



City and County of San Francisco

DRAFT **2022-2023 Consolidated Annual** **Performance and Evaluation Report** **(CAPER)**

**For Public Review and Comment Between
September 8, 2023 and September 22, 2023**

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Welcome to San Francisco's DRAFT 2022-2023 CAPER.

NOTES FOR PUBLIC REVIEW and COMMENT:

- 1) This draft document is available for public review and comment between September 8 and September 22, 2023.
- 2) Staff welcomes your comments in writing via email. They may be directed to gloria.woo@sfgov.org. In your comment, please be specific about your issue and refer to a specific section of the Draft document, if appropriate.
- 3) The close of the public comment period is September 22, 2023 at 5:00 p.m.
- 4) Thank you in advance for your participation in this process.

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CR-05 - Goals and Outcomes

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

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

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

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

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

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

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

Objective 1: Families and Individuals are Stably Housed															
Priority Need 1A: Develop and maintain accessible and affordable housing															
Goal 1Ai: Create more affordable housing															
Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	ACTUAL Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	ACTUAL Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley
HOME	\$11,873,840	\$150,000		\$3,361,920		\$3,361,920	\$12,669,425	\$5,000,000	\$0						\$3,500,000
General Fund	\$48,422,449	\$47,561,458	\$29,805,965		\$27,503,071	\$860,991	\$4,088,176								
Housing Trust Fund	\$46,100,000			\$5,100,000	\$2,000,000	\$13,000,000	\$32,271,995	\$22,000,000	\$6,000,000		\$1,000,000	\$1,499,999	\$10,100,000	\$14,226,311	\$2,000,000
Housing Impact Fees	\$199,352,887	\$45,990,000	\$18,936,797	\$76,221,754	\$680,342	\$11,000,000	\$95,213,044	\$21,017,123	\$45,124,010		\$100,000	\$3,000,000	\$39,911,037	\$11,536,029	
Low-Mod Income Housing Asset Fund	\$29,110,059	\$200,000	\$1,623,014	\$5,310,059	\$6,116,228	\$10,000,000	\$23,889,968	\$11,600,000	\$2,000,000				\$5,705,680		\$12,262,968
OClI	\$608,809,353	\$47,680,000		\$227,894,928	\$126,885,304	\$103,759,101	\$128,091,838	\$229,475,324							
Other	\$795,289,925	\$169,677,971	\$90,974,746	\$124,787,012	\$108,258,770	\$179,216,942	\$187,029,796	\$160,071,282	\$161,536,718	\$85,351,838	\$3,000,000		\$29,060,694		\$30,277,295
Total	\$1,738,958,513	\$311,259,429	\$141,340,522	\$442,675,673	\$271,443,715	\$321,198,954	\$483,254,242	\$449,163,729	\$214,660,728	\$85,351,838	\$4,100,000	\$4,499,999	\$84,777,411	\$25,762,340	\$48,040,263
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 5 Goal	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley
# of new HOPE SF units developed	409	64	0	83	169	0	247	167	95						247
# of HIV+ dedicated housing units developed	0	0	0				0								
# of Plus Housing applicant placements	151	5	33	16	69	30	429	50	50						
# of dedicated housing units for families developed	4,865	1,300	559	885	921	913	862	1,133	634	185		127	221	192	
# of dedicated housing units for seniors developed	896		298		187	390	0	410	96						
# of mobility/ADA units developed	4			4	7										
Goal 1Aii: Preserve affordable housing															
Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	ACTUAL Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	ACTUAL Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley
CDBG	\$6,604,310	\$2,548,910			\$14,040,000		\$0	\$4,055,400							
General Fund	\$44,176,086	\$37,956,000	\$43,809,817	\$1,771,000	\$512,274	\$3,512,274	\$680,673	\$468,406	\$468,406			\$5,341,000			
Housing Trust Fund	\$59,368,127	\$11,079,000	\$3,617,200	\$35,176,127	\$4,471,000	\$5,113,000	\$8,085,757	\$8,000,000			\$800,000				
Housing Impact Fees	\$4,228,670	\$840,180		\$2,536,560		\$851,930	\$360,000								

Low-Mod Income Housing Asset Fund	\$12,363,305	\$12,363,305	\$5,678,590				\$0								
Other	\$99,446,127	\$2,500,000	\$16,507,000	\$44,589,000	\$38,730,000	\$17,828,000	\$106,606,299	\$277,500	\$34,251,627					\$27,124,000	
Total	\$226,186,625	\$67,287,395	\$69,612,607	\$84,072,687	\$57,753,274	\$27,305,204	\$115,732,729	\$12,801,306	\$34,720,033	\$0	\$800,000	\$5,341,000	\$0	\$27,124,000	\$0
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 5 Goal	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley
# of Small Sites units preserved/made permanently affordable	495	171	109	171	56	144	137	0	9			24		62	
# of units made code compliant (for example, seismic, fire) or received health and safety improvements	113	113	88		253		80							80	
# of low-income homeowners who have assessments completed and home modifications installed that increase safety, accessibility and health outcomes	295	5	68	5	0	95	75	95	95	19	0	4	0	0	5
# of low-income homeowners who have solar assessments completed and solar modifications installed	17	8	0	0	0	3	11	3	3	5	0	0	0	0	1
Decrease in number of out of compliance (with Planning or MOHCD program requirements) homeowners and property owners	150	30	19	30	26	30		30	30						
# of HOPE SF public housing units replaced or # of HOPE VI units rehabilitated	317	121	194	63	39	133	184								67
# of RAD-like conversion units rehabilitated	224	154	0	70	160		0								
Goal 1Aiii: Improve data and analytics on affordable housing inventory and placements															
Funding Source															
No funding to sub-recipients															
Indicators of Success															
No Indicators of Success															
Priority Need 1B: Make housing more affordable															
Goal 1Bi: Reduce development costs to help leverage local housing resources and serve lower income households															
Funding Source															
No funding to sub-recipients															
Indicators of Success															
No indicators															

Goal 1Bii: Increase affordability of rental housing															
Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	ACTUAL Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	ACTUAL Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley
CDBG-CV	\$0		\$1,597,222				\$1,360,441								
HOPWA	\$17,333,535	\$3,466,707	\$3,155,915	\$3,466,707	\$3,466,707	\$3,466,707	\$3,547,195	\$3,466,707	\$3,466,707						
HOPWA-CV	\$0		\$66,667				\$62,667								
HOPWA Competitive	\$0		\$463,667				\$373,195								
HOPWA Competitive-CV	\$0		\$53,153				\$53,153								
General Fund	\$89,743,696	\$13,532,934	\$19,610,989	\$26,324,596	\$23,664,155	\$33,059,740	\$53,422,421	\$8,413,213	\$8,413,213						
Housing Trust Fund	\$0		\$336,849		\$46,137		\$138,411								
Treasury Rental Assistance	\$0		\$2,941,176				\$4,675,751								
Other	\$21,050,000	\$3,800,000	\$6,666,667	\$4,000,000		\$11,250,000	\$573,698	\$1,000,000	\$1,000,000						
Total	\$128,127,231	\$20,799,641	\$34,892,305	\$33,791,303	\$27,176,999	\$47,776,447	\$64,206,932	\$12,879,920	\$12,879,920	\$0	\$0	\$0	\$0	\$0	\$0
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 5 Goal	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley
# of residents receiving rental subsidies	1,841	220		220	690	467	1,006	467	467	39	101	106	101	249	8
# of housing subsidies and vouchers for HIV+ households	898	187	184	183	186	176	174	176	176	5	1	20	16	25	4
# of LOSP units funded	13,895	2,713	1,342	2,871	1,379	2,876	2,245	2,647	2,788						
Goal 1Biii: Increase opportunities for sustainable homeownership															
Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	ACTUAL Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	ACTUAL Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley
CDBG	\$1,433,766	\$334,520	\$397,720	\$271,900	\$271,900	\$271,900	\$182,986	\$277,723	\$277,723						
CDBG-CV							\$885,577								
General Fund	\$5,669,772	\$970,480	\$992,984	\$1,136,971	\$1,245,721	\$1,136,971	\$1,392,389	\$1,212,675	\$1,212,675						
Housing Trust Fund	\$0		\$105,916				\$12,250								
Other	\$800,000					\$200,000		\$300,000	\$300,000						
Total	\$7,903,538	\$1,305,000	\$1,496,620	\$1,408,871	\$1,517,621	\$1,608,871	\$2,473,202	\$1,790,398	\$1,790,398	\$0	\$0	\$0	\$0	\$0	\$0
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 5 Goal	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley

# of residents receiving homeownership education and counseling	13,202	3,200	3,564	3,200	3,873	3,202	3,663	1,800	1,800	190	62	272	129	109	76
# of residents receiving homeownership counseling services who successfully become homeowners	935	345	29	345	233	145	95	50	50	7	0	9	7	2	2
# of homeowners who receive post-purchase education and counseling	1,238	250	362	250	543	338	401	200	200	0	0	0	0	0	0
# of homeowners who receive legal representation to avoid foreclosure	500	20	170	20	12	60	18	200	200	0	0	0	0	0	0
# of higher-income households, including first responders and educators, who receive DALP	73	30	2	30	22	5		4	4						
# of homebuyers served from previously underserved select demographic populations	65	5	8	10	22	10		20	20						
Goal 1Biv: Increase access to rental and homeownership housing															
Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	ACTUAL Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	ACTUAL Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley
CDBG	\$0		\$42,091												
General Fund	\$6,187,814	\$873,624	\$1,251,629	\$1,131,161	\$1,171,784	\$1,331,161	\$1,455,145	\$1,425,934	\$1,425,934						
Housing Trust Fund	\$5,480,138	\$1,336,376	\$1,347,298	\$1,015,628	\$1,015,628	\$1,015,628	\$1,056,253	\$1,056,253	\$1,056,253						
Other	\$0		\$37,500		\$37,500		\$75,000								
Total	\$11,667,952	\$2,210,000	\$2,678,518	\$2,146,789	\$2,224,912	\$2,346,789	\$2,586,398	\$2,482,187	\$2,482,187	\$0	\$0	\$0	\$0	\$0	\$0
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 5 Goal	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley
# of residents receiving rental housing education and counseling	15,057	3,600	3,914	3,600	3,183	2,619	3,382	2,619	2,619	340	229	261	131	363	110
# of applications for rental housing opportunities	1,000,000	200,000	217,000	200,000	134,319	200,000	119,472	200,000	200,000						
# of residents who successfully move into MOHCD-sponsored affordable housing	3,500	750	485	750	982	500	409	750	750						
# of new DAHLIA accounts created	120,000	20,000	16,000	25,000	12,635	25,000	11,493	25,000	25,000						
# of leasing agents, lenders and housing counselors who receive training on MOHCD housing programs	1,390	235	440	235	463	450		235	235						

# of housing education opportunities for HIV+ persons	25	5	5	5	5	5	5	5	5					5		
# of HIV+ residents receiving rental housing counseling services who successfully move into MOHCD-sponsored affordable housing	71	5	5	6	5	20	20	20	20					3	2	
# of households receiving rental housing at HOPE SF sites via the HOPE SF Right to Return legislation	65	25		10	9	10	0	10	10							
Priority Need 1C: Prevent and reduce homelessness																
Goal 1Ci: Improve systems to help each person find the right path to permanent housing																
Funding Source																
See Goal 1CVi for funding																
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 5 Goal	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley	
% of successful exits from Coordinated Entry	85%	75%	86%	75%	86%	80%	92%	80%	85%							
Goal 1Cii: Reduce homelessness for adults, youth and families																
Funding Source																
See Goal 1Ai for funding for PSH units																
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 5 Goal	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley	
# of permanent supportive housing units for adults developed	527	29		305	75	59	120	50	84							
# of permanent supportive housing units for youth developed	32			32	0		81									
# of permanent supportive housing units for families developed	360	110		91	22	134	0	25								
Ratio of homeless families to 6 months average housing placement rate	8		6.18	5	7.59	1	8.2	1	1							
# of chronic homeless adults	7,288	2,050	2,754	2,050	2,638	1,069	2,638	1,069	1,050							
# of homeless youth	3,846	900	1,178	900	1,073	682	1,073	682	682							
Goal 1Ciii: Ensure no families with children are unsheltered																
Funding Source																
See Goal 1CVi for Funding																

Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 5 Goal	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley
# of unsheltered families	0	0	12	0	27	0	27	0	0						
Goal 1Civ: Improve the City's response to street homelessness and end large, long-term encampments															
Funding Source															
See Goal 1Cvi for funding															
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 5 Goal	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley
# of large, long-term encampments	0	0	0	0	0	0	3	0	0						
Goal 1Cv: Further align MOHCD's work with Department of Homelessness and Supportive Housing															
Funding Source															
No funds to sub-recipient															
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 5 Goal	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley
# of MOHCD placements to HOPWA units	25	5	6	5	10	5	15	5	5					4	2
Goal 1Cvi: Expand services to prevent homelessness and stabilize housing for formerly homeless households and those at risk of homelessness															
Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	ACTUAL Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	ACTUAL Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley
ESG	\$7,045,090	\$1,386,971	\$1,595,423	\$1,386,971	\$1,590,749	\$1,423,716	\$1,589,569	\$1,423,716	\$1,423,716						
General Fund	\$1,374,000,000	\$240,000,000	\$284,175,569	\$240,000,000	#####	\$240,000,000	\$304,028,275	\$327,000,000	\$327,000,000						
Total	\$1,381,045,090	\$241,386,971	\$285,770,992	\$241,386,971	#####	\$241,423,716	\$305,617,844	\$328,423,716	\$328,423,716						
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 5 Goal	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley
# of households who reached a problem solving resolution or were diverted from homelessness	9,000	2,000	841	2,500	1,479	1,500	1,905	1,500	1,500						
Priority Need 1D: Provide services to maintain housing stability															
Goal 1Di: Reduce rate of evictions															

Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	ACTUAL Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	ACTUAL Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley
CDBG	\$16,765,001	\$3,704,618	\$3,714,618	\$3,129,373	\$2,753,388	\$2,753,388	\$2,854,723	\$3,588,811	\$3,588,811						
CDBG-CV	\$0		\$125,294		\$744,118		\$410,153								
General Fund	\$20,302,854	\$3,557,685	\$7,492,602	\$4,806,551	\$22,425,271	\$4,363,442	\$10,525,112	\$3,787,588	\$3,787,588						
Housing Trust Fund	\$29,719,427	\$4,860,808	\$5,213,053	\$5,491,908	\$6,287,893	\$6,287,893	\$6,539,409	\$6,539,409	\$6,539,409						
Treasury Rental Assistance	\$0		\$63,529		\$687,173		\$162,353								
Other	\$9,100,000				\$858,750	\$9,100,000	\$75,000								
Total	\$75,887,282	\$12,123,111	\$16,609,096	\$13,427,832	\$33,756,593	\$22,504,723	\$20,566,750	\$13,915,808	\$13,915,808	\$0	\$0	\$0	\$0	\$0	\$0
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 5 Goal	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley
# of tenants facing eviction who receive full legal representation	8,778	1,800	1,298	2,000	1,293	1,518	1,797	1,730	1,730	60	26	357	133	241	19
# of tenants facing eviction who were able to stay in their current unit	4,408	900	376	1,300	421	478	666	865	865	0	2	9	0	1	11
# of tenants receiving emergency rental assistance to stabilize their housing	7,779	730	1,366	4,500	3,069	569	4,975	990	990	474	131	606	499	1164	95
# of tenants receiving Alternative Dispute Resolution (ADR) services	2,010	600	458	800	324	210	570	200	200	0	8	10		6	5
# of residents receiving tenants' rights counseling/education	5,285	900	1,435	1,200	2,566	1,585	1,778	800	800	24	14	22	14	15	47
Goal 1Dii: Increase access to services for residents of public and publicly subsidized housing, RAD projects, HOPWA subsidized housing, and single room occupancy hotels															
Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	ACTUAL Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	ACTUAL Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley
CDBG	\$3,821,833	\$923,047	\$906,047	\$790,879	\$661,129	\$690,879	\$898,264	\$708,514	\$708,514						
General Fund	\$22,838,155	\$3,598,559	\$5,706,096	\$4,424,369	\$5,456,633	\$4,405,031	\$5,403,738	\$5,205,098	\$5,205,098						
HOPWA	\$0		\$100,000		\$313,541										
HOPWA-CV	\$0		\$170,304												
Housing Trust Fund	\$1,450,000	\$150,000	\$467,030	\$100,000	\$260,000	\$400,000	\$225,000	\$400,000	\$400,000						
Other	\$0		\$160,000		\$25,000		\$105,455								
Total	\$28,109,988	\$4,671,606	\$7,509,477	\$5,315,248	\$6,716,303	\$5,495,910	\$6,632,457	\$6,313,612	\$6,313,612	\$0	\$0	\$0	\$0	\$0	\$0

Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 5 Goal	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley
# of HOPE SF and RAD residents participating in community building activities that increase cohesion and trust, provide leadership opportunities, and lead to healthier outcomes for residents	20,000	4,000	16,806	4,000	6,976	4,000	25,209	4,000	4,000	5007	1279	5159	0	0	3957
# of resident leaders who successfully support or lead the implementation of programming at their site	200	40	95	40	55	40	93	40	40	33	6	10	0	0	7
# of clients receiving information and referral, service connection and case coordination services	6,500	1,300	2,384	1,300	2,878	1,300	1,418	1,300	1,300	283	180	97	0	0	289
# of clients engaged in case management, including development of Individual Service Plan	1,500	300	324	300	617	300	279	300	300	189	34	0	0	0	38
# of clients who complete at least 50% of the goals from their Individual Service Plan	750	150	224	150	708	150	141	150	150	98	19	0	0	0	15
# of clients receiving housing retention services residing in new and existing HOPWA units	901	187	183	178	182	180	174	178	178						
Goal 1Diii: Provide support for other affordable housing residents to ensure success in their housing placement															
Funding Source															
No funds to sub-recipient															
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 5 Goal	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley
# of welcome packets received by new tenants in MOHCD-sponsored affordable housing projects	200	100		0	0	100		0	0						
# of MOHCD affordable housing tenants at risk of eviction that receive notification of eviction support services	9,172	1,024	54	1,548	32	2,200		2,200	2,200						
Goal 1Div: Increase collaboration between healthcare and housing systems by increasing mobility between levels of care (high to low acuity) in residential settings for HIV+ households															
Funding Source															
	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	ACTUAL Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	ACTUAL Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley

CDBG-CV	\$0				\$30,969		\$216,782								
HOPWA	\$23,801,094	\$2,504,336	\$2,979,712	\$5,197,727	\$3,727,889	\$5,525,871	\$2,906,238	\$5,286,580	\$5,286,580						
HOPWA-CV	\$0		\$422,667		\$48,761		\$144,548								
General Fund	\$3,109,970	\$1,586,608	\$1,254,249	\$1,377,465	\$10,833	\$10,833	\$1,423,051	\$67,532	\$67,532						
Total	\$26,911,064	\$4,090,944	\$4,656,628	\$6,575,192	\$3,818,452	\$5,536,704	\$4,690,619	\$5,354,112	\$5,354,112	\$0	\$0	\$0	\$0	\$0	\$0
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 5 Goal	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley
# of acuity-based assessments for housing placements	473	5	118	118	118	50	88	150	150			10.00	68.00	1.00	32.00
Objective 2: Families and Individuals are Resilient and Economically Self-Sufficient															
Priority Need 2A: Promote workforce development															
Goal 2Ai: Provide access to employment opportunities across multiple sectors for unemployed and underemployed populations															
Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	ACTUAL Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	ACTUAL Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley
CDBG	\$7,325,145	\$1,465,029	\$1,456,029	\$1,465,029	\$1,465,029	\$1,465,029	\$1,465,029	\$1,465,029	\$1,465,029	\$530,029	\$100,000	\$100,000	\$300,000	\$335,000	\$0
General Fund	\$195,000	\$65,000	\$65,000	\$65,000	\$12,927,912	\$65,000	\$1,068,110			\$385,285	\$184,800	\$180,000	\$180,000	\$138,025	
Other	\$0				\$336,337		\$1,167,365			\$220,215		\$200,000		\$747,150	
Total	\$7,520,145	\$1,530,029	\$1,521,029	\$1,530,029	\$14,729,278	\$1,530,029	\$3,700,504	\$1,465,029	\$1,465,029	\$1,135,529	\$284,800	\$480,000	\$480,000	\$1,220,175	\$0
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 5 Goal	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley
# of unemployed and underemployed residents that successfully enroll into workforce services in aim of securing employment	3,980	1,200	1,667	695	1,452	695	1,756	695	695	353	52	91	94	241	65
Priority Need 2B: Increase opportunities through improved language access and core skills development															
Goal 2Bi: Improve access to MOHCD programs and services through translation of paper and digital resources															
Funding Source															
No funds to sub-recipients															
Indicators of Success															
No Indicators of Success															
Goal 2Bii: Provide skill development and training resources															

Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	ACTUAL Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	ACTUAL Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley
CDBG	\$2,250,092	\$358,000	\$616,927	\$430,660	\$471,738	\$475,660	\$479,284	\$492,886	\$492,886						
General Fund	\$21,600,544	\$3,418,500	\$4,763,321	\$3,109,776	\$3,044,402	\$4,316,180	\$5,796,558	\$5,378,044	\$5,378,044						
Other	\$0		\$16,667		\$325,000		\$325,000								
Total	\$23,850,636	\$3,776,500	\$5,396,915	\$3,540,436	\$3,841,140	\$4,791,840	\$6,600,842	\$5,870,930	\$5,870,930	\$0	\$0	\$0	\$0	\$0	\$0
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 5 Goal	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley
# of clients who receive training in life skills/personal effectiveness, educational skills, ESL, and workplace readiness	16,290	3,800	1,824	3,800	2,343	2,831	1,779	2,085	2,085	218	81	183	147	143	65
# of clients who achieve a high school diploma or GED or enroll in post-secondary education programs	502	175	49	175	108	102	90	110	110	7	7	14	4	6	2
# of clients who enroll in a sector-specific job training program	#REF!	350	122	350	209	299	260	220	220	15	10	20	47	24	1
Goal 2Biii: Improve financial literacy and personal finance management															
Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	ACTUAL Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	ACTUAL Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley
CDBG	\$264,160	\$52,000	\$115,000	\$52,000	\$52,000	\$52,000	\$54,080	\$54,080	\$54,080						
General Fund	\$2,402,596	\$488,000	\$391,207	\$471,576	\$471,576	\$471,576	\$490,440	\$485,722	\$485,722						
Total	\$2,666,756	\$540,000	\$506,207	\$523,576	\$523,576	\$523,576	\$544,520	\$539,802	\$539,802	\$0	\$0	\$0	\$0	\$0	\$0
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 5 Goal	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley
# of clients receiving financial counseling	5,488	2,000	867	944	827	944	1,052	800	800	96	13	159	38	76	25
# of clients who increase savings by at least one week of income	999	415	50	217	65	217	80	75	75	6	1	10	3	5	3
# of clients who decrease debt by at least 10%	825	225	33	200	87	200	122	100	100	133	2	16	6	5	3

# of clients who increase their credit score by at least 35 points	784	250	39	177	74	177	78	90	90	8	1	12	2	2	1
# of clients who open safe and affordable bank accounts	568	200	62	114	55	114	53	70	70	4	1	0	0	27	1
# of programs being implemented on-site at RAD and HOPE SF housing developments	48	6	17	6	17	6	17	15	15	4	2	2			2
Goal 2Biv: Improve digital literacy															
Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	ACTUAL Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	ACTUAL Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley
CDBG-CV							\$312,966								
General Fund	\$1,641,713	\$175,000	\$145,634	\$70,000	\$23,077	\$502,703	\$799,007	\$447,005	\$447,005						
Total	\$1,641,713	\$175,000	\$145,634	\$70,000	\$23,077	\$502,703	\$1,111,973	\$447,005	\$447,005	\$0	\$0	\$0	\$0	\$0	\$0
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 5 Goal	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley
# of clients who receive free or low-cost digital devices	1,150	150	366	300	746	300	407	200	200	18	9	50	64	106	5
# of clients who receive training in digital skills, including basic digital literacy, online safety, privacy, information literacy, and advanced education or employment related skills	1,750	250	297	500	269	500	710	250	250	79	78	91	70	71	18
# of clients in affordable housing with increased access to high-speed internet	13,500	2,700	2,540	2,700	746	2,700	407	2,700	2,700	18	9	50	64	106	5
Priority Need 2C: Provide equitable access to civil legal services for immigration and other critical issues															
Goal 2Ci: Increase access to civil legal services															
Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	ACTUAL Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	ACTUAL Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley
CDBG	\$202,697		\$199,765		\$208,668	\$65,811	\$68,443	\$68,443	\$68,443						
CDBG-CV	\$0		\$17,500		\$105,000		\$52,500								
General Fund	\$68,120,646	\$11,598,742	\$12,235,540	\$11,843,498	\$14,466,958	\$13,075,446	\$15,266,663	\$15,801,480	\$15,801,480						
Housing Trust Fund	\$2,607,212	\$650,000	\$420,525	\$479,708	\$479,708	\$479,708	\$498,898	\$498,898	\$498,898						
Total	\$70,930,555	\$12,248,742	\$12,873,330	\$12,323,206	\$15,260,334	\$13,620,965	\$15,886,504	\$16,368,821	\$16,368,821	\$0	\$0	\$0	\$0	\$0	\$0

Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 5 Goal	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley
# of clients receiving a limited legal service	16,454	4,200	2,433	4,200	3,485	2,780	3,163	2,780	2,780	346	69	484	121	282	84
# of clients receiving an extended legal service	16,097	2,500	3,112	2,500	3,332	2,829	3,449	2,829	2,829	387	79	450	156	337	94
# of clients who have their civil legal issue successfully resolved	6,436	2,000	723	2,000	701	812	839	812	812	82	14	101	63	93	17
Goal 2Di: Increase access to community-based services															
Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	ACTUAL Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	ACTUAL Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley
CDBG	\$1,728,880	\$358,000	\$393,667	\$336,000	\$461,588	\$336,000	\$366,107	\$349,440	\$349,440						
General Fund	\$23,668,703	\$3,418,500	\$4,183,967	\$5,219,656	\$5,961,348	\$5,011,371	\$5,393,675	\$5,009,588	\$5,009,588						
Other	\$1,600,000				\$75,000			\$800,000	\$800,000						
Total	\$26,997,583	\$3,776,500	\$4,577,634	\$5,555,656	\$6,497,936	\$5,347,371	\$5,759,782	\$6,159,028	\$6,159,028	\$0	\$0	\$0	\$0	\$0	\$0
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 5 Goal	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley
# of clients receiving information and referral, service connection and case coordination services	22,195	4,000	4,165	4,000	3,832	3,783	4,596	3,706	6,706	843	154	702	211	372	158
# of clients engaged in case management, including development of Individual Service Plan	5,852	1,500	1,120	1,500	1,124	1,000	1,266	926	926	124	75	176	75	133	43
# of clients who complete at least 50% of the goals from their Individual Service Plan	4,026	1,000	606	1,000	759	742	620	642	642	51	30	73	46	68	29
Objective 3: Communities Have Healthy Physical, Social, and Business Infrastructure															
Priority Need 3A: Enhance community facilities and spaces															
Goal 3Ai: Ensure nonprofit service providers have high quality, stable facilities															
Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	ACTUAL Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	ACTUAL Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley
CDBG	\$2,264,888	\$196,780	\$91,134	\$481,201	\$85,714	\$1,045,687	\$890,128	\$270,610	\$270,610						

CDBG-CV	\$0				\$15,625		\$230,000								
General Fund	\$2,836,209	\$0	\$0	\$43,501	\$89,881	\$357,000	\$2,600,000	\$1,217,854	\$1,217,854						
HOPWA							\$106,250								
Housing Trust Fund	\$234,728							\$117,364	\$117,364						
Other	\$0		\$700,000				\$2,600,000								
Total	\$5,335,825	\$196,780	\$791,134	\$524,702	\$191,220	\$1,402,687	\$6,426,378	\$1,605,828	\$1,605,828	\$0	\$0	\$0	\$0	\$0	\$0
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 5 Goal	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley
# of facilities receiving capital improvements	42	0	2	12	12	10	16	10	10						
# of facilities receiving capital needs assessments	5	1	3	1	3	1		1	1						
Goal 3Aii: Enhance public spaces															
Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	ACTUAL Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	ACTUAL Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley
Housing Trust Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0						
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0						
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 5 Goal	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley
# of communities facing increased housing density receiving community amenities	0	0	0	0	0	0	0	0	0						
Priority Need 3B: Strengthen small businesses and commercial corridors															
Goal 3Bi: Encourage the development and sustainability of thriving locally owned businesses															
Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	ACTUAL Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	ACTUAL Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley
CDBG	\$6,237,915	\$1,088,869	\$1,711,869	\$1,092,439	\$1,713,869	\$1,008,869		\$1,523,869	\$1,523,869	\$190,654	\$60,206	\$341,170	\$128,440	\$58,200	\$66,227
General Fund	#REF!	#REF!	\$3,309,300	#REF!	\$3,010,777	\$1,370,800		\$1,170,800	\$1,170,800	\$598,000	\$455,000	\$282,800		\$1,333,500	
Total	#REF!	#REF!	\$5,021,169	#REF!	\$4,724,646	\$2,379,669		\$2,694,669	\$2,694,669	\$788,654	\$515,206	\$623,970	\$128,440	\$1,391,700	\$66,227

Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 5 Goal	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley
# of startup businesses assisted	551	160	85	161	138	86		72	72	2	0	16	4	0	2
# of existing businesses assisted	1,608	490	491	492	632	296		165	165	43	22	65	27	6	14
# of businesses engaged in a language other than English	367	50	108	50	338	89		89	89	2	6	0	0	0	1
Total dollar amount value of loans accessed	19,311,000	\$3,500,000	\$14,316,084	\$3,511,000	\$24,824,232	\$6,000,000		\$3,150,000	\$3,150,000	\$100,314	\$100,314	\$100,314	\$100,314	\$100,314	\$50,157
# of loans funded	524	55	473	55	369	158		128	128	4	4	30	10	10	5
Total dollar amount value of equity invested	13,616,000	\$1,750,000	\$7,623,122	\$1,756,000	\$13,912,035	\$4,800,000		\$2,655,000	\$2,655,000	\$100,343	\$100,343	\$100,343	\$100,343	\$100,343	\$50,171
# of jobs retained via business technical assistance	1,335	350	342	351	781	254		190	190						
# of jobs created via business technical assistance	1,217	350	202	351	321	208		154	154						
# of new businesses established via technical assistance provided	306	50	58	50	209	78		64	64	2	2	9	4	0	0
# of leases strengthened and businesses stabilized	252	45	63	45	65	62		50	50	0	2	8	4	0	1
Goal 3Bii: Support the development and sustainability of robust commercial corridors in low-income neighborhoods															
Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	ACTUAL Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	ACTUAL Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley
CDBG	\$1,988,570	\$428,570	\$487,005	\$365,000	\$230,000	\$365,000		\$415,000	\$415,000	\$110,094	\$11,657	\$90,666	\$33,676	\$102,323	\$3,886
General Fund	#REF!	#REF!	\$1,600,000	#REF!	\$6,525,800	\$800,000		\$800,000	\$800,000	\$62,000	\$195,953	\$72,966	\$9,000	\$106,626	\$17,153
Total	#REF!	#REF!	\$2,087,005	#REF!	\$6,755,800	\$1,165,000		\$1,215,000	\$1,215,000	\$172,094	\$207,610	\$163,632	\$42,676	\$208,949	\$21,039
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 5 Goal	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley
# of SF Shines façade applications completed	344	6	82	5	438	111		111	111	0	7	0	0	75	0
# tenant improvements/SF Shines projects completed	344	6	7	5	17	111		111	111	0	0	0	0	7	0
# of jobs created via business technical assistance	310	75	32	64	43	57		57	57	12	0	8	4	8	0
# of training workshops offered via business technical assistance	697	300	161	256	98	47		47	47	21	4	48	13	52	0

