[2] Of the Total Number of Households Receiving Housing Assistance this Operating Year		[3] Assessment: Number of Exited Households and Housing Status	
Transitional/Short-Term Supportive Facilities/Units	= 105	Total number of households that will continue in residences:	= 26	1 Emergency Shelter/Streets	= 5
		2 Temporary Housing		= 20	
		3 Private Housing		= 2	
		4 Other HOPWA		=	
		Total number of households whose tenure exceeded 24 months:	=	5 Other Subsidy	= 35
		6 Institution		= 4	
		7 Jail/Prison		=	
		8 Disconnected/unknown		= 13	
		9 Death		=	

Section 2. Prevention of Homelessness: Assessment of Client Outcomes on Reduced Risks of Homelessness (Short-Term Housing Assistance)

Assessment of Households receiving STRMU Assistance

[1] STRMU Housing Assistance	[2] Assessment of Housing Status		[3] HOPWA Client Outcomes
= 140	Maintain Private Housing without subsidy (e.g. Assistance provided/completed and client is stable, not likely to seek additional support)	= 1	Stable/Permanent Housing (PH)
	Other Private Housing without subsidy	=	
	Other HOPWA support (PH)		
	Other housing subsidy (PH)	= 5	
	Institution (e.g. residential and long-term care)	= 1	
	Likely to maintain current housing arrangements, with additional STRMU assistance	= 121	Temporarily Stable, with Reduced Risk of Homelessness
	Transitional Facilities/Short-term (e.g. temporary or transitional arrangement)		
	Temporary/non-permanent Housing arrangement (e.g. gave up lease, and moved in with family or friends but expects to live there less than 90 days)	= 3	
	Emergency Shelter/street	= 2	Unstable Arrangements
	Jail/Prison	= 2	
Disconnected	= 5		
Death		Life Event	
1a. Total number of households that received STRMU assistance in the prior operating year, that also received STRMU assistance in the current operating year.			= 79
1b. Total number of those households that received STRMU assistance in the two (2 years ago) prior operating years, that also received STRMU assistance in the current operating year.			= 51

Section 3. HOPWA Outcomes on Access to Care and Support

1A. Status of Households Accessing Care and Support by Project Sponsors delivering HOPWA Housing Assistance/Housing Placement/Case Management

Categories of Services Accessed	Households Receiving Housing Assistance within the Operating Year	Outcome Indicator
1. Has a housing plan for maintaining or establishing stable on-going housing.	735	<i>Support for Stable Housing</i>
2. Has contact with case manager/benefits counselor consistent with the schedule specified in client's individual service plan..	741	<i>Access to Support</i>
3. Had contact with a primary health care provider consistent with the schedule specified in client's individual service plan,	728	<i>Access to Health Care</i>
4. Has accessed and can maintain medical insurance/assistance.	710	<i>Access to Health Care</i>
5. Successfully accessed or maintained qualification for sources of income.	734	<i>Sources of Income</i>

1B. Number of Households Obtaining Employment

Categories of Services Accessed	Number of Households that Obtained Employment	Outcome Indicator
Total number of households that obtained an income-producing job	14	<i>Sources of Income</i>

2A. Status of Households Accessing Care and Support through HOPWA-funded Services receiving Housing Assistance from Other Sources

Categories of Services Accessed	Households Receiving HOPWA Assistance within the Operating Year	Outcome Indicator
1. Has a housing plan for maintaining or establishing stable on-going housing.	570	<i>Support for Stable Housing</i>
2. Successfully accessed or maintained qualification for sources of income.	613	<i>Sources of Income</i>
3. Had contact with a primary health care provider consistent with the schedule specified in clients individual service plan.	598	<i>Access to Health Care</i>
4. Has accessed and can maintain medical insurance/assistance.	531	<i>Access to Health Care</i>
5. Has contact with case manager, benefits counselor, or housing counselor consistent with the schedule specified in client's individual service plan.	538	<i>Access to Support</i>

2B. Number of Households Obtaining Employment

Categories of Services Accessed	Number of Households that Obtained Employment	Outcome Indicator
Total number of households that obtained an income-producing job	10	<i>Sources of Income</i>

PART 5: Worksheet - Determining Housing Stability Outcomes

1. This chart is designed to assess program results based on the information reported in Part 4.

Permanent Housing Assistance	Stable Housing (# of households remaining in program plus 3+4+5+6=#)	Temporary Housing (2)	Unstable Arrangements (1+7+8=#)	Life Event (9)
Tenant-Based Rental Assistance (TBRA)	326		6	5
Permanent Facility-based Housing Assistance/Units	142	7	9	15
Transitional/Short-Term Facility-based Housing Assistance/Units	67	20	18	
Total Permanent HOPWA Housing Assistance	535	27	33	20
Reduced Risk of Homelessness: Short-Term Assistance	Stable/Permanent Housing	Temporarily Stable, with Reduced Risk of Homelessness	Unstable Arrangements	Life Events
Short-Term Rent, Mortgage, and Utility Assistance (STRMU)	7	124	9	
Total HOPWA Housing Assistance	542	151	42	20

HOPWA - Persons Assisted During FY 2010-11

	Rental Assistance (TBRA and STRMU)	Operating Subsidies in Permanent Facilities	Capital Funds/Operating Subsidies in Transitional Facilities	Total Housing Subsidy Assistance	Supportive Services Only (incl. Housing Info Services)	Total Assisted
I. Race Categories:						
White	447	85	40	572	416	988
Black/African American	119	47	45	211	126	337
Asian	23	6	3	32	22	54
American Indian / Alaska Native	41	7	1	49	8	57
Native Hawaiian / Other Pacific Islander	6	6		12	13	25
American Indian / Alaska Native & White	1	1	3	5	1	6
Asian / White	1			1		1
Black/African American and White	1		5	6	9	15
American Indian / Alaska Native & Black	1			1		1
Other Multi-Racial	12	21	8	41	51	92
Total Persons	652	173	105	930	646	1,576
Total Households	477	173	105	755	646	1,401
II. Ethnicity:						
Hispanic	195	24	10	229	221	450
III. Female Head of Household	60	0	23	83	55	138

PART 6: Certification of Continued Usage for HOPWA Facility-Based Stewardship Units (ONLY)

Grantees that use HOPWA funding for new construction, acquisition, or substantial rehabilitation are required to operate their facilities for HOPWA eligible individuals for at least ten years. If non-substantial rehabilitation funds were used they are required to operate for at least three years. Stewardship begins once the facility is put into operation. This Annual Certification of Continued HOPWA Project Operations is to be used in place of other sections of the APR, in the case that no additional HOPWA funds were expended in this operating year at this facility that had been acquired, rehabilitated or constructed and developed in part with HOPWA funds.

1. General information

HUD Grant Number(s)	Operating Year for this report From (mm/dd/yy) To (mm/dd/yy) <input type="checkbox"/> Final Yr <input type="checkbox"/> Yr 1; <input type="checkbox"/> Yr 2; <input type="checkbox"/> Yr 3; <input type="checkbox"/> Yr 4; <input type="checkbox"/> Yr 5; <input type="checkbox"/> Yr 6; <input type="checkbox"/> Yr 7; <input type="checkbox"/> Yr 8; <input type="checkbox"/> Yr 9; <input checked="" type="checkbox"/> Yr 10-plus;
Grantee Name	Date Facility Began Operations (mm/dd/yy) 2001

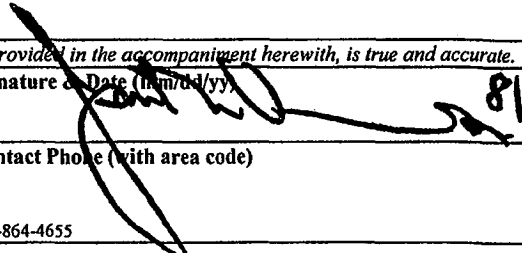
2. Number of Units and Leveraging

Housing Assistance	Number of Units Receiving Housing Assistance with HOPWA funds	Amount of Leveraging from Other Sources Used during the Operating Year
Stewardship units (developed with HOPWA funds but no current operations or other HOPWA costs) subject to 3 or 10 year use periods	8	\$70,034

3. Details of Project Site

Name of HOPWA-funded project site	Baker Supported Living Program		
Project Zip Code(s) and Congressional District(s)	Project Zip Code: 94114	Congressional District: 12	
Is the address of the project site confidential?	<input checked="" type="checkbox"/> Yes, protect information; do not list. <input type="checkbox"/> Not confidential; information can be made available to the public.		
If the site address is not confidential, please provide the contact name, phone, email, and physical address, if different from business address.	Contact Name:	Phone:	
	Email:	Physical Address:	

I certify that the facility that received assistance for acquisition, rehabilitation, or new construction from the Housing Opportunities for Persons with AIDS Program has operated as a facility to assist HOPWA-eligible persons from the date shown above. I also certify that the grant is still serving the planned number of HOPWA-eligible households at this facility through leveraged resources and all other requirements of the grant agreement are being satisfied.

<i>I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate.</i>	
Name & Title of Authorized Official	Signature & Date (mm/dd/yy)
Jonathan Vernick, Executive Director	 8/16/11
Name & Title of Contact at Grantee Agency (person who can answer questions about the report and program)	Contact Phone (with area code)
Judith Stevenson, Director Business & Operations	415-864-4655

End of PART 6

PART 6: Certification of Continued Usage for HOPWA Facility-Based Stewardship Units (ONLY)

Grantees that use HOPWA funding for new construction, acquisition, or substantial rehabilitation are required to operate their facilities for HOPWA eligible individuals for at least ten years. If non-substantial rehabilitation funds were used they are required to operate for at least three years. Stewardship begins once the facility is put into operation. This Annual Certification of Continued HOPWA Project Operations is to be used in place of other sections of the APR, in the case that no additional HOPWA funds were expended in this operating year at this facility that had been acquired, rehabilitated or constructed and developed in part with HOPWA funds.

1. General information

HUD Grant Number(s)	Operating Year for this report From (mm/dd/yy) To (mm/dd/yy) <input type="checkbox"/> Final Yr <input type="checkbox"/> Yr 1; <input type="checkbox"/> Yr 2; <input type="checkbox"/> Yr 3; <input type="checkbox"/> Yr 4; <input type="checkbox"/> Yr 5; <input type="checkbox"/> Yr 6; <input type="checkbox"/> Yr 7; <input type="checkbox"/> Yr 8; <input checked="" type="checkbox"/> Yr 9; <input type="checkbox"/> Yr 10;
Grantee Name	Date Facility Began Operations (mm/dd/yy) November 2002

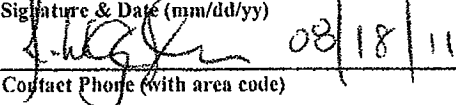
2. Number of Units and Leveraging

Housing Assistance	Number of Units Receiving Housing Assistance with HOPWA funds	Amount of Leveraging from Other Sources Used during the Operating Year
Stewardship units (developed with HOPWA funds but no current operations or other HOPWA costs) subject to 3 or 10 year use periods	7	\$143,212

3. Details of Project Site

Name of HOPWA-funded project site	Eddy Street Apartments		
Project Zip Code(s) and Congressional District(s)	Project Zip Code: 94110	Congressional District: 8	
Is the address of the project site confidential?	<input checked="" type="checkbox"/> Yes, protect information; do not list. <input type="checkbox"/> Not confidential; information can be made available to the public.		
If the site address is not confidential, please provide the contact name, phone, email, and physical address, if different from business address.	Contact Name: Email:	Phone: Physical Address:	

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Name & Title of Authorized Official Rachel Ehora, Executive Director	Signature & Date (mm/dd/yy)  08/18/11
Name & Title of Contact at Grantee Agency (person who can answer questions about the report and program) Sumi Imamoto, Director of Asset Management	Contact Phone (with area code) 415-206-2140

End of PART 6

PART 6: Certification of Continued Usage for HOPWA Facility-Based Stewardship Units (ONLY)

Grantees that use HOPWA funding for new construction, acquisition, or substantial rehabilitation are required to operate their facilities for HOPWA eligible individuals for at least ten years. If non-substantial rehabilitation funds were used they are required to operate for at least three years. Stewardship begins once the facility is put into operation. This Annual Certification of Continued HOPWA Project Operations is to be used in place of other sections of the APR, in the case that no additional HOPWA funds were expended in this operating year at this facility that had been acquired, rehabilitated or constructed and developed in part with HOPWA funds.

1. General information

HUD Grant Number(s)	Operating Year for this report From (mm/dd/yy) To (mm/dd/yy) <input type="checkbox"/> Final Yr <input type="checkbox"/> Yr 1; <input type="checkbox"/> Yr 2; <input type="checkbox"/> Yr 3; <input type="checkbox"/> Yr 4; <input type="checkbox"/> Yr 5; <input type="checkbox"/> Yr 6; <input type="checkbox"/> Yr 7; <input type="checkbox"/> Yr 8; <input checked="" type="checkbox"/> Yr 9; <input type="checkbox"/> Yr 10;
Grantee Name Church Street Housing Associates	Date Facility Began Operations (mm/dd/yy) April 10, 2002

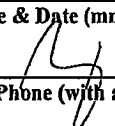
2. Number of Units and Leveraging

Housing Assistance	Number of Units Receiving Housing Assistance with HOPWA funds	Amount of Leveraging from Other Sources Used during the Operating Year
Stewardship units (developed with HOPWA funds but no current operations or other HOPWA costs) subject to 3 or 10 year use periods	12	\$188,467

3. Details of Project Site

Name of HOPWA-funded project site	One Church Street Apartments	
Project Zip Code(s) and Congressional District(s)	Project Zip Code: 94114	Congressional District: 8, 12
Is the address of the project site confidential?	<input type="checkbox"/> Yes, protect information; do not list. <input checked="" type="checkbox"/> Not confidential; information can be made available to the public.	
If the site address is not confidential, please provide the contact name, phone, email, and physical address, if different from business address.	Contact Name: Susan M. Johnson Email: sjohnson@bridgehousing.com	Phone: (415) 989-1111 Physical Address: One Church Street San Francisco, CA 94114 (415) 734-9150

I certify that the facility that received assistance for acquisition, rehabilitation, or new construction from the Housing Opportunities for Persons with AIDS Program has operated as a facility to assist HOPWA-eligible persons from the date shown above. I also certify that the grant is still serving the planned number of HOPWA-eligible households at this facility through leveraged resources and all other requirements of the grant agreement are being satisfied.