Priority Need 3C: Support community-driven comprehensive strategies															
Goal 3Ci: Support neighborhood-based planning efforts															
Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	ACTUAL Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	ACTUAL Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley
CDBG	\$1,576,089	\$180,000		\$240,000		\$385,363		\$385,363	\$385,363						
General Fund	\$9,765,000	\$750,000		\$750,000	\$1,882,476	\$2,755,000	\$1,082,130	\$2,755,000	\$2,755,000						
Other	\$3,660,000					\$1,220,000	\$4,321,834	\$1,220,000	\$1,220,000						
Total	\$15,001,089	\$930,000	\$0	\$990,000	\$1,882,476	\$4,360,363	\$5,403,964	\$4,360,363	\$4,360,363	\$0	\$0	\$0	\$0	\$0	\$0
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 5 Goal	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley
# of community-generated planning processes that lead to measurable benefits for the neighborhood	612	8	5	151	90	151	50	151	151	4	0	7	27	0	0
# of cultural events, arts, cultural activities, and public place keeping projects	137	23	17	27	648	27	32	30	30	8	0	7	1	0	0
# of businesses assisted as part of a community-driven comprehensive strategy (Cultural Districts, neighborhood strategy)	390	35	87	46	115	103		103	103	0	0	0	0	0	0
# of jobs created via business technical assistance as part of a community-driven comprehensive strategy	160	30	57	40	68	30		30	30	6	4	4	1	3	2
# of jobs retained via business technical assistance as part of a community-driven comprehensive strategy	157	30	27	40	79	29		29	29	0	0	0	0	0	0
Goal 3Cii: Support locally-based community building															
Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	ACTUAL Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	ACTUAL Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley
General Fund	\$6,024,944	\$1,154,000	\$4,085,480	\$1,789,409	\$2,974,888	\$2,460,709	\$3,333,843	\$310,413	\$310,413						
Other	\$10,616,000	\$3,000,000	\$541,367	\$0	\$225,000	\$2,400,000	\$450,000	\$2,608,000	\$2,608,000						
Total	\$16,640,944	\$4,154,000	\$4,626,847	\$1,789,409	\$3,199,888	\$4,860,709	\$3,783,843	\$2,918,413	\$2,918,413	\$0	\$0	\$0	\$0	\$0	\$0

Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 5 Goal	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley
# of community-driven reports completed	50	10		10	2	10	2	10	10	0	0	0	1	0	0
Priority Need 3D: Support capacity needs of community-based organizations and professional partners															
Goal 3Di: Increase capacity of community-based organizations															
Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	ACTUAL Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	ACTUAL Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley
CDBG	\$51,499		\$40,070			\$51,499	\$54,295	\$0	\$0						
General Fund	\$4,093,919	\$975,886	\$205,534	\$1,526,691	\$350,518	\$1,591,342	\$2,528,870	\$0	\$0						
Housing Trust Fund	\$270,000		\$84,118				\$117,912	\$135,000	\$135,000						
Other	\$150,000		\$124,533				\$57,188	\$75,000	\$75,000						
Total	\$4,565,418	\$975,886	\$454,255	\$1,526,691	\$350,518	\$1,642,841	\$2,758,265	\$210,000	\$210,000	\$0	\$0	\$0	\$0	\$0	\$0
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 5 Goal	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley
# of organizations receiving capacity building and technical assistance	270	80	155	80	34	80		15	15						
# of organizations who successfully achieved at least one of their capacity building goals, as measured by pre- and post-assessment	75	15		15		15		15	15						
Objective 4: Communities At Risk of Displacement Are Stabilized															
Priority Need 4A: Address inequitable impacts of economic growth through anti-displacement measures for residents and businesses															
Goal 4Ai: Implement policies and programs that prioritize current residents															
Funding Source															
No funding to sub-recipients															
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 5 Goal	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley
# of residents who accessed affordable housing through the COP, DTHP and NRHP lottery preference programs	1,250	250	175	250	283	250	127	250	250						

# of "Mixed Status Families" stabilized via support services and subsidies	555	130	165	140	20	145	35	70	70	16	4	5			92
Goal 4Aii: Encourage commercial tenants to locate on ground-floor spaces of MOHCD's affordable housing developments															
Funding Source															
No funding to sub-recipients															
Indicators of Success															
No Indicators of Success															
Goal 4Aiii: Reduce displacement of residents and businesses															
Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	ACTUAL Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	ACTUAL Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley
CDBG	\$742,271	\$100,000	\$30,000	\$100,000	\$200,000	\$180,757		\$180,757	\$180,757						
General Fund	\$7,987,217	\$975,000	\$543,032	\$302,751	\$395,000	\$1,812,142	\$717,981	\$2,448,662	\$2,448,662						
Other	\$600,000	\$300,000	\$0	\$0	\$0	\$300,000		\$0	\$0						
Total	\$9,329,488	\$1,375,000	\$573,032	\$402,751	\$595,000	\$2,292,899	\$717,981	\$2,629,419	\$2,629,419						
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 5 Goal	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley
# of tenants receiving emergency rental assistance to stabilize their housing (also in 1Di)	7,779	730	1,366	4,500	3,069	569	4,975	990	990	474	131	606	499	1164	95
# of tenants facing eviction able to stay in their current unit (also in 1Di)	4,408	900	376	1,300	421	478	666	865	865	0	2	9	0	1	11
# of households receiving tenant education and counseling (also in 1Di)	5,285	900	1,435	1,200	2,566	1,585	1,778	800	800	24	14	22	14	15	47
# of households receiving full-scope eviction defense (also in 1Di)	8,778	1,800	1,298	2,000	1,293	1,518	1,797	1,730	1,730	60	26	357	133	241	19
# of households receiving other eviction defense services	5,349	1,000	1,054	1,200	1,530	1,409	2,405	870	870	46	39	252	210	584	5
# of existing businesses assisted	240	45	52	45	277	50		50	50	2	2	6	2	4	0
# of eligible Legacy Businesses assisted	35	10	3	10	2	5		5	5	0	1	0	0	0	0
# existing leases strengthened and businesses stabilized	110	25	39	25	105	20		20	20	1	2	4	2	1	0
# of activities or projects completed that sustained a neighborhood's art, culture, tradition, way of life, history or overall ecosystem	521	31	25	215	998	215	457	30	30	20	12	82	66	0	0

Priority Need 4B: Ensure economic growth offers benefits to existing communities															
Goal 4Bi: Require local hiring to the greatest extent possible in MOHCD's projects and programs															
Funding Source															
See funding under 1Dii															
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 5 Goal	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley
# of participants who receive job readiness services in HOPE SF and RAD sites	250	50	45	50	214	50	243	50	50						
# of participants who are placed in jobs at HOPE SF and RAD sites	125	25	19	25	85	25	78	25	25						
Goal 4Bii: Ensure adequate City services in neighborhoods where MOHCD's affordable housing is located															
Funding Source															
No funding to sub-recipients															
Indicators of Success															
No Indicators of Success															
Goal 4Biii: Implement programs that provide direct benefits resulting from neighborhood-based economic growth to local communities															
Funding Source															
See funding under 3Cii															
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 5 Goal	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley
# of activities developed to address stabilization and economic growth needs in communities and neighborhoods	2,357	5	4	588	348	588	1239	588	588	0	0	112	20	4	0
Objective 5: The City Works to Eliminate the Causes of Racial Disparities															
Priority Need 5A: Ensure racially equitable access to programs and services, in coordination with other City departments															
Goal 5Ai: Develop specific funding, policies and practices to ensure equitable access to MOHCD and OEWD programs															
Funding Source															
No funding to sub-recipients															
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 5 Goal	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley
# of City staff who attend GARE training workshops	14	7	0	7	0	0	0	0	0						

# of staff trained in trauma informed systems and self-care activities	120	50	6	50	6		20	10	10						
Execution of racial equity analysis in MOHCD RFQ/RFP selection criteria	9	1	1	3	3	3		2							
Creation of MOHCD community outreach strategies that address racial disparities, historically underserved populations, cultural competency, and cultural humility	5	1	1	1	3	1		1	1						
Priority Need 5B: Instill racial equity and trauma-informed values and practices in the work of MOHCD and its partners															
Goal 5Bi: Incorporate cultural competency, trauma-informed systems, and other equity training and resources for MOHCD's partners															
Funding Source															
No funding to sub-recipients															
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 5 Goal	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley
# of partner staff trained in implicit bias, cultural competency, trauma informed systems and equity trainings	195	10	12	10	24	20		65	90	2	3	2			
# of HIV-specific education seminars and trainings	11	1	0	1	1	1	4	4	4						
# of trainings for community partners hosted by MOHCD and OEWD	145	1	55	1	39	51		46	46	virtual	virtual	virtual	virtual	virtual	virtual
Goal 5Bii: Incorporate racial equity principles in MOHCD's hiring and promotion practices															
Funding Source															
No funding to sub-recipients															
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 5 Goal	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley
Execute MOHCD Racial Equity plan	3	1	1	1	1	1									
Goal 5Bii: Incorporate racial equity principles in MOHCD's hiring and promotion practices															
Funding Source															
No funding to sub-recipients															
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 5 Goal	ACTUAL Year 3 Bayview Hunters Point	ACTUAL Year 3 Chinatown	ACTUAL Year 3 Mission	ACTUAL Year 3 South of Market	ACTUAL Year 3 Tenderloin	ACTUAL Year 3 Visitacion Valley
Execute MOHCD Racial Equity plan	5	1	1	1	1	1		1	1						

Implement changes to MOHCD internal policies	5	1	3	1	1	1		1	1						
Inclusion of Trauma Champions, Catalysts, and Leaders in MOHCD's Racial Equity Working group	15	3	3	3	0	3	3	3	3		N/A	N/A	N/A	N/A	N/A

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

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

In program year 2022-2023, CDBG, ESG, HOME and HOPWA investments were made in the following program areas:

- CDBG Community Facilities;
- CDBG Economic Development;
- CDBG Public Services;
- ESG Rapid Re-Housing, Homeless Prevention and Emergency Shelter; and
- HOPWA Capital Projects, Rental Assistance Program and Supportive Services and Operating Subsidies.

Over the course of the 2022-2023 program year, San Francisco strategically used housing and community development funds, including CDBG, ESG, HOME and HOPWA funds, to support affordable housing; support public housing developments; support housing for people with HIV; renovate and develop community facilities; improve ADA access to community facilities; deliver timely, relevant and effective social services; provide low-income residents with employment readiness skills; support the placement of residents in jobs that pay living wages; provide housing-related services including tenant rights counseling, eviction prevention counseling, tenant-based rental assistance and homeownership counseling; deliver services that help to prevent homelessness; provide shelter and essential social services to homeless individuals and families; assist small businesses and micro-enterprises; and, support nonprofit organizational capacity building.

Select highlights of the 2022-2023 program year with all funding sources, including federal funding, include:

- 1,668 units of affordable housing were funded to be created
- 339 existing affordable housing units were funded to be preserved
- 16 capital projects were funded, of which five were funded with CDBG, two were funded with CDBG-CV, and one was funded with HOPWA;
- Nearly 40,000 individuals received a wide range of services, including job training and placement, eviction prevention, assistance with finding and applying for housing, housing and homebuying counseling, homeless, and homeless prevention 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 2022-2023 served the identified needs. The five-year funding and indicators of success table above shows how the City performed against the goals that were set in the five-year strategic plan and the one-year action plan. The comparison of accomplishment data to goals indicate that the Consolidated

Plan activities made a positive impact on the identified needs. However, due to the complexity and extent of the needs in the City, the identified needs are still significant.

CR-15 - Resources and Investments 91.520(a)

Identify the resources made available

Sources of Funds	Resources Made Available
CDBG	\$5,848,310
CDBG-CV	\$3,468,422
HOME	\$12,669,425
HOPWA	\$6,559,682
HOPWA-CV	\$207,215
HOPWA-SPN	\$373,196
HOPWA-SPN-CV	\$53,154
ESG	\$1,423,716
Other - General Obligation Bond	\$176,994,046
Other - Housing Impact Fees	\$96,573,044
Other - Low-Mod Income Housing Asset Fund	\$23,889,968
Other - Local General Fund	\$163,186,213
Other - Local Housing Trust Fund	\$43,945,885
Other - Treasury Rental Assistance	\$4,838,105
Other Funds	\$206,442,549
Total	\$746,472,930

Table 2a – Resources Made Available by Funding Source

Program Areas	Resources Made Available
Capital Improvements to Public Facilities	\$6,426,378
Multi-Family Housing Development	\$594,259,032
Planning and Organizational Capacity Building	\$2,758,264
Public Services	\$143,029,256
Total	\$746,472,930

Table 3b – Resources Made Available by Program Area

Narrative

Tables 3a and 3b above show all resources that were made available during program year 2022-2023 by funding source and by program area, respectively.

Identify the geographic distribution and location of investments

Target Area	Planned Percentage of Allocation	Actual Percentage of Allocation	Narrative Description
Bayview Hunters Point	10%	13%	See below
Chinatown	10%	1%	See below
Mission	10%	9%	See below
South of Market	10%	17%	See below
Tenderloin	10%	9%	See below
Visitacion Valley	10%	7%	See below

Table 3 – Identify the geographic distribution and location of investments

Narrative

Bayview Hunters Point

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

Objective 1: Families and Individuals are Stably Housed

- Priority Need 1A: Develop and maintain accessible and affordable housing
 - Continued to implement the final affordable housing component of HOPE SF at Hunters View
 - Initiated or continued work on five new affordable housing and inclusionary housing projects currently in the development pipeline for completion or start of construction between 2020-2024 in the neighborhood
- Priority Need 1B: Made housing more affordable
 - Robustly funded Homeownership counseling programs based in the neighborhood
 - Robustly funded home modification programs that focus on helping low-income homeowners (a significant population in Bayview Hunters Point) modify and be able to stay in their homes
 - Robustly funded Rental Housing Counseling programs based in the neighborhood
- Priority Need 1C: Worked to prevent and reduce homelessness
 - Reduced the inflow of households entering the homeless response system by engaging in diversion or funding prevention services
 - Maintained support to homeless outreach, shelters and social services for people actively experiencing homelessness in the southeast sector
 - Increased the outflow from the homeless response system by supporting the development of affordable housing and rental assistance
- Priority Need 1D: Provided services to maintain housing stability

- Provided robust support for RAD Family Services projects at Hunters Point East, Hunters Point West, and Westbrook housing developments
- Provided robust support for HOPE SF Housing Retention and Case Management services
- Locate other key services, such as tenant counseling and eviction prevention, legal services, financial education and counseling, on-site at HOPE SF and RAD projects
- Continued to support community building and resident leadership development programs
- Supported Tenant Right to Counsel providers based in the neighborhood, to ensure that residents have access to full scope legal representation when facing eviction

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

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

- Ensured that a comprehensive civil legal services provider is located in Bayview Hunters Point, and that residents have access to legal counseling and representation in a wide range of crucial legal areas
- Priority Need 2D: Helped households connect to services
 - Supported a comprehensive continuum of services including enhanced information and referral, service connection to identify and meet short-term client goals, case management to address more complex and/or longer-term needs, and case coordination to coordinate services for a client between multiple providers and systems. Ensure that these services are located in the Bayview.

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

- Priority Need 3A: Enhanced community facilities
 - Ensured nonprofit service providers have high quality, stable facilities
- Priority Need 3B: Strengthen small businesses and commercial corridors
 - Continue to provide business technical assistance through community partners
 - Support economic revitalization and façade improvement efforts along the Third Street Commercial Corridor- Evans to Jamestown Avenues
 - 13 new businesses or nonprofits have opened or have secured storefronts on 3rd Street between 2022-2023.
- Priority Need 3C: Supported community-driven comprehensive strategies
 - Through the African American Arts and Cultural District in Bayview Hunters Point, provided infrastructure for the community to launch, lead, and determine its own cultural stabilization strategies, with extensive support from City Agencies
 - Supported neighborhood planning processes focused on Bayview Hunters Point, including supporting convening of nonprofits services in Southeast San Francisco, and collaboratives of organizations led by underrepresented populations (including African American led organizations)
- Priority Need 3D: Supported capacity needs of community-based organizations and MOHCD professional partners
 - Built organizational capacity of MOHCD’s Bayview Hunters Point grantees/providers through outreach, relationship building and recruitment, organizational assessments, trainings and coaching, cohort-based and project-based work, subject matter experts, and other technical assistance methodologies

Objective 4: Communities At Risk of Displacement are Stabilized

- Priority Need 4A: Address inequitable impacts of economic growth through anti-displacement measures for residents and businesses
 - Leverage African American Arts & Cultural District to support anti-displacement policies
 - Play a key role in strategy and program development, coordinating resources for small businesses and property owners, supporting inter-agency and community collaborations, and facilitate community engagement for the Bayview/Third Street

Corridor merchants

- Priority Need 4B: Ensure economic growth offers benefits to existing communities
 - Coordinated with OEWD for job readiness and job placement on affordable housing projects
 - Continued to support job readiness and placement for RAD and HOPE SF projects
 - Coordinated Cultural District programming with other community development initiatives to provide maximum economic benefit to neighborhood residents

Chinatown

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

Objective 1: Families and Individuals are Stably Housed

- Priority Need 1A: Develop and maintain accessible and affordable housing
 - Continued rehabilitation of 109 units of senior and family housing
 - Continued predevelopment for a 85-unit senior housing development
- Priority Need 1B: Made housing more affordable
 - Robustly funded Homeownership counseling programs that can serve neighborhood residents, including monolingual Chinese speakers
 - Robustly funded Rental Housing Counseling programs based in the neighborhood, and ones that can serve neighborhood residents, including monolingual Chinese speakers
- Priority Need 1C: Worked to prevent and reduce homelessness
 - Reduced the inflow of households entering the homeless response system by engaging in diversion or funding prevention services
 - Maintained support to homeless outreach, shelters and social services for people actively experiencing homelessness in the northwest sector
 - Increased the outflow from the homeless response system by supporting the development of affordable housing and rental assistance
- Priority Need 1D: Provided services to maintain housing stability
 - Provided robust support for RAD Family Services projects at Ping Yuen and Ping Yuen North
 - Ensured that other key services, such as tenant counseling and eviction prevention, legal services, financial education and counseling, are accessible to residents of these RAD projects
 - Continued to support community building and resident leadership development programs
 - Supported Tenant Right to Counsel providers based in the neighborhood, to ensure that residents have access to full scope legal representation when facing eviction
 - Supported tenant counseling and education organizations based in the neighborhood

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

- Priority Need 2A: Promote workforce development
 - Provided employment and training services to local residents through the Chinatown Job Center, including:
 - Job readiness workshops, job search assistance, career planning and connections to employment opportunities.
 - Services in English, Spanish, Cantonese, and Mandarin.
 - Career pathways programs for older adults
 - Additional targeted outreach in two public housing sites in Chinatown.
 - Sector trainings in both Health Care and Hospitality, to provide residents with skills and training to enter these industries.
 - Additional Workforce partners specialize in providing general workforce services to newly arrived immigrants to help them successfully integrate in the workforce.

- Priority Need 2B: Increased opportunities through improved language access and core skills development
 - Supported skills development programs in areas including life skills and personal effectiveness, educational skills (including GED and diploma programs), English as a Second Language training, and workplace readiness skills, and that these are accessible to recent immigrants, LEP and monolingual residents
 - Supported programs that create clear pathways to more advanced training opportunities, including post-secondary educational programs, more advanced ESL programming at San Francisco City College, and sector-specific job training programs through OEWD and other entities
 - Ensured that skill development programs based in Chinatown are supported, and that these programs are accessible to RAD residents
 - Supported financial counseling and education, including intensive one-on-one financial coaching; ensure that financial counseling services are available in Chinatown
 - Supported digital literacy programs, including programs that provide Internet access and assist with digital literacy for affordable housing residents and sites, especially at RAD housing sites

- Priority Need 2C: Provided equitable access to civil legal services for immigration and other critical issues
 - Ensured that civil legal services providers are located in Chinatown, and that residents have access to legal counseling and representation in a wide range of crucial legal areas, and in the necessary languages

- Priority Need 2D: Helped households connect to services
 - Supported a comprehensive continuum of services including enhanced information and referral, service connection to identify and meet short-term client goals, case management to address more complex and/or longer-term needs, and case coordination to coordinate services for a client between multiple providers and systems; ensure that these services are available in needed languages, and that appropriate translation services are accessible; ensure that services are based in Chinatown.

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

- Priority Need 3B: Strengthen small businesses and commercial corridors
 - Increased activation and cultural events to support economic recovery of small businesses by attracting tourists and visitors
 - Provide support to and invest in local revitalization and marketing initiatives
- Priority Need 3C: Supported community-driven comprehensive strategies
 - Supported work of the API Council to convene and coordinate efforts of organizations that serve Chinatown and other API communities
- Priority Need 3D: Supported capacity needs of community-based organizations and MOHCD professional partners
 - Built organizational capacity of MOHCD's Chinatown grantees/providers through outreach, relationship building and recruitment, organizational assessments, trainings and coaching, cohort-based and project-based work, subject matter experts, and other technical assistance methodologies

Objective 4: Communities At Risk of Displacement are Stabilized

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

Mission

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

Objective 1: Families and Individuals are Stably Housed

- Priority Need 1A: Develop and maintain accessible and affordable housing
 - 32 affordable housing projects currently in development in the neighborhood that are estimated to be completed between 2020-2024, which will add or rehabilitate approximately 800 units of affordable housing
 - This includes primarily new construction, along with small sites acquisition, rehabilitation, and inclusionary housing
- Priority Need 1B: Made housing more affordable

- Robustly funded Homeownership counseling programs based in the neighborhood
 - Robustly funded Rental Housing Counseling programs based in the neighborhood
 - Continue and complete Bernal Dwellings RAD rehabilitation project, providing affordable 160 units
- Priority Need 1C: Prevented and reduced homelessness
 - Reduced the inflow of households entering the homeless response system by engaging in diversion or funding prevention services
 - Maintained support to homeless outreach, shelters and social services for people actively experiencing homelessness in the Mission
 - Increased the outflow from the homeless response system by supporting the development of affordable housing and rental assistance
 - Priority Need 1D: Provided services to maintain housing stability
 - Supported Tenant Right to Counsel providers based in the neighborhood, to ensure that residents have access to full scope legal representation when facing eviction
 - Support tenant counseling and education organizations based in the neighborhood

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

- Priority Need 2A: Promote workforce development
 - Provided virtual and in-person employment and training services to local residents, through the Mission Job Center including:
 - Job readiness workshops, job search assistance, career planning and connections to employment opportunities.
 - Services in English and Spanish.
 - Career pathways programs for public housing residents, and targeted outreach in five public housing sites in the Mission.
 - Training for tech careers and office administration.
 - Additional Mission-based Workforce partners specialize in providing workforce and training services in hospitality and healthcare.
- Priority Need 2B: Increased opportunities through improved language access and core skills development
 - Supported skills development programs in areas including life skills and personal effectiveness, educational skills (including GED and diploma programs), English as a Second Language training, and workplace readiness skills
 - Supported programs that create clear pathways to more advanced training opportunities, including post-secondary educational programs, more advanced ESL programming at San Francisco City College, and sector-specific job training programs through OEWD and other entities
 - Ensured that skill development programs based in the Mission are funded, and that these programs are accessible to RAD residents
 - Supported financial counseling and education, including intensive one-on-one financial coaching; ensure that these services are located in the Mission
 - Supported digital literacy programs, including programs that provide Internet access and

assist with digital literacy for affordable housing residents and sites, especially at RAD housing sites in the Mission

- Priority Need 2C: Provided equitable access to civil legal services for immigration and other critical issues
 - Ensured that civil legal services providers are located in the Mission, and that residents have access to legal counseling and representation in a wide range of crucial legal areas, and in the necessary languages
 - Due to large number of immigrant families, ensured that legal services are available to them in the neighborhood, and in the necessary languages

- Priority Need 2D: Helped households connect to services
 - Supported a comprehensive continuum of services including enhanced information and referral, service connection to identify and meet short-term client goals, case management to address more complex and/or longer term needs, and case coordination to coordinate services for a client between multiple providers and systems; ensure that these services are available in needed languages (including Spanish as well as Mayan and other indigenous languages), that appropriate translation services are accessible, and that providers are located in the Mission

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

- Priority Need 3A: Enhanced community facilities
 - Ensured Mission nonprofit service providers have high quality, stable facilities

- Priority Need 3B: Strengthen small businesses and commercial corridors
 - Provide small businesses with individualized technical assistance through community partners
 - Support neighborhood events to attract people to the corridor, fill vacancies, improve business storefronts, and conduct business outreach and tailored business services

- Priority Need 3C: Supported community-driven comprehensive strategies
 - Leveraged Mission 2020 and Mission Promise Zone planning processes
 - Engaged in community led process to develop an economic recovery and business attraction strategy for Mission Street

- Priority Need 3D: Supported capacity needs of community-based organizations and MOHCD professional partners
 - Built organizational capacity of MOHCD's Mission neighborhood grantees/providers through outreach, relationship building and recruitment, organizational assessments, trainings and coaching, cohort-based and project-based work, subject matter experts, and other technical assistance methodologies

Objective 4: Communities at Risk of Displacement are Stabilized

- Priority Need 4A: Addressed inequitable impacts of economic growth through anti-displacement measures for residents and businesses

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

South of Market

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

Objective 1: Families and Individuals are Stably Housed

- Priority Need 1A: Develop and maintain accessible and affordable housing
 - There are 38 new affordable housing projects currently in development in the neighborhood, which will add or rehabilitate 1,624 units of affordable housing
 - Includes new construction, rehabilitation, and inclusionary units
 - Includes both rental and homeownership opportunities
- Priority Need 1B: Made housing more affordable
 - Robustly funded Homeownership counseling programs based in the neighborhood
 - Robustly funded Rental Housing Counseling programs based in the neighborhood
- Priority Need 1C: Worked to prevent and reduce homelessness
 - Reduced the inflow of households entering the homeless response system by engaging in diversion or funding prevention services
 - Maintained support to homeless outreach, shelters and social services for people actively experiencing homelessness in SOMA
 - Increased the outflow from the homeless response system by supporting the development of affordable housing and rental assistance
- Priority Need 1D: Provided services to maintain housing stability
 - Supported Tenant Right to Counsel providers based in the neighborhood, to ensure that residents have access to full scope legal representation when facing eviction
 - Supported tenant counseling and education organizations based in the neighborhood

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

- Priority Need 2A: Promote workforce development

- Provided employment and training services virtually and in-person to local residents through the SOMA Job Center, including:
 - Job readiness workshops, job search assistance, career planning and connections to employment opportunities.
 - Access to paid training and on the job training opportunities.
 - Partnerships with other city/state agencies that offer public assistance, disability, and unemployment services.
 - Additional SOMA-based Workforce partners specialized in providing workforce and training services to veterans and those with developmental disabilities.
- Priority Need 2B: Increased opportunities through improved language access and core skills development
 - Supported skills development programs in areas including life skills and personal effectiveness, educational skills (including GED and diploma programs), English as a Second Language training, and workplace readiness skills
 - Supported programs that create clear pathways to more advanced training opportunities, including post-secondary educational programs, more advanced ESL programming at San Francisco City College, and sector-specific job training programs through OEWD and other entities
 - Ensured that skill development programs based in SOMA are funded
- Priority Need 2C: Provided equitable access to civil legal services for immigration and other critical issues
 - Ensured that civil legal services providers are located in SOMA, and that residents have access to legal counseling and representation in a wide range of crucial legal areas, and in the necessary languages
- Priority Need 2D: Helped households connect to services
 - Supported a comprehensive continuum of services including enhanced information and referral, service connection to identify and meet short-term client goals, case management to address more complex and/or longer-term needs, and case coordination to coordinate services for a client between multiple providers and systems; ensure that these services are available in needed languages, and that appropriate translation services are accessible; ensure that these providers are located in SOMA

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

- Priority Need 3A: Enhanced community facilities
 - Ensured SOMA nonprofit service providers have high quality, stable facilities
- Priority Need 3B: Strengthen small businesses and commercial corridors
 - Provide business retention & attraction services for neighborhood-serving businesses on the Sixth Street action zone
 - Foster events and activations to strengthen foot traffic and build community
- Priority Need 3C: Supported community-driven comprehensive strategies

- Implemented and refreshed Mayor’s Central Market/Tenderloin Strategy, which includes SOMA
 - Supported Cultural District planning and strategies
 - Supported block specific groups and strategies, such as on Stevenson and Jessie Street
- Priority Need 3D: Supported capacity needs of community-based organizations and MOHCD professional partners
- Built organizational capacity of MOHCD’s SOMA neighborhood grantees/providers through outreach, relationship building and recruitment, organizational assessments, trainings and coaching, cohort-based and project-based work, subject matter experts, and other technical assistance methodologies

Objective 4: Communities At Risk of Displacement are Stabilized

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

Tenderloin

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

Objective 1: Families and Individuals are Stably Housed

- Priority Need 1A: Develop and maintain accessible and affordable housing
- Complete 25 new or rehabbed affordable housing projects currently in development in the neighborhood, which will add or rehabilitate approximately 1,000 units of affordable housing
 - Includes new construction, rehabilitation, and inclusionary units
 - Includes both rental and homeownership opportunities

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

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

- Priority Need 2A: Promote workforce development
 - Provided employment and training services to local residents through the Tenderloin Job Center, including:
 - Job readiness workshops, job search assistance, career planning and connections to employment opportunities.
 - Services/information in English, Spanish and Vietnamese.
 - Assistance with employment barrier removal such as basic computer, substance abuse and temporary housing.
 - Additional Tenderloin-based Workforce partners specialize in providing workforce and training services to the Southeast Asian community and to residents wanting tech training/employment and work in the hotel lobby/hospitality industry.
- Priority Need 2B: Increased opportunities through improved language access and core skills development
 - Supported skills development programs in areas including life skills and personal effectiveness, educational skills (including GED and diploma programs), English as a Second Language training, and workplace readiness skills
 - Supported programs that create clear pathways to more advanced training opportunities, including post-secondary educational programs, more advanced ESL programming at San Francisco City College, and sector-specific job training programs through OEWD and other entities
 - Ensured that skill development programs based in the Tenderloin are funded
- Priority Need 2C: Provided equitable access to civil legal services for immigration and other critical issues

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

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

- Priority Need 3A: Enhanced community facilities
 - Ensured Tenderloin nonprofit service providers have high quality, stable facilities
- Priority Need 3B: Strengthen small businesses and commercial corridors
 - Continue to increase efficiency of technical business assistance
 - Continue business attraction efforts that provide affordable goods and services; use SF Shines façade and tenant improvement grants to help facilitate this.
 - Support efforts to upgrade the exterior of commercial buildings and undertake efforts to bring positive activation to storefronts and sidewalks
- Priority Need 3C: Support community-driven comprehensive strategies
 - Participation on block groups, such as Golden Gate Safety Group, to support small businesses and residents and address safety and security concerns
 - Launched and supported coordination of ambassador program to improve public safety along commercial corridors
- Priority Need 3D: Supported capacity needs of community-based organizations and MOHCD professional partners
 - Built organizational capacity of MOHCD's Tenderloin neighborhood grantees/providers through outreach, relationship building and recruitment, organizational assessments, trainings and coaching, cohort-based and project-based work, subject matter experts, and other technical assistance methodologies

Objective 4: Communities At Risk of Displacement are Stabilized

- Priority Need 4A: Addressed inequitable impacts of economic growth through anti-displacement measures for residents and businesses
 - Leveraged Compton's Transgender Cultural District to address displacement of this community
 - The mission of the district is to create an urban environment that fosters the rich history, culture, legacy, and empowerment of transgender people and its deep roots in the southeastern Tenderloin neighborhood.