<i>I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate.</i>	
Name & Title of Authorized Official Susan M. Johnson, Vice President	Signature & Date (mm/dd/yy)  08/20/2011
Name & Title of Contact at Grantee Agency (person who can answer questions about the report and program) Susan M. Johnson, Vice President	Contact Phone (with area code) (415) 989-1111

PART 6: Certification of Continued Usage for HOPWA Facility-Based Stewardship Units (ONLY)

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1. General information

HUD Grant Number(s)	Operating Year for this report From (07/01/2010) To (06/30/2011) <input type="checkbox"/> Final Yr <input type="checkbox"/> Yr 1; <input type="checkbox"/> Yr 2; <input type="checkbox"/> Yr 3; <input type="checkbox"/> Yr 4; <input type="checkbox"/> Yr 5; <input type="checkbox"/> Yr 6; <input type="checkbox"/> Yr 7; <input type="checkbox"/> Yr 8; <input checked="" type="checkbox"/> Yr 9; <input type="checkbox"/> Yr 10;
Grantee Name	Date Facility Began Operations (mm/dd/yy) 03/01/2002

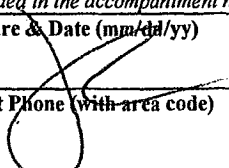
2. Number of Units and Leveraging

Housing Assistance	Number of Units Receiving Housing Assistance with HOPWA funds	Amount of Leveraging from Other Sources Used during the Operating Year
Stewardship units (developed with HOPWA funds but no current operations or other HOPWA costs) subject to 3 or 10 year use periods	5	\$88,883.00

3. Details of Project Site

Name of HOPWA-funded project site	CANON BARCUS COMMUNITY HOUSE	
Project Zip Code(s) and Congressional District(s)	Project Zip Code: 94103	Congressional District: 8
Is the address of the project site confidential?	<input type="checkbox"/> Yes, protect information; do not list. <input checked="" type="checkbox"/> Not confidential; information can be made available to the public.	
If the site address is not confidential, please provide the contact name, phone, email, and physical address, if different from business address.	Contact Name: Liz Pocock Email: lpocock@ecs-sf.org	Phone: (415) 487-3789 Physical Address: 670 Natoma Street San Francisco, CA 94103

I certify that the facility that received assistance for acquisition, rehabilitation, or new construction from the Housing Opportunities for Persons with AIDS Program has operated as a facility to assist HOPWA-eligible persons from the date shown above. I also certify that the grant is still serving the planned number of HOPWA-eligible households at this facility through leveraged resources and all other requirements of the grant agreement are being satisfied.

<i>I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate.</i>	
Name & Title of Authorized Official Liz Pocock, Director of Housing Development and Asset Management	Signature & Date (mm/dd/yy)  8/17/11
Name & Title of Contact at Grantee Agency (person who can answer questions about the report and program) Liz Pocock, Director of Housing Development and Asset Management	Contact Phone (with area code) (415)487-3789

PART 6: Certification of Continued Usage for HOPWA Facility-Based Stewardship Units (ONLY)

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1. General information

HUD Grant Number(s)	Operating Year for this report From (mm/dd/yy) To (mm/dd/yy) <input type="checkbox"/> Final Yr <input type="checkbox"/> Yr 1; <input type="checkbox"/> Yr 2; <input type="checkbox"/> Yr 3; <input type="checkbox"/> Yr 4; <input type="checkbox"/> Yr 5; <input type="checkbox"/> Yr 6; <input checked="" type="checkbox"/> Yr 7; <input type="checkbox"/> Yr 8; <input type="checkbox"/> Yr 9; <input type="checkbox"/> Yr 10;
Grantee Name	Date Facility Began Operations (mm/dd/yy) 2004

2. Number of Units and Leveraging

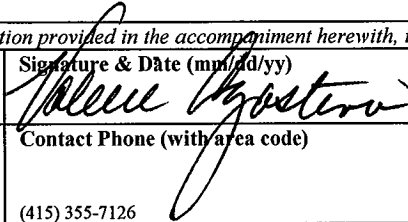
Housing Assistance	Number of Units Receiving Housing Assistance with HOPWA funds	Amount of Leveraging from Other Sources Used during the Operating Year
Stewardship units (developed with HOPWA funds but no current operations or other HOPWA costs) subject to 3 or 10 year use periods	68	1,068,328

3. Details of Project Site

Name of HOPWA-funded project site	Derek Silva Community		
Project Zip Code(s) and Congressional District(s)	Project Zip Code: 94102	Congressional District: 8	
Is the address of the project site confidential?	<input checked="" type="checkbox"/> Yes, protect information; do not list. <input type="checkbox"/> Not confidential; information can be made available to the public.		
If the site address is not confidential , please provide the contact name, phone, email, and physical address, if different from business address.	Contact Name: Email:	Phone: Physical Address:	

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Name & Title of Authorized Official	Signature & Date (mm/dd/yy)
Valerie Agostino - Vice President	 8/17/2011
Name & Title of Contact at Grantee Agency (person who can answer questions about the report and program)	Contact Phone (with area code)
Lauren Maddock - Sr. Asset Manager	(415) 355-7126

End of PART 6

PART 6: Certification of Continued Usage for HOPWA Facility-Based Stewardship Units (ONLY)

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1. General information

HUD Grant Number(s)	Operating Year for this report From (mm/dd/yy) To (mm/dd/yy) <input type="checkbox"/> Final Yr <input type="checkbox"/> Yr 1; <input type="checkbox"/> Yr 2; <input type="checkbox"/> Yr 3; <input type="checkbox"/> Yr 4; <input type="checkbox"/> Yr 5; <input type="checkbox"/> Yr 6; <input checked="" type="checkbox"/> Yr 7; <input type="checkbox"/> Yr 8; <input type="checkbox"/> Yr 9; <input type="checkbox"/> Yr 10;
Grantee Name	Date Facility Began Operations (mm/dd/yy) 01/01/2004

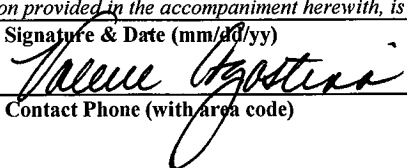
2. Number of Units and Leveraging

Housing Assistance	Number of Units Receiving Housing Assistance with HOPWA funds	Amount of Leveraging from Other Sources Used during the Operating Year
Stewardship units (developed with HOPWA funds but no current operations or other HOPWA costs) subject to 3 or 10 year use periods	8	\$61,312

3. Details of Project Site

Name of HOPWA-funded project site	The Dudley Apartments	
Project Zip Code(s) and Congressional District(s)	Project Zip Code: 94103	Congressional District: 8
Is the address of the project site confidential?	<input type="checkbox"/> Yes, protect information; do not list. <input checked="" type="checkbox"/> Not confidential; information can be made available to the public.	
If the site address is not confidential , please provide the contact name, phone, email, and physical address, if different from business address.	Contact Name: Kelly McCleary Email: kmcclary@mercyhousing.org	Phone: (415) 861-8644 Physical Address: 172 – 6 th Street

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<i>I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate.</i>	
Name & Title of Authorized Official Valerie Agostino – Vice President	Signature & Date (mm/dd/yy)  8/16/2011
Name & Title of Contact at Grantee Agency (person who can answer questions about the report and program) Lauren Maddock – Sr. Asset Manager	Contact Phone (with area code) (415) 355-7126

End of PART 6

PART 6: Certification of Continued Usage for HOPWA Facility-Based Stewardship Units (ONLY)

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1. General information

HUD Grant Number(s)	Operating Year for this report From (mm/dd/yy) To (mm/dd/yy) <input type="checkbox"/> Final Yr <input type="checkbox"/> Yr 1; <input type="checkbox"/> Yr 2; <input type="checkbox"/> Yr 3; <input type="checkbox"/> Yr 4; <input checked="" type="checkbox"/> Yr 5; <input type="checkbox"/> Yr 6; <input type="checkbox"/> Yr 7; <input type="checkbox"/> Yr 8; <input type="checkbox"/> Yr 9; <input type="checkbox"/> Yr 10;
Grantee Name	Date Facility Began Operations (mm/dd/yy) 3/28/2006