- The transgender district aims to stabilize and economically empower the transgender community through ownership of homes, businesses, historic and cultural sites, and safe community spaces.
- Priority Need 4B: Ensure economic growth offers benefits to existing communities
 - Coordinated with OEWD for job readiness and job placement on affordable housing projects
 - Continued to support job readiness and placement for RAD projects

Visitacion Valley

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

Objective 1: Families and Individuals are Stably Housed

- Priority Need 1A: Develop and maintain accessible and affordable housing
 - Continue phased construction and development of Sunnydale HOPE SF mixed-income housing
 - Public housing replacement units will be constructed within 12 buildings on site, along with 196 affordable units (set at 60% AMI, selected through lottery process)
 - Each building will be 75% replacement units and 25% affordable units
 - Blocks 3A, with about 79 units of affordable housing started construction
 - Predevelopment activities started for Blocks 7 and 9
- Priority Need 1C: Prevented and reduced homelessness
 - Reduced the inflow of households entering the homeless response system by engaging in diversion or funding prevention services
 - Maintained support to homeless outreach, shelters and social services for people actively experiencing homelessness in Visitacion Valley
 - Increased the outflow from the homeless response system by supporting the development of affordable housing and rental assistance
- Priority Need 1D: Provided services to maintain housing stability
 - Supported Tenant Right to Counsel providers based in the neighborhood, to ensure that residents have access to full scope legal representation when facing eviction
 - Supported tenant counseling and education organizations based in the neighborhood

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

- Priority Need 2A: Promote workforce development
 - Provided employment and training services virtually and in-person to local residents through the Visitacion Valley Job Center, including:
 - o Job readiness workshops, job search assistance, career planning, public computer access, and connections to employment opportunities.
 - o Services/information in English, Spanish and Chinese.
 - o Assistance with employment opportunities at San Francisco Airport.
 - o Assistance with driving opportunities with San Francisco Muni.

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

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

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

organizational assessments, trainings and coaching, cohort-based and project-based work, subject matter experts, and other technical assistance methodologies

Objective 4: Communities At Risk of Displacement are Stabilized

- Priority Need 4A: Address inequitable impacts of economic growth through anti-displacement measures for residents and businesses
 - Leveraged Cultural Districts to support anti-displacement policies
 - Increase access to resources for small businesses in low-income neighborhoods that want to stay in San Francisco
 - Provide technical assistance and access to resources to existing business to support their stabilization and growth within the neighborhood.

- Priority Need 4B: Ensure economic growth offers benefits to existing communities
 - Coordinated with HOPE SF and OEWD for job readiness and job placement on affordable housing projects, particularly on the Sunnydale HOPE SF site
 - Continued to support job readiness and placement for HOPE SF and RAD projects

Leveraging

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

Federal funds were leveraged with all of the additional resources that were originally indicated in the 202-2023 Action Plan, and MOHCD provided certifications for consistency for other HUD programs.

City and County of San Francisco Local General Fund

In 2022-2023, the City invested additional General Fund dollars to expand the City's community development portfolio. MOHCD disbursed more than \$49 million of local grant funding to support a diverse range of programs, including legal services, eviction prevention, service connection, services to transitional age youth, organizational capacity building, and services to residents of HOPE SF public housing sites.

In FY 2022-23, OEWD's Community Economic Development Division allocated over \$30 million in local funds to local non-profits to support catalytic projects and programs in opportunity communities, to support entrepreneurs and local economic development efforts. These funds contribute to neighborhood vitality, increase economic activity, and leverage and build local leadership and social capital.

- **OEWD SF Small Business Grants:** In FY 22-23 OEWD distributed over \$10.7M to 1,242 small businesses, 86% of those awarded self-identified as a race or ethnicity other than white; 24% identified as Black or African American. Small Business Grant programs included: covid rent relief, vandalism relief, business training, disaster relief, business launch and storefront facade.
- **Business Retention / Strengthening:** Our top priority has been to deploy targeted programs that retain and strengthen our small businesses including real estate and legal assistance, business planning, facade and tenant improvements, and small business grants programs.
- **Retention / Relocation:** The Retention and Relocation program is a collaboration with Lawyer's Committee for Civil Rights of the San Francisco Bay Area and SF Bar Association to support small businesses in reviewing and negotiating leases to help them stay and grow in San Francisco.

City and County of San Francisco Local Housing Trust Fund

In 2012, the voters of San Francisco approved the creation of the Housing Trust Fund, with funding to begin in 2013. The Housing Trust Fund began with a set aside of \$20 million in general fund revenue and will increase to \$50 million over time. An estimated \$1.1 billion will be invested in affordable housing production over the next 30 years, with nearly \$65 million disbursed or encumbered in FY22-23. The Housing Trust Fund will:

- Develop thousands of units of permanently affordable housing for residents whose average median income (AMI) is 60 percent or below. Those projects include the HOPE SF rebuild of Sunnydale and Potrero;
- Preserve the affordability of existing rent-controlled housing by acquiring the properties through MOHCD's Small Sites Program and enforcing affordability restrictions while not displacing any current residents;

- Invest in the conversion of over 3,400 distressed public housing to stable nonprofit private ownership and management under HUD’s Rental Assistance Demonstration Program;
- Invest in a down payment assistance program for residents to purchase a home in San Francisco with no-interest loans to first-time homebuyers, with more than \$35 million dedicated to this use through June 2023;
- Create a Complete Neighborhoods program that invests in improved community amenities in neighborhoods impacted by increased housing density;
- Support increased access to rental and ownership housing services;
- Support increased eviction prevention services, and
- Fund a Homeowner Emergency Loan Program to help distressed homeowners remain in their homes.

San Francisco General Obligation Bonds

In November 2015, San Francisco voters approved a \$310 million General Obligation Bond to finance the construction, acquisition, improvement, rehabilitation, preservation, and repair of affordable housing for low and middle-income households. The entire amount of the bonds has been issued, with \$80 million allocated to public housing revitalization; \$150 million for low-income housing with \$50 million of that dedicated to the Mission neighborhood and \$25 million dedicated to the Small Sites program; and \$80 million for middle income housing (80%-175% AMI), funding down payment assistance and development of new middle income housing units, including units specifically targeted to public school teachers. As of June 2023, approximately \$288 million of the bond proceeds have been spent on projects. A total of 1,568 affordable units are anticipated to be produced or preserved by bond proceeds. As of June 2023, 6 units are in predevelopment, 547 units are in construction, and 1,015 units are completed.

In November 2016, San Francisco voters approved Proposition C which repurposed existing bond authority to issue up to \$260.7 million to address critical housing needs, protect residents and stabilize communities. These bonds are being used to fund MOHCD’s Preservation and Seismic Safety Program (PASS), which 1) preserves affordability in existing housing at risk of market-rate conversion, 2) protects San Franciscans living in apartments at risk of displacement, and 3) improves the earthquake resilience of San Francisco’s building stock. PASS provides MOHCD’s borrowers with low-cost and long-term access to debt financing to acquire, rehabilitate, and preserve existing buildings as permanently affordable housing. Eligible projects may be small buildings like those typically funded by the City’s Small Sites Program (e.g., 5 to 25 units), larger multifamily structures (e.g., 25+ units), or Single Room Occupancy hotels (SROs) of all sizes. The first two issuances totaling \$175 million have been completed and as of June 2023 the funds are anticipated to support 60 projects with 1,262 residential and 45 commercial units.

In November 2019, San Francisco voters approved a \$600 million General Obligation Bond for affordable housing, with \$150 million dedicated to public housing, \$220 million for low-income housing, \$60 million for preservation and middle-income housing, \$150 million for senior housing, and \$20 million for educator housing. This bond particularly focuses on increasing the geographic diversity of MOHCD’s housing investments, with new affordable units anticipate across the entire city. The first issuance of these bonds in the amount of \$254 million occurred in March 2021 and the second issuance in the

amount of \$166 million occurred in April 2023. Through June 30, 2023, over \$254 million has been spent or encumbered.

Housing Impact Fees

MOHCD receives various housing impact fees paid by market rate housing developers as a means to meet their inclusionary housing obligations. MOHCD also receives housing impact fees from developers of non-residential development under the Jobs-Housing Linkage ordinance. Additional housing impact fees in specific plan areas are developed by the Planning Department and approved by the Board of Supervisors. Percentages of some fees are dedicated to MOHCD's Small Sites Program and to Permanent Supportive Housing serving formerly homeless households. In 2022-2023, MOHCD spent or encumbered more than \$151 million of impact fees. These loans will support for the construction of 310 new affordable housing units for low-income families and preconstruction activities for 85 units for families, seniors, disabled and formerly homeless households.

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

With the dissolution of redevelopment agencies in 2011, MOHCD assumed responsibility of all former San Francisco Redevelopment Agency housing assets, including administration of any program income received from those assets. In 2022-2023 MOHCD expended or encumbered approximately \$32M of these funds, primarily supporting administration of these former assets, new investment in public housing at Sunnydale and Potrero, and housing serving formerly homeless households at 600 7th St.

Office of Community Investment and Infrastructure (OCII) Funding

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

South of Market Community Stabilization Fund (SoMa Fund)

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

In 2022-2023, the SoMa Fund released \$1,025,000 of funding in twelve grants for services to eight community based organizations including the UCSF Regents, Study Center/Bill Sorro, Filipino American Development Foundation, West Bay Pilipino Multi Service Center, Centers for Equity & Success, Kultivate, Renaissance Entrepreneurship Center, and United Playaz, supporting a variety of services and community facilities, including trauma informed services for the local public school, increased support to small businesses, community action grants, rental housing counseling, tenant counseling, youth services, and college prep services. Additionally, it released \$2,000,000 in four grants for acquisition and capital repairs to three groups including Kultivate, United Playaz, and Renaissance Entrepreneurship Center.

ESG Match

The ESG program requires a match in an amount that equals the amount of ESG funds provided by HUD. Matching contributions may be obtained from any source, including any federal resource other than the ESG program, as well as state, local, and private sources. According to ESG regulations, the City may comply with this requirement by providing the matching funds itself, or through matching funds provided by any ESG sub-recipient. For program year 2022-2023, a total of \$1,587,635 in non-ESG funds was provided by ESG sub-recipients to support the emergency shelter, rapid re-housing, and homeless prevention activities funded by ESG.

HOME Match

HOME regulations also require that localities provide a 25% match for HOME project expenditures. In program year 2022-23, there was \$10,008,730.48 in HOME program expenditures that required matching, and therefore \$2,502,183 in match requirement.

Publicly Owned Land and Property

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

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

Properties that are suitable for housing development are to be sold or leased to a non-profit for the development of affordable housing for the homeless and households earning less than 20 percent of Area Median Income or the property is sold and those proceeds are used to develop affordable housing for the homeless, or affordable housing for households earning less than 60 percent of AMI.

Additionally, MOHCD works with other agencies not subject to the Surplus Property Ordinance to acquire properties they deem surplus and develop the sites into affordable housing such as land from the San Francisco Unified School District, the San Francisco Municipal Transportation Agency (SFMTA), and the Port of San Francisco.

In 2022-2023, MOHCD completed construction on surplus Federal property, continued construction on land owned by SFMTA, started construction on land owned by MOHCD, and continued preconstruction activities on property owned by the school district, SFMTA and land formerly owned by the California Transportation Agency. These projects include affordable housing for low-income and homeless families or special need populations such as very low-income seniors, transition-age youth and persons with disabilities as well as low and moderate-income households.

Fiscal Year Summary – HOME Match	
1. Excess match from prior Federal fiscal year	29,301,951
2. Match contributed during current Federal fiscal year	2,750,594
3. Total match available for current Federal fiscal year (Line 1 plus Line 2)	32,052,545
4. Match liability for current Federal fiscal year	2,502,183
5. Excess match carried over to next Federal fiscal year (Line 3 minus Line 4)	29,550,362

Table 4 – Fiscal Year Summary - HOME Match Report

Match Contribution for the Federal Fiscal Year								
Project No. or Other ID	Date of Contribution	Cash (non-Federal sources)	Foregone Taxes, Fees, Charges	Appraised Land/Real Property	Required Infrastructure	Site Preparation, Construction Materials, Donated labor	Bond Financing	Total Match
Potrero Blk B	8/2/22	577,246.08						577,246.08
Potrero Blk B	11/3/22	473,347.92						473,347.92
Sunnydale Blk 3B	3/10/23	1,700,000.00						1,700,000.00

Table 5 – Match Contribution for the Federal Fiscal Year

HOME MBE/WBE report

Program Income – Enter the program amounts for the reporting period				
Balance on hand at beginning of reporting period \$	Amount received during reporting period \$	Total amount expended during reporting period \$	Amount expended for TBRA \$	Balance on hand at end of reporting period \$
2,660,694.52	544,773.07	2,660,694.52	0	544,773.07

Table 6 – Program Income

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

Table 7 – Minority Business and Women Business Enterprises

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

Table 8 – Minority Owners of Rental Property

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		
Parcels Acquired	0	0
Businesses Displaced	0	0
Nonprofit Organizations Displaced	0	0
Households Temporarily Relocated, not Displaced	0	0

Households Displaced	Total	Minority Property Enterprises				White Non-Hispanic
		Alaskan Native or American Indian	Asian or Pacific Islander	Black Non-Hispanic	Hispanic	
Number	0	0	0	0	0	0
Cost	0	0	0	0	0	0

Table 9 – Relocation and Real Property Acquisition

CR-20 - Affordable Housing 91.520(b)

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

	One-Year Goal	Actual
Number of homeless households to be provided affordable housing units	193	185
Number of non-homeless households to be provided affordable housing units	1,100	1,777
Number of special-needs households to be provided affordable housing units	27	45
Total	1,320	2,007

Table 10 – Number of Households

	One-Year Goal	Actual
Number of households supported through rental assistance	3,519	2,245
Number of households supported through the production of new units	1,330	1,668
Number of households supported through the rehab of existing units	0	339
Number of households supported through the acquisition of existing units	144	79
Total	4,993	4,331

Table 11 – Number of Households Supported

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

MOHCD met or exceeded its overall housing production goals despite project approval delays and the lack of state and tax-exempt bond financing to fill funding gaps.

Discuss how these outcomes will impact future annual action plans.

Any projects delayed from funding in 2022-2023 will be applied toward the 2023-2024 Action Plan and its affordable housing goals.

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

Number of Persons Served	CDBG Actual	HOME Actual
Extremely Low-income	0	0
Low-income	0	0
Moderate-income	0	0
Total	0	0

Table 12 – Number of Persons Served

Narrative Information

MOHCD used HOME funding in 2022-2023 to further development of affordable housing development at the Potrero and Sunnydale HOPE SF sites. MOHCD did not encumber any CDBG funds for affordable housing activities in 2022-2023.

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

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

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

San Francisco's Department of Homelessness and Supportive Housing (HSH) has a vision to make homelessness rare, brief, and one-time. HSH's aim is a significant, sustained reduction in homelessness, and is accomplishing this by partnering with City stakeholders to achieve goals outlined in the 5-Year Strategic Framework. HSH partners across City departments to triage and coordinate a response to unsheltered homelessness and street conditions, with the goal of connecting individuals experiencing homelessness to services.

The San Francisco Homeless Outreach Team (SFHOT) engages and stabilizes the most vulnerable individuals by connecting them to shelter, housing placements, and other resources. In response to requests for assistance, HSH dispatches SFHOT outreach workers to perform wellness checks and to connect individuals to the Homeless Response System. SFHOT's Encampment Response Team (ERT) ensures that long-term encampments are minimal and that those living in cars/vehicles have access to available resources. To make placements, SFHOT works in small teams to provide outreach and case management to people experiencing homelessness who are living on the streets, and to find Permanent Supportive Housing through the following:

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- *Stabilization Care Management* – This service provides short-term stabilization care management for high-risk individuals assessed through a Coordinated Entry (CE) Access Point including HOT, are as Housing Referral Status and who cannot navigate the housing process or health and human services systems health and human service systems on their own. Care Managers accept referrals from SFHOT Outreach and collaborative programs of DPH. Through HSH coordinated services, and through high user treatment programs. Within six to twelve months, SFHOT aims to: (1) Stabilize individuals into temporary shelter/supportive housing; (2) Remove barriers to attaining Permanent Supportive Housing (PSH); (3) Secure PSH; and (4) serve as care coordinators for San Francisco Health Network (SFHN) members.
- *Street Outreach Team* – This service provides outreach, engagement, and warm handoffs from the street to shelter or PSH. Outreach offers connection to the HSH homeless response system by enrolling PEH into the ONE System, offering a CE Assessment, and if HRS, a referral to HOT CM services. Outreach will also refer and connect unhoused to medical and behavioral health

care. If outreach encounter an unhoused person over time not engaging and decompensating on the street, they will elevate the person to a higher level of street outreach-the BEST Neighborhood Team which is a Shared Priority model of collaboration with DPH, HSH, HSA, and DEM. (or between) urgent/emergent institutions. First Responders operate 24/7 and respond to requests from 311, Care Coordinators, Police, Fire, and urgent/emergent institutions for transports. Within two hours, they respond to and determine if the individual can be cleared for transport and handoff. First Responders provide targeted outreach to High Users of Multiple Systems (HUMS) and other high-risk individuals identified by 311 and health care coordinators, perform wellness checks, and refer to services, Case Management teams, and other resources.

- *Street Crisis Response Team*– This service is a collaborative, field-based service to divert emergency 911 calls, provide timely care, and reduce the need for police to serve as the primary responder for people suffering from a mental health behavioral health crisis on the street. The team goals include reducing unnecessary emergency room visits and unnecessary jail time through working to deescalate crises in the streets. The team responds to 911 calls that do not require a police response. These situations may include responses to adults in public spaces who are nonviolent, without weapons, and showing signs of a behavioral health crisis including responding to overdose medical emergencies.

FY22-23 Specific Accomplishments: Outreach efforts in FY22-23 focused on combatting the COVID-19 pandemic to reduce transmission of the virus while simultaneously maintaining efforts to address homelessness. Initiatives included mask delivery, food/water delivery, hygiene, and health education, and expanded wellness checks. 40,919 wellness checks were completed by SF HOT in FY 22-23. This allowed SFHOT to linked 416 individuals to Coordinated Entry Access Point, placed 2,428 individuals into Temporary Shelters, and connected 212 individuals to Public Benefits.

SFHOT provided staff to support outreach requests for the Health Streets Operations Center (HSOC), a partnership across fourteen City agencies to develop an emergency command center to respond to unsheltered homelessness and street conditions. HSOC focused on resolving large encampments by offering appropriate resources to unsheltered individuals and educating them on public health guidance. Ongoing outreach efforts include conducting quarterly tent and vehicle counts in partnership with HSOC and supporting HSOC to reduce encampments by outreaching to inhabitants and offering temporary shelter placements.

Addressing the emergency shelter and transitional housing needs of homeless persons

In 2023, HSH published its 5-Year Strategic Plan which identifies clear goals with benchmarks that include decreasing unsheltered homelessness by 50% and total number of people experiencing homelessness by 15%, reducing racial inequities and other disparities in the experience of homelessness and the outcomes of City programs for preventing and ending homelessness, increasing number of people exiting homelessness, supporting at least 85% of people who exit homelessness to not experience it again, and preventing at least 18,000 people at risk of losing their housing and becoming homeless.

HSH continues to expand its Navigation Center portfolio, a type of Temporary Shelter. Navigation Centers are low-barrier shelters with flexible hours and mealtimes which provide services geared to navigate people to housing. Guests can enter with partners, pets, and property. Although permanent housing is the primary goal for people experiencing homeless, temporary shelter and transitional

housing continue to be is necessary interventions to reduce unsheltered homelessness until the stock of affordable housing increases. HSH continues to work to make shelter and transitional housing safe and accessible with access to housing and treatment services.

- FY21-22 Specific Accomplishments: In response to COVID-19, HSH partnered with other City departments to operate 25 SIP Hotels and served over 3,700 guests. These programs minimized disruptions from shelter closures and resulting capacity reductions due to COVID-19. Temporary shelter was provided for over 8,276 guests in 2021, including 2,281 unique guests in SIP congregate shelters, the SIP RV program, and the SIP hotels. COVID-19 prevention and mitigation strategies were implemented across the shelter system, including physical distancing and enhanced cleaning protocols. HSH partnered with the Department of Public health to implement health screenings and a response system for shelters with guests who are symptomatic or COVID-positive, creating rapid response plans for outbreaks in shelters. HSH reactivated the adult shelter system by adding additional beds while maintaining spacing and robust safety measures, including daily health screening, social distancing, enhanced cleaning, testing and other preventative measures. In FY 22-23, HSH will reinflate capacity at some adult shelter sites to pre-COVID levels, while several larger congregate shelters will remain permanently at reduced capacity to create more humane environments that are better positioned to weather future pandemics.

Additional FY22-23 accomplishments included:

- Engaged 42,590 non-unique people experiencing homelessness on the street of San Francisco and provide them with service referrals and connections.
- Conducted 10,784 Coordinated Entry Assessments with 76% for adult, 14% for family, and 10 % for transitional-age youth.
- Assisted 920 household to reach a Problem-Solving resolution or to divert them from homelessness.
- Placed 2,326 people into permanent housing.
- Opening three hotel-based non-congregate emergency shelters providing approximately 300 units of shelter.
- A 15% reduction of unsheltered people on the night of 2022 PIT Count since 2019.

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

Homelessness Prevention is a key component of achieving HSH's Strategic Framework goals. Prevention strategies include emergency rental assistance, eviction prevention, housing stabilization support, and partnerships with other systems such as senior services, criminal justice, child welfare, and public health to reduce entry into homelessness for households involved in/exiting these systems. Prevention is integral for a robust Homeless Response System (HRS) as it reduces inflow and is critical to reducing inequity in homelessness. Effective prevention requires early identification and assistance to help those at the highest risk of homelessness avoid losing their housing. HSH is part of a citywide Homelessness

Prevention and Anti-Displacement System to comprehensively prevent homelessness.

Prevention strategies include:

- Flexible financial and rental assistance to cover a range of potential needs closely tied to securing or retaining housing for households at risk of homelessness.
- Supportive services including housing arrangement coordination, monitoring, and/or delivery of services to help stabilize and prevent homelessness, including financial counseling and developing housing stability plans.
- Engagement and collaboration with partner systems, such as workforce development, schools, and affordable housing providers to identify those at highest risk of homelessness. Public agencies (social services, health clinics, schools, foster care, etc.) play an important role as they are often in contact with these households and can provide information and referrals.
- Access to eviction prevention through education and outreach, expanded legal services, and eviction prevention programs.
- Implementation of prioritization tools in eligibility processes that target vulnerability factors related to homelessness and focus assistance on those at highest risk.

Prevention services are offered by HSH through an online application and through community organizations across the City. Prevention services aim to serve those who are most vulnerable and have established low barriers to entry, trauma-informed practices, and comprehensive language capacity. To prevent homelessness among those leaving publicly funded institutions and systems of care, HSH CE works directly with at-risk individuals leaving jail and prison, and with hospitals, mental health case management agencies, and substance use facilities to ensure access to the Homeless Response System. Known as Access Partners, these organizations include citywide stabilization, psychiatric emergency services, the San Francisco Homeless Outreach Team (SFHOT), and the Zuckerberg San Francisco General Hospital. Pending partnerships include one with the Citywide Case Management Forensic Program which provides intensive outpatient services to individuals experiencing mental illness who are involved in the criminal justice system; with the San Francisco Health Plan which is a local Medi-Cal provider; and with the San Francisco Fully Integrated Recovery Services Team (SF FIRST) which provides intensive wraparound services to high users of multiple services (HUMS). HSH also partners with the local child welfare agency to administer the Transitional Housing Placement Plus program for former foster youth.

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

HSH's strategic framework outlines a commitment to help each person find the right path to permanent housing, with different options depending on individual need. Permanent solutions to homelessness include subsidies and housing placements, and time-limited supports (ex: Rapid Rehousing) and time-flexible programs (ex: rent subsidies and Permanent Supportive Housing). Rapid Rehousing (RRH) is a housing program model that assists individuals and families experiencing homelessness to move quickly into permanent housing usually in the private market. Permanent Supportive Housing (PSH) is affordable housing designed for adults and families with chronic illnesses, disabilities, mental health issues, and/or

substance use disorders who have experienced long-term or repeated homelessness and provides subsidized housing and supportive services. Rent subsidies help individual households rather than subsidizing rental projects and stay with tenants as they move. The Coordinated Entry (CE) system is the system through which individuals gain access to permanent housing solutions. To assist households with the highest need for services, CE prioritizes based on highest need for permanent housing solutions, including those experiencing long-term homelessness.

Ending Family Homelessness: HSH's current strategic framework prioritized ending family homelessness by December 2022. In FY 22-23 HSH will reassess the status of family homelessness in San Francisco through its updated 2022 PIT Count, as well as update its strategic framework and goals. Additionally, in April 2023, the City of San Francisco published its new 5-year strategic plan, Home by the Bay, to prevent and end homelessness in the City. As indicated in this plan, in the next 5 years, the homelessness response system is projected to have the capacity to significantly reduce family homelessness, due to an influx of new resources for families. For example, in the last two years over 200 (25%) of San Francisco's allotment of new federally funded Emergency Housing Vouchers were targeted to literally homeless and at-risk families in San Francisco. A significant increase in family PSH resources is also planned for FY 22-23. In addition, HSH has reopened the housing ladder program for families, created a behavioral health roving team for family shelter and PSH, and continued to invest in prevention services for families. Additional innovative strategies that the City intends to implement and explore to continue decreasing homelessness for families are outlined in Home by the Bay.

Veteran Permanent Housing Solutions: Veterans are an important subpopulation who are historically overrepresented in the homeless population and have experiences that require specific services. To reduce the number of chronically homeless veterans, San Francisco set specific rehousing goals and identified the need to seek additional funding for rent subsidies and rapid rehousing, aimed at ending chronic homelessness among this population. These strategies included incorporating veterans into the CE system, prioritizing Veterans Affairs (VA) ineligible veterans for City services and expanding service-enriched housing environments for veterans experiencing chronic homelessness. In FY 20-21 and 21-22, the pandemic response Shelter-In-Place hotel program prioritized those most vulnerable to COVID-19, including 184 veterans. This program likely helped reduce unsheltered homelessness among veterans between the 2019 and 2022 PIT Counts. Although the total number of unhoused veterans remained flat at approximately 600 people, the number of sheltered veterans increased from 117 (19%) in 2019 to 201 (33%) in 2022. Altogether, San Francisco has decreased veteran homelessness by approximately 45% since 2010 as a result of a relentless focus on permanently housing hundreds of veterans experiencing homelessness. These efforts include developing new PSH units and implementing innovative approaches to mitigate high housing costs such as providing "shallow rental subsidies" to veterans. Given the success in addressing veteran homelessness, the City has renewed its commitment to effectively end veteran homelessness in San Francisco by 2028, a commitment that requires seeking more resources and stronger partnerships and developing innovative housing models.

Permanent Housing among Youth: Permanent Supportive Housing (PSH) is a key intervention San Francisco is using to meet its strategic goal of reducing youth homelessness by 50% by 2023. In FY21-22, HSH leveraged Homekey funding through the State of California to purchase two hotels with 77 total units for conversion to PSH to serve transitional-aged youth. Wraparound support services will include onsite case management, and referrals to education, employment training, and healthcare, including mental health and substance abuse treatment. In addition to significant investments in permanent

supportive housing, San Francisco's achievements in addressing youth homelessness over the past 5 years include: successful implementation of the Rising Up Rapid Rehousing Youth Initiative, which is aiming for a 50% reduction in youth homelessness and has already housed hundreds of young people; opening of a new Navigation Center for youth; implementation of a youth Coordinated Entry system; adoption of a housing ladder program, which helps youth transition from PSH to a less intensive voucher-subsidized housing; and piloting new areas of activity intended to help youth increase income and sustain their own housing, including "Trust Youth" a new direct cash transfer program, housing problem solving and flexible financial assistance services, targeted homelessness prevention resources, and new basic income pilots.

Addressing Chronic Homelessness: The 2022 Point-in-Time Count documented an estimated 11% reduction in the number of people in San Francisco experiencing chronic homelessness, defined as people with disabilities experiencing lengthy periods of homelessness. However, there are still nearly 2,700 people estimated to be experiencing chronic homelessness on any given day. To continue to drive progress and reductions in chronic homelessness, policies and processes within the homelessness response system will continue to prioritize people experiencing long-term homelessness in the provision of housing and services opportunities. Other strategies will include: continuing to expand the supply of permanent supportive housing opportunities available; enhancing services in shelters and permanent housing programs to better address the challenges facing people with complex care and services needs and strengthen housing placement and stability outcomes; aligning critical resources to successfully implement a shared priority by-name list strategy to identify, understand, and successfully engage highly vulnerable people through street engagement efforts designed to improve people's wellbeing through access to housing, health care, and services; enhancing and expanding efforts to directly place people experiencing unsheltered homelessness into permanent housing without an intermediate stop in transitional housing or shelter, assess effectiveness, and expand upon successful efforts; and developing higher levels of in-home support to address the complex health needs of the aging population of people who are currently unsheltered or are living in supportive housing.