2. Number of Units and Leveraging

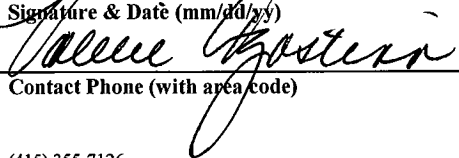
Housing Assistance	Number of Units Receiving Housing Assistance with HOPWA funds	Amount of Leveraging from Other Sources Used during the Operating Year
Stewardship units (developed with HOPWA funds but no current operations or other HOPWA costs) subject to 3 or 10 year use periods	10	\$146,148

3. Details of Project Site

Name of HOPWA-funded project site	Mission Creek Senior Community	
Project Zip Code(s) and Congressional District(s)	Project Zip Code: 94158	Congressional District: 8
Is the address of the project site confidential?	<input type="checkbox"/> Yes, protect information; do not list. <input checked="" type="checkbox"/> Not confidential; information can be made available to the public.	
If the site address is not confidential , please provide the contact name, phone, email, and physical address, if different from business address.	Contact Name: Jose' A. Vega Email: jvega@mercyhousing.org	Phone: (415) 896-2025 x14 Physical Address: 225 Berry St., SF, CA

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Name & Title of Authorized Official	Signature & Date (mm/dd/yy)
Valerie Agostino – Vice President	 8/17/2011
Name & Title of Contact at Grantee Agency (person who can answer questions about the report and program)	Contact Phone (with area code)
Lauren Maddock – Sr. Asset Manager	(415) 355-7126

End of PART 6

PART 6: Certification of Continued Usage for HOPWA Facility-Based Stewardship Units (ONLY)

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1. General information

HUD Grant Number(s)	Operating Year for this report From (mm/dd/yy) To (mm/dd/yy) <input type="checkbox"/> Final Yr <input type="checkbox"/> Yr 1; <input type="checkbox"/> Yr 2; <input type="checkbox"/> Yr 3; <input type="checkbox"/> Yr 4; <input type="checkbox"/> Yr 5; <input type="checkbox"/> Yr 6; <input type="checkbox"/> Yr 7; <input type="checkbox"/> Yr 8; <input checked="" type="checkbox"/> Yr 9; <input type="checkbox"/> Yr 10; Yr 11
Grantee Name	Date Facility Began Operations (mm/dd/yy) October 21, 2002 (Final Certificate of Occupancy Issue Date)

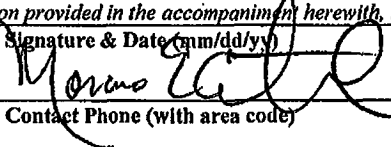
2. Number of Units and Leveraging

Housing Assistance	Number of Units Receiving Housing Assistance with HOPWA funds	Amount of Leveraging from Other Sources Used during the Operating Year
Stewardship units (developed with HOPWA funds but no current operations or other HOPWA costs) subject to 3 or 10 year use periods	10	\$229,591

3. Details of Project Site

Name of HOPWA-funded project site	Rich Sorro Commons	
Project Zip Code(s) and Congressional District(s)	Project Zip Code: 94107	Congressional District: 110
Is the address of the project site confidential?	<input type="checkbox"/> Yes, protect information; do not list. <input checked="" type="checkbox"/> Not confidential; information can be made available to the public.	
If the site address is not confidential, please provide the contact name, phone, email, and physical address, if different from business address.	Contact Name: Justin Solomon Email: jsolomon@missionhousing.org 280, San Francisco, CA 94103	Phone: 415-864-6432 Physical Address: 474 Valencia Street, Suite

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<i>I hereby certify that all the information stated herein, as well as any information provided in the accompanying herewith, is true and accurate.</i>	
Name & Title of Authorized Official Marcia Contreras, Asset Manager	Signature & Date (mm/dd/yy)  08/12/2011
Name & Title of Contact at Grantee Agency (person who can answer questions about the report and program) Marcia Contreras, Asset Manager	Contact Phone (with area code) 415-864-6432 x301

End of PART 6

PART 6: Certification of Continued Usage for HOPWA Facility-Based Stewardship Units (ONLY)

Grantees that use HOPWA funding for new construction, acquisition, or substantial rehabilitation are required to operate their facilities for HOPWA eligible individuals for at least ten years. If non-substantial rehabilitation funds were used they are required to operate for at least three years. Stewardship begins once the facility is put into operation. This Annual Certification of Continued HOPWA Project Operations is to be used in place of other sections of the APR, in the case that no additional HOPWA funds were expended in this operating year at this facility that had been acquired, rehabilitated or constructed and developed in part with HOPWA funds.

1. General information

HUD Grant Number(s) Deferred Mortgage Payable – Loan from San Francisco Redevelopment Agency in the amount of \$1,200,000	Operating Year for this report From (mm/dd/yy) To (mm/dd/yy) <input type="checkbox"/> Final Yr <input type="checkbox"/> Yr 1; <input type="checkbox"/> Yr 2; <input type="checkbox"/> Yr 3; <input type="checkbox"/> Yr 4; <input type="checkbox"/> Yr 5; <input type="checkbox"/> Yr 6; <input type="checkbox"/> Yr 7; <input checked="" type="checkbox"/> Yr 8; <input checked="" type="checkbox"/> Yr 9; <input type="checkbox"/> Yr 10;
Grantee Name 4445 Third Street Associates	Date Facility Began Operations (mm/dd/yy) 11/2002

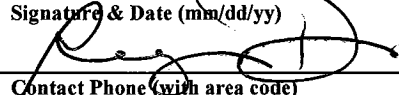
2. Number of Units and Leveraging

Housing Assistance	Number of Units Receiving Housing Assistance with HOPWA funds	Amount of Leveraging from Other Sources Used during the Operating Year
Stewardship units (developed with HOPWA funds but no current operations or other HOPWA costs) subject to 3 or 10 year use periods	8	\$140,796

3. Details of Project Site

Name of HOPWA-funded project site	Bayview Commons Apartments	
Project Zip Code(s) and Congressional District(s)	Project Zip Code: 94124	Congressional District: 10
Is the address of the project site confidential?	<input checked="" type="checkbox"/> Yes, protect information; do not list. <input type="checkbox"/> Not confidential; information can be made available to the public.	
If the site address is not confidential , please provide the contact name, phone, email, and physical address, if different from business address.	Contact Name: Regina Davis, CEO Email: regina.sfhd.org	Phone: (415) 822-1022 Physical Address: 4445 Third Street

I certify that the facility that received assistance for acquisition, rehabilitation, or new construction from the Housing Opportunities for Persons with AIDS Program has operated as a facility to assist HOPWA-eligible persons from the date shown above. I also certify that the grant is still serving the planned number of HOPWA-eligible households at this facility through leveraged resources and all other requirements of the grant agreement are being satisfied.

<i>I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate.</i>	
Name & Title of Authorized Official REGINA DAVIS / CEO	Signature & Date (mm/dd/yy)  8/11/11
Name & Title of Contact at Grantee Agency (person who can answer questions about the report and program) MARLENE R HARRIS	Contact Phone (with area code) 415-822-1022

End of PART 6

PART 6: Certification of Continued Usage for HOPWA Facility-Based Stewardship Units (ONLY)

Grantees that use HOPWA funding for new construction, acquisition, or substantial rehabilitation are required to operate their facilities for HOPWA eligible individuals for at least ten years. If non-substantial rehabilitation funds were used they are required to operate for at least three years. Stewardship begins once the facility is put into operation. This Annual Certification of Continued HOPWA Project Operations is to be used in place of other sections of the APR, in the case that no additional HOPWA funds were expended in this operating year at this facility that had been acquired, rehabilitated or constructed and developed in part with HOPWA funds.

1. General information

HUD Grant Number(s)	Operating Year for this report From (mm/dd/yy) To (mm/dd/yy) <input type="checkbox"/> Final Yr <input type="checkbox"/> Yr 1, <input type="checkbox"/> Yr 2, <input type="checkbox"/> Yr 3, <input type="checkbox"/> Yr 4, <input type="checkbox"/> Yr 5, <input type="checkbox"/> Yr 6, <input checked="" type="checkbox"/> Yr 7, <input type="checkbox"/> Yr 8, <input type="checkbox"/> Yr 9, <input type="checkbox"/> Yr 10,
Grantee Name	Date Facility Began Operations (mm/dd/yy) 2004

2. Number of Units and Leveraging

Housing Assistance	Number of Units Receiving Housing Assistance with HOPWA funds	Amount of Leveraging from Other Sources Used during the Operating Year
Stewardship units (developed with HOPWA funds but no current operations or other HOPWA costs) subject to 3 or 10 year use periods	18	\$158,671

3. Details of Project Site

Name of HOPWA-funded project site	Alexander Residence	
Project Zip Code(s) and Congressional District(s)	Project Zip Code 94102	Congressional District 8th
Is the address of the project site confidential?	<input type="checkbox"/> Yes, protect information, do not list <input checked="" type="checkbox"/> Not confidential, information can be made available to the public	
If the site address is not confidential, please provide the contact name, phone, email, and physical address, if different from business address	Contact Name Todd LeFurge Email tlefurge@tndc.org	Phone 415 358 3901 Physical Address 230 Eddy Street

I certify that the facility that received assistance for acquisition, rehabilitation, or new construction from the Housing Opportunities for Persons with AIDS Program has operated as a facility to assist HOPWA-eligible persons from the date shown above. I also certify that the grant is still serving the planned number of HOPWA-eligible households at this facility through leveraged resources and all other requirements of the grant agreement are being satisfied.

<i>I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate</i>	
Name & Title of Authorized Official Todd LeFurge, Asset Manager	Signature & Date (mm/dd/yy) <i>Todd LeFurge 8/16/11</i>
Name & Title of Contact at Grantee Agency (person who can answer questions about the report and program) Todd LeFurge, Asset Manager	Contact Phone (with area code) 415 358 3901

End of PART 6

PART 6: Certification of Continued Usage for HOPWA Facility-Based Stewardship Units (ONLY)

Grantees that use HOPWA funding for new construction, acquisition, or substantial rehabilitation are required to operate their facilities for HOPWA eligible individuals for at least ten years. If non-substantial rehabilitation funds were used they are required to operate for at least three years. Stewardship begins once the facility is put into operation. This Annual Certification of Continued HOPWA Project Operations is to be used in place of other sections of the APR, in the case that no additional HOPWA funds were expended in this operating year at this facility that had been acquired, rehabilitated or constructed and developed in part with HOPWA funds.

1. General information

HUD Grant Number(s)	Operating Year for this report From (mm/dd/yy) To (mm/dd/yy) <input checked="" type="checkbox"/> Final Yr <input type="checkbox"/> Yr 1, <input type="checkbox"/> Yr 2, <input type="checkbox"/> Yr 3, <input type="checkbox"/> Yr 4, <input type="checkbox"/> Yr 5, <input type="checkbox"/> Yr 6, <input type="checkbox"/> Yr 7, <input checked="" type="checkbox"/> Yr 8, <input type="checkbox"/> Yr 9, <input type="checkbox"/> Yr 10,
Grantee Name	Date Facility Began Operations (mm/dd/yy) 2003

2. Number of Units and Leveraging

Housing Assistance	Number of Units Receiving Housing Assistance with HOPWA funds	Amount of Leveraging from Other Sources Used during the Operating Year
Stewardship units (developed with HOPWA funds but no current operations or other HOPWA costs) subject to 3 or 10 year use periods	23	\$391,017

3. Details of Project Site

Name of HOPWA-funded project site	Ambassador Hotel	
Project Zip Code(s) and Congressional District(s)	Project Zip Code 94102	Congressional District 8th
Is the address of the project site confidential?	<input type="checkbox"/> Yes, protect information, do not list <input checked="" type="checkbox"/> Not confidential, information can be made available to the public	
If the site address is not confidential, please provide the contact name, phone, email, and physical address, if different from business address	Contact Name Todd LeFurge Email tlefurge@tndc.org	Phone 415 358 3901 Physical Address 55 Mason Street

I certify that the facility that received assistance for acquisition, rehabilitation, or new construction from the Housing Opportunities for Persons with AIDS Program has operated as a facility to assist HOPWA-eligible persons from the date shown above. I also certify that the grant is still serving the planned number of HOPWA-eligible households at this facility through leveraged resources and all other requirements of the grant agreement are being satisfied.

<i>I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate</i>	
Name & Title of Authorized Official Todd LeFurge, Asset Manager	Signature & Date (mm/dd/yy) <i>Todd LeFurge 8/16/11</i>
Name & Title of Contact at Grantee Agency (person who can answer questions about the report and program) Todd LeFurge, Asset Manager	Contact Phone (with area code) 415 358 3901

End of PART 6

PART 6: Certification of Continued Usage for HOPWA Facility-Based Stewardship Units (ONLY)

Grantees that use HOPWA funding for new construction, acquisition, or substantial rehabilitation are required to operate their facilities for HOPWA eligible individuals for at least ten years. If non-substantial rehabilitation funds were used they are required to operate for at least three years. Stewardship begins once the facility is put into operation. This Annual Certification of Continued HOPWA Project Operations is to be used in place of other sections of the APR, in the case that no additional HOPWA funds were expended in this operating year at this facility that had been acquired, rehabilitated or constructed and developed in part with HOPWA funds.

1. General information

HUD Grant Number(s)	Operating Year for this report From (mm/dd/yy) To (mm/dd/yy) <input checked="" type="checkbox"/> Final Yr <input type="checkbox"/> Yr 1, <input type="checkbox"/> Yr 2, <input type="checkbox"/> Yr 3, <input type="checkbox"/> Yr 4, <input type="checkbox"/> Yr 5, <input type="checkbox"/> Yr 6, <input type="checkbox"/> Yr 7, <input type="checkbox"/> Yr 8, <input checked="" type="checkbox"/> Yr 9, <input type="checkbox"/> Yr 10,
Grantee Name	Date Facility Began Operations (mm/dd/yy) 2002

2. Number of Units and Leveraging

Housing Assistance	Number of Units Receiving Housing Assistance with HOPWA funds	Amount of Leveraging from Other Sources Used during the Operating Year
Stewardship units (developed with HOPWA funds but no current operations or other HOPWA costs) subject to 3 or 10 year use periods	6	\$52,625

3. Details of Project Site

Name of HOPWA-funded project site	864 Ellis St	
Project Zip Code(s) and Congressional District(s)	Project Zip Code 94102	Congressional District 8th
Is the address of the project site confidential?	<input type="checkbox"/> Yes, protect information, do not list <input checked="" type="checkbox"/> Not confidential, information can be made available to the public	
If the site address is not confidential, please provide the contact name, phone, email, and physical address, if different from business address	Contact Name Todd LeFurge Email tlefurge@tndc.org	Phone 415 358 3901 Physical Address 864 Ellis

I certify that the facility that received assistance for acquisition, rehabilitation, or new construction from the Housing Opportunities for Persons with AIDS Program has operated as a facility to assist HOPWA-eligible persons from the date shown above. I also certify that the grant is still serving the planned number of HOPWA-eligible households at this facility through leveraged resources and all other requirements of the grant agreement are being satisfied.