Linkages among City Departments: Many people experiencing or at risk of homelessness are in touch with the City's public institutions and systems of care, including hospitals, mental health programs, detoxification, treatment programs, foster care, and the criminal justice system. These institutions play an important role in identifying those needing assistance to maintain or gain housing. Through comprehensive transition, or "discharge" planning, these individuals upon release can be linked with housing, treatment, and services to facilitate stability and prevent future homelessness. Key aspects of effective discharge planning include assessment of housing and service-related needs at intake; development of comprehensive discharge plans and assignment of a discharge planner/case manager to oversee plan implementation; provision of services that will promote long-term housing stability while in custody/care; and expansion of housing options for people being discharged.

HSH has also begun collaborating with the Department of Public Health related to current and ongoing planning efforts with the goals of ensuring a collaborative and coordinated system of care that can meet the health, behavioral health, and housing needs of people experiencing homelessness or are precariously housed in San Francisco. Further, the planning intends to ensure that clients receive seamless, equitable, and effective care and support when and where they need it.

For individuals experiencing homelessness who are involved with the criminal justice system with non-violent petty misdemeanors and for frequent users of the hospital system, diversion strategies focus on addressing housing, treatment, and service needs to prevent recurring homelessness, repeat offenses, and to improve health outcomes. “Respite” beds with appropriate medical care are available to recuperate post-hospitalization and can provide a link to community services and housing opportunities. In addition, HSH was recently awarded a grant from the MacArthur Foundation’s Just Home Initiative with the goal to reduce jail population through housing services and supports with a focus on addressing racial disparities among those who are currently homeless and have justice system involvement. This work builds upon the successes of MacArthur’s Safety and Justice Challenge, which was led by the San Francisco District Attorney’s Office. Through this work, HSH has expanded its partnership with the Criminal Justice System, including with the District Attorney’s Office, Sheriff’s Office, Adult Probation, Jail Health, Public Defender’s Office, and others. This increased collaboration will allow San Francisco to address the unique needs of this population through creative and innovative solutions.

Paths from COVID Shelter in Place sites to Permanent Housing: The process of re-housing Shelter-In-Place (SIP) participants to stable permanent housing is currently underway. To support the demobilization of COVID SIP hotels, HSH has launched new Permanent Supportive Housing (PSH) programs and expanded scattered site PSH options for adults and seniors. Rapid Rehousing (RRH) has also been used as a tool for youth and families to exit COVID emergency shelter. As of August 2022, HSH has transitioned over 1,200 guests from the SIP hotel program into housing, and several hundred more will be permanently rehoused by the end of 2022.

Other Accomplishments in Permanent Supportive Housing: Since July 1, 2020, HSH has expanded the portfolio of Permanent Supportive Housing (PSH) by 2,918 units. This includes 8 new PSH sites that opened in FY21-22, an additional 7 new PSH sites that are opening in the first half of FY22-23, and a significant expansion of San Francisco’s scattered site PSH subsidy program. As of August 2022, San Francisco received four additional Project Homekey awards to acquire the Panoramic, Eula, Mission Inn and City Gardens properties that will provide 437 new PSH units for TAY, adults, and families with children. During FY21-22, HSH placed 2,057 households into permanent housing. In addition, HSH partnered with the San Francisco Department of Public Health to launch a mobile clinical services team to address the physical and behavioral health service needs that support PSH residents to remain stably housed.

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

Actions taken to address the needs of public housing

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

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

MOHCD is also supporting the transition of five existing HOPE VI projects out of the public housing program and into Housing Choice Vouchers. Three of the six have completed rehabilitation; one additional project is in the financing feasibility stage. In addition, a five-site, 70-unit scattered sites project comprising former public housing units is completing construction in late 2023. While not technically a RAD project, the scattered sites transaction has incorporated key RAD principles including a right to return for all residents, the provision of new supportive services for residents, and the opportunity to transfer to other RAD units in case of any emergency. They are a mixture of senior/disabled and family units who have adopted RAD best practices in their operations supported by:

- City supplemental Services Contracts awarded in July 2022
- Quarterly meetings for RAD Housing Retention working group (property management teams) with a focus on housing stability support
- Quarterly meetings for RAD Services working group (services partners) with a focus on community building, health and wellness, economic self-sufficiency and housing stability

HOPE SF

Background

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

Real Estate Development and Infrastructure

Hunters View. With the completion of Block 10, the final 54 former public housing households at Hunters View were successfully re-housed in their community bringing the percentage of legacy families successfully relocated and retained to 70%, a remarkable achievement compared to the national rate of return of 27.6% for all public housing residents in HOPE VI developments from 1993 to 2014. A total of 286 units have been built so far. Block 10 also houses both a childcare facility and a health and wellness center; it will serve as the community hub of the Hunters View development. The market-rate developer City Ventures will build 80 for-sale townhomes in the community, advancing the mixed-income vision of HOPE SF. In June 2023, construction began on Phase III, which will bring another 118 affordable units to the community, including 53 public housing replacement units.

Alice Griffith. Across four phases, 333 units of newly built affordable housing were completed in Double Rock, successfully housing all of the former public housing households, and bringing the retention rate to 82%. Phases 5 and 6, which will provide another 30 public housing replacement units, will begin predevelopment in 2025, pending completion of infrastructure improvements by the master developer.

Potrero Hill. In January 2019, for the first time in three generations, new construction at Potrero Hill was complete, with 1101 Connecticut delivering 72 state-of-the-art affordable units, 53 of which are set aside for residents of Potrero's public housing units. Infrastructure construction is underway in Phase 2; Block B, the second replacement housing project, is under construction and will deliver up to 167 affordable units, 75% of which will be public housing replacement units, as well as a childcare center and a new park, by early 2025. Planning is underway for the next phases of construction, Phases 3 and 4.

Sunnydale. The first public housing replacement project at Sunnydale, called Casala (55 units), completed construction and leased up in Fall 2019. 41 Sunnydale public housing residents have been rehoused in brand new units. Construction on Block 6 (167 units) was complete in October 2022, delivering 125 public housing replacement units. Blocks 3A and 3B are under construction as of Summer 2023 and will deliver 170 affordable units in 2024. These blocks will also contain 30,000 square feet of community serving space including a childcare center. The next infrastructure "megaphase" is in predevelopment, as are the next replacement housing projects, Blocks 7 and 9.

Rental Assistance Demonstration (RAD)

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

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

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

have finished their rehabilitation and are fully operational with their new owners/operators. Below are the annual updates for FY22-23:

- City supplemental Services Contracts awarded for all 28 projects in July 2022
- Quarterly meetings for RAD Housing Retention working group (property management teams) with a focus on housing stability support
- Quarterly meetings for RAD Services working group (services partners) with a focus on community building, health and wellness, economic self-sufficiency and housing stability

Other RAD conversions outside of the 28-unit portfolio were completed in 2015-2017 and include new units at Alice Griffith and Hunters View HOPE SF sites, as well as a turnkey conversion of Valencia Gardens, San Francisco's most recently completed HOPE VI project, which required no rehabilitation to convert. Below are updates for FY 22-23:

- City Services Contracts awarded for all 3 projects in July 2022
- Quarterly meetings for RAD Housing Retention working group (property management teams) with a focus on housing stability support
- Quarterly meetings for RAD Services working group (services partners) with a focus on community building, health and wellness, economic self-sufficiency, and housing stability
- Owner has subcontracted with John Stewart Company for property management operations at Alice Griffith.

In FY22-23 the City completed the RAD conversions of three additional HOPE VI projects – Bernal Homes, Hayes Valley North, and Hayes Valley South. Below are updates for FY 22-23:

- City supplemental Services Contracts awarded for all 3 projects in July 2022
- Quarterly meetings for RAD Housing Retention working group (property management teams) with a focus on housing stability support
- Quarterly meetings for RAD Services working group (services partners) with a focus on community building, health and wellness, economic self-sufficiency, and housing stability
- Owner has subcontracted with John Stewart Company for property management operations at Bernal Homes, Hayes Valley North and Hayes Valley South.

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

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

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

RAD Services Model

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

Foundational and ongoing work with residents and community members of Housing Developments by all

service providers or those who conduct work there. **All staff are trained in and work through a Trauma Informed System Lens incorporating Racial Equity principles at every opportunity.**

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

Deeper foundational and ongoing work that builds upon Community Engagement. As residents and community members become accustomed to providers staff can begin recruiting peers and engaging them in leadership and skills building activities. This then establishes them as part of the team. Work at this level also includes activities to reduce social isolation, celebrations, and educational/ informational workshops or classes.

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

Once engaged the consistent staff teams who participate in Community Engagement and Community Building work are available for ongoing resources and activities (Health and Wellness, Educational, Economic Mobility) to learn and expose the community to new choices. One-on-one support is available for residents regarding any needs but especially related to housing stabilization. Staff teams are made up of paraprofessional to professional providers who respond quickly to requests with follow up to ensure information / activities are helpful and accurate. Important key element is for onsite providers to have a relationship with offsite city service providers.

RAD Engagement Strategies

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

HOPE SF Resident Services and Community Building

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

In program year 2020-2021, the final two HOPE SF sites (Sunnydale and Potrero Hill) have completed phase one construction of replacement and affordable housing units, and successful relocation of 220 (167 Sunnydale and 53 Potrero Hill) original families into new units. As such, there continues to be services investments in housing stability activities across the four sites to ensure the successful

transition and retention in new housing. New investments in Sunnydale and Potrero will leverage learnings from Hunters View and Alice Griffith, encouraging a collaborative approach to tenant education and intensive housing stability supports at the sites.

Across the HOPE SF portfolio, providers will continue to coordinate the training and placement of residents in construction jobs occurring on site. Developers will continue to engage Residents in community space planning efforts across all four sites, managed by the non-profit developers. Additionally, services and programming assisting with the transition to non-profit management will be ramped up, such as those related to financial literacy, workforce development, and tenant education. Community building activities -- such as senior, teen & family programming, community gardening, and community-wide celebrations -- will also continue to be executed at each of the four HOPE SF sites.

All four HOPE SF sites will continue to build on past success of the Peer Health Leadership program and pilot Health & Wellness Centers, with 4 DPH-led on-site wellness centers and activities launched. Similarly, HOPE SF sites will continue to deepen their educational strategies which are executed in collaboration with the four on-site Educational Liaisons, 8 HOPE SF schools, and families at each of the sites.

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

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

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

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

Actions taken to provide assistance to troubled PHAs

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

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

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

Labor Relations

SFHA gave notice to its existing employees on the reduction in Housing Authority staffing, resulting from the City’s assumption of and contracting out of SFHA functions, as required by HUD. SFHA developed severance packages for employees who were impacted and is partnering with the City to assist with finding City jobs for these employees when possible. In 2022 all remaining SFHA public housing operations and modernization staff were transitioned to new roles or received severance packages.

Restructuring of the Housing Authority

The MOU provided a preliminary restructuring plan that included:

- Appointment of City staff to provided executive management oversight of Housing Authority functions; **Achieved**
- Plan to contract out the Housing Authority’s public housing and HCV programs; **Achieved** and
- Development of a specific timeline to integrate the Housing Authority’s systems, processes, and the policies with the City for financial oversight, information technology, human resources, real estate, purchasing, and legal oversight. The MOU further provided for the parties (HUD, Housing Authority, City) to commit to the capital funding necessary to redevelop the public housing under HOPE SF; and to continue to convert the public housing units to project based vouchers. **Achieved**

All of these activities have been completed.

Shortfall Funding

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

Executive Management and Shared Services

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

Non-Housing Assets

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

By early 2023, SFHA converted its remaining units of public housing at Sunnydale and Potrero to the HCV program via HUD's Section 18 Demo/Dispo program. Given SFHA's financial difficulties, HUD approved the early conversion of these units to HCV in order to stabilize the agency's finances and operations. The only remaining public housing units in San Francisco are in HOPE VI projects: 193 units at Plaza East (currently in early stages of predevelopment for a potential revitalization) and 138 units at North Beach.

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

Actions taken to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment. 91.220 (j); 91.320 (i)

Addressing Barriers to Housing Production¹

Identify Sites Appropriate for Housing Development

San Francisco is relatively dense and has limited opportunities for infill development. It is critical to identify and make available, through appropriate zoning, adequate sites to meet the City's housing needs—especially affordable housing. The San Francisco Planning Department has successfully developed neighborhood specific housing plans to accommodate the majority of new housing needs anticipated.

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

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

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

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

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

¹ The following section on Addressing Barriers to Housing Production is cited from the June 2010 Draft Housing Element. The role of the Housing Element is to provide policy background for housing programs and decisions and broad directions towards meeting the City's housing goals. However, parameters specified in the Zoning Map and Planning Code can only be changed through a community process and related legislative process. Thus, not all strategies identified in the Housing Element are certain to be implemented. The Mayor's Office of Housing and Community Development will explore recommendations of the Housing Element as they pertain to findings from the 2013 Analysis of Impediments to Fair Housing Choice.

Secondary Units

Secondary units (in-law or granny units) are smaller dwellings within a structure that contains a much larger unit, using a space that is surplus to the primary dwelling. Secondary units represent a simple and cost-effective method of expanding the housing supply. Such units can be developed to meet the needs of seniors, people with disabilities, and others who, because of modest incomes or lifestyles, prefer or need small units at relatively low rents. Within community planning processes, the City has explored where secondary units can occur without adversely affecting the neighborhood. To that end the Board of Supervisors approved legislation making it easier to legalize in-law units in certain neighborhoods in San Francisco.

Smaller Units

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

Moreover, the Planning Department allows a density bonus of twice the number of dwelling units when the housing is specifically designed for and occupied by senior citizens, physically or mentally disabled persons. As stated above MOHCD work with the Planning Department to develop a local affordable housing density program that will allow increased density, including 3 additional residential floors above the site's height limit if the housing is 100% affordable.

Rental Units

In recent years the production of new housing has yielded primarily ownership units, but low-income and middle-income residents are usually renters. The City encourages the continued development of rental housing, including market-rate rentals that can address moderate and middle income needs. Recent community planning efforts have explored incentives such as fee waivers and reductions in inclusionary housing requirements in return for the development of deed-restricted, long-term rental housing. The Planning Department will monitor the construction of middle-income housing under new provisions included within the inclusionary requirements of the Eastern Neighborhoods Area Plans and may consider expanding those provisions Citywide if they are successful.

Identify and Implement Creative Financing Strategies

Due to the high cost of housing subsidies required to provide a unit to low and very low-income households (subsidy of \$275,000-\$350,000 required per unit), financing is amongst the most challenging barriers to affordable housing production. Federal and State programs that historically have supported affordable housing development are not being funded. For example, the Federal Low Income Housing Tax Credit program (LIHTC) has, in years past, financed about 90% of affordable housing. In this economic climate and with the elimination of redevelopment agencies and their required commitment of 20% of their tax increment to affordable housing, it the City of San Francisco has stepped up with solutions to finance affordable housing production and preservation with local legislation and bond measures.

Jobs-Housing Linkage Program

New commercial and other non-residential development increase the City's employment base and thereby increase the demand for housing. The City's Jobs-Housing Linkage Program, which collects fees

for affordable housing production from commercial developments, will continue to be enforced and monitored.

Historic Rehabilitation Tax Credits

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

Citywide Inclusionary Housing Program

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

Tax Increment Financing

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

Housing Trust Fund

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

2015 and 2019 Proposition A General Obligation Bond Proceeds

San Francisco voters approved Proposition A in November 2015, which approved the sale of \$310 million in general obligation bonds to finance the construction, acquisition, improvement, rehabilitation, preservation and repair of affordable housing for low- and middle-income households, including funding specifically for new development in the Mission neighborhood. To further San Francisco's affordable housing efforts San Francisco voters approved another general obligation bond for \$600 million in November 2019. Please see the section above for more detail about uses of the bonds in 2022-2023.