<i>I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate</i>	
Name & Title of Authorized Official Todd LeFurge	Signature & Date (mm/dd/yy) <i>Todd LeFurge</i> 8/30/11
Name & Title of Contact at Grantee Agency (person who can answer questions about the report and program) Todd LeFurge, Asset Manager	Contact Phone (with area code) 415 358 3901

End of PART 6

PART 6: Certification of Continued Usage for HOPWA Facility-Based Stewardship Units (ONLY)

Grantees that use HOPWA funding for new construction, acquisition, or substantial rehabilitation are required to operate their facilities for HOPWA eligible individuals for at least ten years. If non-substantial rehabilitation funds were used they are required to operate for at least three years. Stewardship begins once the facility is put into operation. This Annual Certification of Continued HOPWA Project Operations is to be used in place of other sections of the APR, in the case that no additional HOPWA funds were expended in this operating year at this facility that had been acquired, rehabilitated or constructed and developed in part with HOPWA funds.

1. General information

HUD Grant Number(s)	Operating Year for this report From (mm/dd/yy) To (mm/dd/yy) <input type="checkbox"/> Final Yr <input type="checkbox"/> Yr 1, <input type="checkbox"/> Yr 2, <input type="checkbox"/> Yr 3, <input type="checkbox"/> Yr 4, <input type="checkbox"/> Yr 5, <input type="checkbox"/> Yr 6, <input type="checkbox"/> Yr 7, <input checked="" type="checkbox"/> Yr 8, <input type="checkbox"/> Yr 9, <input type="checkbox"/> Yr 10,
Grantee Name	Date Facility Began Operations (mm/dd/yy) 2003

2. Number of Units and Leveraging

Housing Assistance	Number of Units Receiving Housing Assistance with HOPWA funds	Amount of Leveraging from Other Sources Used during the Operating Year
Stewardship units (developed with HOPWA funds but no current operations or other HOPWA costs) subject to 3 or 10 year use periods	10	\$98,068

3. Details of Project Site

Name of HOPWA-funded project site	8 th & Howard St Apartments	
Project Zip Code(s) and Congressional District(s)	Project Zip Code 94103	Congressional District 8th
Is the address of the project site confidential?	<input type="checkbox"/> Yes, protect information, do not list <input checked="" type="checkbox"/> Not confidential, information can be made available to the public	
If the site address is not confidential, please provide the contact name, phone, email, and physical address, if different from business address	Contact Name Todd LeFurge Email tlefurge@tndc.org	Phone 415 358 3901 Physical Address 1166 Howard Street

I certify that the facility that received assistance for acquisition, rehabilitation, or new construction from the Housing Opportunities for Persons with AIDS Program has operated as a facility to assist HOPWA-eligible persons from the date shown above. I also certify that the grant is still serving the planned number of HOPWA-eligible households at this facility through leveraged resources and all other requirements of the grant agreement are being satisfied.

<i>I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate</i>	
Name & Title of Authorized Official Todd LeFurge, Asset Manager	Signature & Date (mm/dd/yy) <i>Todd LeFurge 8/16/11</i>
Name & Title of Contact at Grantee Agency (person who can answer questions about the report and program) Todd LeFurge, Asset Manager	Contact Phone (with area code) 415 358 3901

End of PART 6

PART 6: Certification of Continued Usage for HOPWA Facility-Based Stewardship Units (ONLY)

Grantees that use HOPWA funding for new construction, acquisition, or substantial rehabilitation are required to operate their facilities for HOPWA eligible individuals for at least ten years. If non-substantial rehabilitation funds were used they are required to operate for at least three years. Stewardship begins once the facility is put into operation. This Annual Certification of Continued HOPWA Project Operations is to be used in place of other sections of the APR, in the case that no additional HOPWA funds were expended in this operating year at this facility that had been acquired, rehabilitated or constructed and developed in part with HOPWA funds.

1. General information

HUD Grant Number(s)	Operating Year for this report From (mm/dd/yy) To (mm/dd/yy) <input type="checkbox"/> Final Yr <input type="checkbox"/> Yr 1, <input type="checkbox"/> Yr 2, <input type="checkbox"/> Yr 3, <input type="checkbox"/> Yr 4, <input type="checkbox"/> Yr 5, <input type="checkbox"/> Yr 6, <input checked="" type="checkbox"/> Yr 7, <input type="checkbox"/> Yr 8, <input type="checkbox"/> Yr 9, <input type="checkbox"/> Yr 10,
Grantee Name	Date Facility Began Operations (mm/dd/yy) 2004

2. Number of Units and Leveraging

Housing Assistance	Number of Units Receiving Housing Assistance with HOPWA funds	Amount of Leveraging from Other Sources Used during the Operating Year
Stewardship units (developed with HOPWA funds but no current operations or other HOPWA costs) subject to 3 or 10 year use periods	10	\$79,840

3. Details of Project Site

Name of HOPWA-funded project site	West Hotel	
Project Zip Code(s) and Congressional District(s)	Project Zip Code 94102	Congressional District 8th
Is the address of the project site confidential?	<input type="checkbox"/> Yes, protect information, do not list <input checked="" type="checkbox"/> Not confidential, information can be made available to the public	
If the site address is not confidential, please provide the contact name, phone, email, and physical address, if different from business address	Contact Name Todd LeFurge Email tlefurge@tndc.org	Phone 415 358 3901 Physical Address 141 Eddy Street

I certify that the facility that received assistance for acquisition, rehabilitation, or new construction from the Housing Opportunities for Persons with AIDS Program has operated as a facility to assist HOPWA-eligible persons from the date shown above. I also certify that the grant is still serving the planned number of HOPWA-eligible households at this facility through leveraged resources and all other requirements of the grant agreement are being satisfied.

<i>I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate</i>	
Name & Title of Authorized Official Todd LeFurge, Asset Manager	Signature & Date (mm/dd/yy) <i>Todd LeFurge 8/16/11</i>
Name & Title of Contact at Grantee Agency (person who can answer questions about the report and program) Todd LeFurge, Asset Manager	Contact Phone (with area code)

End of PART 6

PART 6: Certification of Continued Usage for HOPWA Facility-Based Stewardship Units (ONLY)

Grantees that use HOPWA funding for new construction, acquisition, or substantial rehabilitation are required to operate their facilities for HOPWA eligible individuals for at least ten years. If non-substantial rehabilitation funds were used they are required to operate for at least three years. Stewardship begins once the facility is put into operation. This Annual Certification of Continued HOPWA Project Operations is to be used in place of other sections of the APR, in the case that no additional HOPWA funds were expended in this operating year at this facility that had been acquired, rehabilitated or constructed and developed in part with HOPWA funds.

1. General information

HUD Grant Number(s)	Operating Year for this report From (07/01/10) To (06/30/11) <input type="checkbox"/> Final Yr <input type="checkbox"/> Yr 1; <input checked="" type="checkbox"/> Yr 2; <input type="checkbox"/> Yr 3; <input type="checkbox"/> Yr 4; <input type="checkbox"/> Yr 5; <input type="checkbox"/> Yr 6; <input type="checkbox"/> Yr 7; <input type="checkbox"/> Yr 8; <input type="checkbox"/> Yr 9; <input type="checkbox"/> Yr 10;
Grantee Name	Date Facility Began Operations (mm/dd/yy) 11/24/09

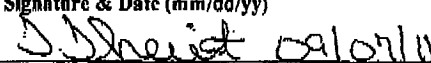
2. Number of Units and Leveraging

Housing Assistance	Number of Units Receiving Housing Assistance with HOPWA funds	Amount of Leveraging from Other Sources Used during the Operating Year
Stewardship units (developed with HOPWA funds but no current operations or other HOPWA costs) subject to 3 or 10 year use periods	3	\$4,034

3. Details of Project Site

Name of HOPWA-funded project site	Drake's Way Apartments	
Project Zip Code(s) and Congressional District(s)	Project Zip Code: 94939	Congressional District: 6
Is the address of the project site confidential?	<input type="checkbox"/> Yes, protect information: do not list. <input checked="" type="checkbox"/> Not confidential; information can be made available to the public.	
If the site address is not confidential, please provide the contact name, phone, email, and physical address, if different from business address.	Contact Name: Takeisha Theriot Email: ttheriot@cahousing.org	Phone: (415) 925-1355 Physical Address: 20 Drakes Way Larkspur CA 94939

I certify that the facility that received assistance for acquisition, rehabilitation, or new construction from the Housing Opportunities for Persons with AIDS Program has operated as a facility to assist HOPWA-eligible persons from the date shown above. I also certify that the grant is still serving the planned number of HOPWA-eligible households at this facility through leveraged resources and all other requirements of the grant agreement are being satisfied.

<i>I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate.</i>	
Name & Title of Authorized Official	Signature & Date (mm/dd/yy)
Takeisha Theriot, Property Supervisor	 09/07/11
Name & Title of Contact at Grantee Agency (person who can answer questions about the report and program)	Contact Phone (with area code)
Takeisha Theriot, Property Supervisor	(415) 258-1800, Ext. 8883

End of PART 6

Appendix C: HOME Reports

Annual Performance Report HOME Program

U.S. Department of Housing
and Urban Development
Office of Community Planning
and Development

OMB Approval No. 2506-0171
(exp. 8/31/2009)

Public reporting burden for this collection of information is estimated to average 2.5 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. This agency may not conduct or sponsor, and a person is not required to respond to, a collection of information unless that collection displays a valid OMB control number.

The HOME statute imposes a significant number of data collection and reporting requirements. This includes information on assisted properties, on the owners or tenants of the properties, and on other programmatic areas. The information will be used: 1) to assist HOME participants in managing their programs; 2) to track performance of participants in meeting fund commitment and expenditure deadlines; 3) to permit HUD to determine whether each participant meets the HOME statutory income targeting and affordability requirements; and 4) to permit HUD to determine compliance with other statutory and regulatory program requirements. This data collection is authorized under Title II of the Cranston-Gonzalez National Affordable Housing Act or related authorities. Access to Federal grant funds is contingent on the reporting of certain project-specific data elements. Records of information collected will be maintained by the recipients of the assistance. Information on activities and expenditures of grant funds is public information and is generally available for disclosure. Recipients are responsible for ensuring confidentiality when public disclosure is not required.

This form is intended to collect numeric data to be aggregated nationally as a complement to data collected through the Cash and Management Information (C/MI) System. Participants should enter the reporting period in the first block. The reporting period is October 1 to September 30. Instructions are included for each section if further explanation is needed.

Submit this form on or before December 31.	This report is for period (mm/dd/yyyy)		Date Submitted (mm/dd/yyyy)
Send one copy to the appropriate HUD Field Office and one copy to: HOME Program, Rm 7176, 451 7th Street, S.W., Washington D.C. 20410	Starting	Ending	

Part I Participant Identification

1. Participant Number	2. Participant Name		
3. Name of Person completing this report		4. Phone Number (Include Area Code)	
5. Address	6. City	7. State	8. Zip Code

Part II Program Income

Enter the following program income amounts for the reporting period: in block 1, enter the balance on hand at the beginning; in block 2, enter the amount generated; in block 3, enter the amount expended; and in block 4, enter the amount for Tenant-Based rental Assistance.

1. Balance on hand at Beginning of Reporting Period	2. Amount received during Reporting Period	3. Total amount expended during Reporting Period	4. Amount expended for Tenant-Based Rental Assistance	5. Balance on hand at end of Reporting Period (1 + 2 - 3) = 5
---	--	--	---	---

Part III Minority Business Enterprises (MBE) and Women Business Enterprises (WBE)

In the table below, indicate the number and dollar value of contracts for HOME projects completed during the reporting period.

	a. Total	Minority Business Enterprises (MBE)			f. White Non-Hispanic
		b. Alaskan Native or American Indian	c. Asian or Pacific Islander	d. Black Non-Hispanic	
A. Contracts					
1. Number					
2. Dollar Amount					
B. Sub-Contracts					
1. Number					
2. Dollar Amount					
	a. Total	b. Women Business Enterprises (WBE)	c. Male		
C. Contracts					
1. Number					
2. Dollar Amount					
D. Sub-Contracts					
1. Number					
2. Dollar Amounts					

Part IV Minority Owners of Rental Property

In the table below, indicate the number of HOME assisted rental property owners and the total dollar amount of HOME funds in these rental properties assisted during the reporting period.

	a. Total	Minority Property Owners				f. White Non-Hispanic
		b. Alaskan Native or American Indian	c. Asian or Pacific Islander	d. Black Non-Hispanic	e. Hispanic	
1. Number						
2. Dollar Amount						

Part V Relocation and Real Property Acquisition

Indicate the number of persons displaced, the cost of relocation payments, the number of parcels acquired, and the cost of acquisition. The data provided should reflect only displacements and acquisitions occurring during the reporting period.

	a. Number	b. Cost	Minority Business Enterprises (MBE)			f. White Non-Hispanic
Households Displaced	a. Total		b. Alaskan Native or American Indian	c. Asian or Pacific Islander	d. Black Non-Hispanic	e. Hispanic
1. Parcels Acquired						
2. Businesses Displaced						
3. Nonprofit Organizations Displaced						
4. Households Temporarily Relocated, not Displaced						
5. Households Displaced - Number						
6. Households Displaced - Cost						

Public reporting burden for this collection of information is estimated to average 45 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. This agency may not conduct or sponsor, and a person is not required to respond to, a collection of information unless that collection displays a valid OMB control number.

The HOME statute imposes a significant number of data collection and reporting requirements. This includes information on assisted properties, on the owners or tenants of the properties, and on other programmatic areas. The information will be used: 1) to assist HOME participants in managing their programs; 2) to track performance of participants in meeting fund commitment and expenditure deadlines; 3) to permit HUD to determine whether each participant meets the HOME statutory income targeting and affordability requirements; and 4) to permit HUD to determine compliance with other statutory and regulatory program requirements. This data collection is authorized under Title II of the Cranston-Gonzalez National Affordable Housing Act or related authorities. Access to Federal grant funds is contingent on the reporting of certain project-specific data elements. Records of information collected will be maintained by the recipients of the assistance. Information on activities and expenditures of grant funds is public information and is generally available for disclosure. Recipients are responsible for ensuring confidentiality when public disclosure is not required.

Instructions for the HOME Match Report

Applicability:

The HOME Match Report is part of the HOME APR and must be filled out by every participating jurisdiction that incurred a match liability. Match liability occurs when FY 1993 funds (or subsequent year funds) are drawn down from the U.S. Treasury for HOME projects. A Participating Jurisdiction (PJ) may start counting match contributions as of the beginning of Federal Fiscal Year 1993 (October 1, 1992). A jurisdiction not required to submit this report, either because it did not incur any match or because it had a full match reduction, may submit a HOME Match Report if it wishes. The match would count as excess match that is carried over to subsequent years. The match reported on this form must have been contributed during the reporting period (between October 1 and September 30).

Timing:

This form is to be submitted as part of the HOME APR on or before December 31. The original is sent to the HUD Field Office. One copy is sent to the

Office of Affordable Housing Programs, CGHF
Room 7176, HUD, 451 7th Street, S.W.
Washington, D.C. 20410.

The participating jurisdiction also keeps a copy.

Instructions for Part II:

1. **Excess match from prior Federal fiscal year:** Excess match carried over from prior Federal fiscal year.
2. **Match contributed during current Federal fiscal year:** The total amount of match contributions for all projects listed under Part III in column 9 for the Federal fiscal year.

3. **Total match available for current Federal fiscal year:** The sum of excess match carried over from the prior Federal fiscal year (Part II, line 1) and the total match contribution for the current Federal fiscal year (Part II, line 2). This sum is the total match available for the Federal fiscal year.

4. **Match liability for current Federal fiscal year:** The amount of match liability is available from HUD and is provided periodically to PJs. The match must be provided in the current year. The amount of match that must be provided is based on the amount of HOME funds drawn from the U.S. Treasury for HOME projects. The amount of match required equals 25% of the amount drawn down for HOME projects during the Federal fiscal year. Excess match may be carried over and used to meet match liability for subsequent years (see Part II line 5). Funds drawn down for administrative costs, CHDO operating expenses, and CHDO capacity building do not have to be matched. Funds drawn down for CHDO seed money and/or technical assistance loans do not have to be matched if the project does not go forward. A jurisdiction is allowed to get a partial reduction (50%) of match if it meets one of two statutory distress criteria, indicating "fiscal distress," or else a full reduction (100%) of match if it meets both criteria, indicating "severe fiscal distress." The two criteria are poverty rate (must be equal to or greater than 125% of the average national family poverty rate to qualify for a reduction) and per capita income (must be less than 75% of the national average per capita income to qualify for a reduction). In addition, a jurisdiction can get a full reduction if it is declared a disaster area under the Robert T. Stafford Disaster Relief and Emergency Act.

5. **Excess match carried over to next Federal fiscal year:** The total match available for the current Federal fiscal year (Part II, line 3) minus the match liability for the current Federal fiscal year (Part II, line 4). Excess match may be carried over and applied to future HOME project match liability.

Instructions for Part III:

1. **Project No. or Other ID:** "Project number" is assigned by the C/MI System when the PJ makes a project setup call. These projects involve at least some Treasury funds. If the HOME project does not involve Treasury funds, it must be identified with "other ID" as follows: the fiscal year (last two digits only), followed by a number (starting from "01" for the first non-Treasury-funded project of the fiscal year), and then at least one of the following abbreviations: "SF" for project using shortfall funds, "PI" for projects using program income, and "NON" for non-HOME-assisted affordable housing. Example: 93.01.SF, 93.02.PI, 93.03.NON, etc.

Shortfall funds are non-HOME funds used to make up the difference between the participation threshold and the amount of HOME funds allocated to the PJ; the participation threshold requirement applies only in the PJ's first year of eligibility. [§92.102]

Program income (also called "repayment income") is any return on the investment of HOME funds. This income must be deposited in the jurisdiction's HOME account to be used for HOME projects. [§92.503(b)]

Non-HOME-assisted affordable housing is investment in housing not assisted by HOME funds that would qualify as “affordable housing” under the HOME Program definitions. “NON” funds must be contributed to a specific project; it is not sufficient to make a contribution to an entity engaged in developing affordable housing. [§92.219(b)]

2. **Date of Contribution:** Enter the date of contribution. Multiple entries may be made on a single line as long as the contributions were made during the current fiscal year. In such cases, if the contributions were made at different dates during the year, enter the date of the last contribution.
3. **Cash:** Cash contributions from non-Federal resources. This means the funds are contributed permanently to the HOME Program regardless of the form of investment the jurisdiction provides to a project. Therefore all repayment, interest, or other return on investment of the contribution must be deposited in the PJ’s HOME account to be used for HOME projects. The PJ, non-Federal public entities (State/local governments), private entities, and individuals can make contributions. The grant equivalent of a below-market interest rate loan to the project is eligible when the loan is not repayable to the PJ’s HOME account. [§92.220(a)(1)] In addition, a cash contribution can count as match if it is used for eligible costs defined under §92.206 (except administrative costs and CHDO operating expenses) or under §92.209, or for the following non-eligible costs: the value of non-Federal funds used to remove and relocate ECHO units to accommodate eligible tenants, a project reserve account for replacements, a project reserve account for unanticipated increases in operating costs, operating subsidies, or costs relating to the portion of a mixed-income or mixed-use project not related to the affordable housing units. [§92.219(c)]
4. **Foregone Taxes, Fees, Charges:** Taxes, fees, and charges that are normally and customarily charged but have been waived, foregone, or deferred in a manner that achieves affordability of the HOME-assisted housing. This includes State tax credits for low-income housing development. The amount of real estate taxes may be based on the

post-improvement property value. For those taxes, fees, or charges given for future years, the value is the present discounted cash value. [§92.220(a)(2)]

5. **Appraised Land/Real Property:** The appraised value, before the HOME assistance is provided and minus any debt burden, lien, or other encumbrance, of land or other real property, not acquired with Federal resources. The appraisal must be made by an independent, certified appraiser. [§92.220(a)(3)]
6. **Required Infrastructure:** The cost of investment, not made with Federal resources, in on-site and off-site infrastructure directly required for HOME-assisted affordable housing. The infrastructure must have been completed no earlier than 12 months before HOME funds were committed. [§92.220(a)(4)]
7. **Site preparation, Construction materials, Donated labor:** The reasonable value of any site-preparation and construction materials, not acquired with Federal resources, and any donated or voluntary labor (see §92.354(b)) in connection with the site-preparation for, or construction or rehabilitation of, affordable housing. The value of site-preparation and construction materials is determined in accordance with the PJ’s cost estimate procedures. The value of donated or voluntary labor is determined by a single rate (“labor rate”) to be published annually in the Notice Of Funding Availability (NOFA) for the HOME Program. [§92.220(6)]
8. **Bond Financing:** Multifamily and single-family project bond financing must be validly issued by a State or local government (or an agency, instrumentality, or political subdivision thereof). 50% of a loan from bond proceeds made to a multifamily affordable housing project owner can count as match. 25% of a loan from bond proceeds made to a single-family affordable housing project owner can count as match. Loans from all bond proceeds, including excess bond match from prior years, may not exceed 25% of a PJ’s total annual match contribution. [§92.220(a)(5)] The amount in excess of the 25% cap for bonds may carry over, and the excess will count as part of the statutory limit of up to 25% per year. Requirements regarding

bond financing as an eligible source of match will be available upon publication of the implementing regulation early in FY 1994.

9. **Total Match:** Total of items 3 through 8. This is the total match contribution for each project identified in item 1.

Ineligible forms of match include:

1. Contributions made with or derived from Federal resources e.g. CDBG funds [§92.220(b)(1)]
2. Interest rate subsidy attributable to the Federal tax-exemption on financing or the value attributable to Federal tax credits [§92.220(b)(2)]
3. Contributions from builders, contractors or investors, including owner equity, involved with HOME-assisted projects. [§92.220(b)(3)]
4. Sweat equity [§92.220(b)(4)]
5. Contributions from applicants/recipients of HOME assistance [§92.220(b)(5)]
6. Fees/charges that are associated with the HOME Program only, rather than normally and customarily charged on all transactions or projects [§92.220(a)(2)]
7. Administrative costs