Reduce Regulatory Barriers

Public processing time, staffing, and fees related to City approval make up a considerable portion of affordable development costs. The City has implemented Priority Application Processing through coordination with the Planning Department, Department of Building Inspection, and Department of Public Works for 100% affordable projects. This expedites the review and development process and reduces overall development costs. Current City policy also allows affordable housing developers to pursue zoning accommodations through rezoning and application of a Special Use District. The Planning Department, in consultation with MOHCD and the development community, is implementing of a San Francisco-specific density bonus program expanding upon the State Density Bonus law, which enables a

more expeditious land use entitlement process for projects that are 100% affordable housing than required by local law and granting unlimited zoning exceptions including an increase in height by 3 floors and substantial increase in residential density.

The City is also exploring mechanisms that maintain the strength of the California Environmental Quality Act (CEQA) and its use as a tool for environmental protection while eliminating aspects of its implementation that are not appropriate and unnecessarily delay proposed projects. For instance, the Planning Department will continue to prioritize projects that comply with CEQA requirements for infill exemptions by assigning planners immediately upon receipt of such applications. Other improvements to CEQA implementation are underway. For example, a recent Board of Supervisors report studied how to meaningfully measure traffic impacts in CEQA.

Address NIMBYISM

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

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

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

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

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

Due to high housing costs, economic conditions, poverty and unemployment, a significantly large number of low-income San Franciscans are not economically self-sufficient. The limited resources that

are available to support programs and services that help individuals and families to become self-sufficient are inadequate. The situation is made worse by reductions in funding at the federal, state, and local government levels at the same time as needs are increasing due to the weak economy. To minimize the impact of the City's limited resources, MOHCD, HSH and OEWD have increased our strategic coordination with other City departments in an effort to avoid duplication of services and to maximize the leveraging of federal, state and local dollars.

Another major set of obstacles are language barriers. San Francisco has historically been a haven for immigrants. Language barriers impact immigrants' abilities to access necessities such as employment, healthcare, and police protection. Many adult immigrants and refugees are not necessarily literate in their own native languages, and struggle to master the complexities of English. In particular, sophisticated transactions such as legal issues or governmental forms may be confusing. Of all San Franciscans over the age of five, 43% speak a language other than English at home, with the largest language groups being Chinese, Spanish, and Filipino. Fifty-seven percent of the population that speak an Asian language at home are of limited English proficiency (LEP), meaning that they speak English less than "very well." Thirty percent of Asian children are identified as LEP. Twelve percent of San Francisco households are "linguistically isolated" as of 2015 with no one in the household over the age of 14 indicating that they speak English "well" or "very well." Among Asian households, that number increases to 35%. At the individual level, about 21% of all San Franciscans in the 2018 ACS five-year survey indicated that they did not speak English "very well."

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

Another action that will be taken will be granting those households displaced by Ellis Act evictions, owner move-in evictions, fire damage, and former San Francisco Redevelopment Agency displacement first preference to any affordable housing under MOHCD's purview. These households were forcibly displaced from their homes so the San Francisco Board of Supervisors deemed them to have higher priority to be screened for eligibility for MOHCD's affordable housing stock. In order to qualify for this housing, these households must be certified by MOHCD that they meet specific displacement criteria, such as having lived in their residence for at least 10 years (or 5 years if they were seniors or disabled) prior to receiving an eviction notice under the State Ellis Act. MOHCD will also certify if a household was living in the Western Addition or Hunters Point area during the San Francisco Redevelopment Agency's large-scale displacement of residents from those areas under its 1960s urban renewal policies. Should these households be certified that they were displaced by an Ellis Act eviction or by the Redevelopment Agency and given a certificate of preference, then these households would be prioritized for eligibility screening for MOHCD's affordable housing. These certificate of preference holders must meet the housing's eligibility criteria, such as income and household size, for the housing they applied to.

Actions taken to reduce lead-based paint hazards. 91.220(k); 91.320(j)

The City's response system is comprised of several City agencies and non-profit partners to address the problem of lead poisoning, prohibited nuisances code enforcement and dilapidated housing. Over the past 20 years, MOHCD has participated in a highly collaborative infrastructure of City agencies and non-profit organizations to address childhood lead poisoning, lead hazards, and other health conditions stemming from poor quality housing in low-income communities. DPH collaborates with the Family Childcare Association, the Children's Council, the San Francisco Head Start Program, and other private preschools serving low-income families – to ensure families are educated on lead poisoning prevention and timely lead blood level testing of children under the age of six. As a result, low-income children attending targeted preschools are regularly tested for lead blood content as a commitment to a healthy educational start. Children with a detectable lead blood level are case managed by DPH.

Fundamental to the response system, the DPH code enforcement unit has the legislative authority to cite property owners with a notice of violation whenever there is visibly deteriorated paint in the exterior or interior of a pre-1978 building where children under six may be exposed to the lead hazard. These violations become direct referrals to MOHCD, which provides lead remediation services as part of its single-family home rehab loan program. Additionally, the Department of Environment shall provide lead remediation services as part of its Safer Homes program, addressing toxics and residential health.

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

In addition, MOHCD requires funded housing, tenant rights, and other non-profit housing related agencies to provide lead poisoning prevention education to tenant families with young children, information on the Federal Lead Hazard Disclosure Law, and information on MOHCD's Home Rehab program.

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

Coordinated Entry

In August 2016, Mayor Edwin M. Lee founded the Department of Homelessness & Supportive Housing (HSH) to fundamentally change the way the City and County of San Francisco addresses homelessness. Relying on guidance from people experiencing homelessness, service providers, and other stakeholders in San Francisco, HSH developed a Five-Year Strategic Framework outlining specific goals for HSH's vision to make homelessness a rare, brief, and one-time event with the overall aim of significant, sustained reductions in homelessness. To accomplish this goal, HSH will coordinate alignment of all programs into a Homelessness Response System (HRS) that treats homelessness as an emergency to be responded to quickly and effectively. Please note that the Homelessness Response System covers the entire geographic region defined as the San Francisco CoC. Coordinated Entry (CE) is a key component of this response system. CE is a consistent, community wide intake process to match people experiencing homelessness to available community resources that are the best fit for their situation. CE includes a clear set of entry points, a standardized method to assess and prioritize people needing assistance, and a streamlined process for rapidly connecting people to a housing solution. All homeless individuals and

families in San Francisco will complete a standardized assessment process that considers the household's situation and identifies the best type of housing intervention to address their needs. Housing programs—including permanent supportive housing (PSH), will fill spaces in their programs from a community pool of eligible households generated from the standard assessment process. CE will also fully integrate into the Online Navigation and Entry (ONE) System—San Francisco's implementation of the Homeless Management and Information System (HMIS). The assessment will build upon the standard intake and be entered directly into ONE and referrals to transitional and permanent housing will be made through the ONE System. This coordinated process will dramatically reduce the burden placed on people experiencing homelessness by removing the necessity to seek assistance from every provider separately and instead streamline access to all the resources in our Homelessness Response System. HSH has launched Adult Coordinated Entry, Family Coordinated Entry, Coordinated Entry for survivors of Domestic Violence, and Coordinated Entry for Youth and their Community Access Points.

Here are some annual highlights for FY 22-23 regarding CE:

- Coordinated Entry for survivors of Domestic Violence – Coordinated Entry staff and partners launched a DV compliant alternate comparable database to track enrollments and services.
- Coordinated Entry for Survivors of Violence facilitated referred 38 survivor households to Emergency Housing Vouchers and 15 survivor households to DV Rapid Rehousing.
- Adult Coordinated Entry increased engagements more than 10% compared to previous years.
- Coordinated Entry Redesign community group released 27 recommendations to redesign and improve Coordinated Entry
 - Recommendations on CE Governance
 - Establish a new CE committee with clear responsibilities to support the implementation of CE Redesign recommendations. The committee will work in partnership with HSH and the LHCB and be staffed by HSH but community-led.
 - Establish a lived experience committee that can be a partner to this and other efforts.
 - Clearly outline decision-making authority in a way that empowers us to work collaboratively on CE
 - Establish a bill of rights monitoring committee to hear grievances.
 - Recommendations for Redesigning how People Connect to CE Priority Action
 - Establish standardized training requirements, job shadowing, curriculum, technical assistance, and professional development opportunities for all CE staff providers, organized and provided by HSH, to include orientation and onboarding for new staff, core competencies, and skills so all staff understand CE process and resources and use trauma-informed and consistent approaches to correctly assess client needs. Trainings should be standardized and required, but also responsive to emerging needs and should include topics such as cultural competence, motivational interviewing, harm reduction, etc.
 - Utilize monitoring, corrective action plans, and technical assistance to promote accountability in meeting contract requirements and performance expectations.
 - Establish hiring practices that promote the inclusion of staff with similar demographics, identities, and experiences to those impacted by homelessness; specifically, require staff representation that are Black, Latinx/e, trans, people with lived experience, immigrants, and people who are family with and/or live in the community where they are working.

- Establish a peer training program for people with lived experience to work at Access Points, train Access Point staff, and ensure staff are representative of people served.
- Increase staffing, support strategies, and salaries, and set baseline expectations to prevent burnout and compassion fatigue. Ensure equitable and livable wages, employee assistance benefits, and workforce housing to staff to ensure they are not experiencing homelessness.
- Assess and establish clear staff roles and responsibilities with realistic scopes of work.

Entrepreneur Training Program under the Dream Keeper Initiative

The Dream Keeper Initiative (DKI) seeks to address and remedy racially disparate policies so that the dreams of young African Americans and their families are no longer deferred, and they have the needed resources and support to thrive in San Francisco. Economic opportunity investments under this initiative focus on helping African American small businesses and entrepreneurs in San Francisco start, stabilize, or grow their businesses. The DKI Entrepreneur Training Program is directed at providing training and technical assistance to guide businesses toward the growth and stabilization of African American anchor businesses. The program provides access in the form of grants and stipends for enrollment and completion of business training programs including, starting and developing a business, opening a storefront, and digital sales and marketing. In addition, cover small business start-up costs for entrepreneurs who complete training courses. In FY 22-23 the program supported 142 businesses for a total of \$1,294,000 in funding.

Homeowner Emergency Loan Program (HELP)

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

HELP Funds may be used for:

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

HOPE SF

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

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

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

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

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

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

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

Alice Griffith

Originally built in 1962 adjacent to the now-demolished Candlestick Park, Alice Griffith received a \$30.5 million HUD Choice Neighborhood Award in 2012 and is part of the Hunters Point Shipyard/Candlestick Point Neighborhood Development plan. In 2019, all original residents had been rehoused, achieving nearly 90% retention. Two more affordable projects, including 30 public housing replacement units, will be constructed in 2024-2025. Five Point, the Master developer, is responsible for developing market rate, inclusionary and workforce units. When completed, there will be expanded transit, retail and office space, a research and development campus, and over 300 acres of open space. The proposed total number of units will be 1,150.

Hunters View

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

Potrero Terrace and Annex

Home to nearly 1,300 people, Potrero Terrace and Potrero Annex — together known as Potrero — are two of the oldest public housing developments in San Francisco. Located at the southeastern edge of

the Potrero Hill neighborhood, they were hastily constructed in 1941 and 1955. HOPE SF will rebuild both sections of the 38-acre site into a unified mixed-income development with buildings of varying heights and a park. Phase 1 — construction of the first 72 units was completed in February 2019. The proposed total number of units will be 1,400-1,600.

Sunnydale/Velasco

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

Opportunities for All

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

Opportunities for All connects young people to employment, training, and post-secondary opportunities. Youth work an average of four weeks and earn \$18.07 per hour for up to 20 hours a week, receive mentorship, and visit local businesses to help them identify careers of interest and begin to plan for their future. Opportunities for All builds on existing work-based learning programs and funding. Across the globe, work-based programs are celebrated for preparing young people for work, keeping them engaged in school and promoting self-efficacy.

Opportunities for All works with the SFUSD, OEWD and DCYF to align efforts and recruit youth participants. This initiative also develops a framework where non-profit service providers and employers have shared understanding and language around work expectations for youth, track youth progress, and provide tools that help youth plan for their future.

San Francisco Financial Justice Project

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

Sector Based Approach to Workforce Development

The Workforce Development Division of OEWD connects job seekers in San Francisco with employment opportunities in growing industries such as Technology, Health Care, Hospitality and Construction. We

provide industry aligned job training and access to job search assistance at community-based neighborhood access points throughout the City, to help provide employers with skilled workers. See

Construction Training Programs

The CityBuild Academy (CBA)

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

Construction Administration & Professional Service Academy (CAPSA)

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

CityBuild Women's Mentorship Program

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

Health Care Training Program

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

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

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

Hospitality Training Program

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

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

Technology Training Program

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

TechSF is committed to:

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

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

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

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

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

Smart Money Coaching Program

The Smart Money Coaching program by the Office of Financial Empowerment provides free, confidential, one-on-one, personalized financial guidance. A certified financial coach helps households to address financial challenges and goals, including reducing debt, establishing and improving credit

score, opening a safe and affordable bank account, and increasing savings. Smart Money Coaching has locations throughout San Francisco and is available to anyone living, working or receiving services in San Francisco. This initiative is funded through MOHCD, HSA, DAAS, and the Treasurer's Office. These services are available at over twenty sites on a regular basis, including HOPE SF and RAD housing sites, the San Francisco Main Library, and at nonprofit partners of MOHCD and other city departments.

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

In FY22-23, MOHCD entered its third year of implementation of a City ordinance that resulted from the June 5, 2018 passage of ballot initiative Proposition F, the No Eviction Without Representation Act. Prop F established a policy that all residential tenants facing eviction have a right to full-scope legal representation. This program is called the Tenant Right to Counsel (TRC) and requires eviction legal assistance projects to provide full-scope legal representation to the maximum extent possible (rather than self-help, legal advice and counsel, and limited-scope representation). TRC and the larger eviction defense system is led by the Eviction Defense Collaborative (EDC) in collaboration with eight other legal services organizations.

As a result of Mayor Breed's series of mayoral orders early in the pandemic and subsequent local and state eviction moratoria, San Francisco tenants have been protected from most types of evictions except for evictions based on violence, threat of violence, health/safety issues and Ellis Act. For this reason, most all eviction legal services have been full-scope legal representation as a result of our eviction defense system's available capacity.

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

The Director of MOHCD meets on a weekly basis with the Director of Planning, the Director of the department of Building Inspection, the Executive Director of the Office of Community Investment and Infrastructure, the Mayor's Senior Advisor on Housing, staff from the Mayor's Budget Office, and the Director of Development for the Office of Economic and Workforce Development to discuss affordable and market-rate housing development issues citywide.

The Director and Deputy Director for Housing meet monthly with the leadership of the department of Homelessness and Supportive Housing to discuss strategy and align programs.

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

The City agencies also coordinate in the decision-making at the project level on affordable housing developments in the City, including at the level of individual project funding decisions. The Citywide Affordable Housing Loan Committee makes funding recommendations to the Mayor for affordable housing development throughout the City or to the OCII Commission for affordable housing under their jurisdiction. Committee Members consist of the directors or the director's representative from the

Mayor's Office of Housing and Community Development, Department of Homelessness and Supportive Housing, the Controller's Office of Public Finance and the Office of Community Investment and Infrastructure as successor to the San Francisco Redevelopment Agency (OCII). MOHCD also works closely with OCII and the Department of Homelessness and Supportive Housing to issue requests for proposals (RFPs) or notices of funding availability (NOFAs) on a regular basis to seek applications for particular types of developments. NOFAs are generally issued for projects to serve specific populations (family renters, single adults, seniors, people requiring supportive services, etc.), while RFPs are generally issued for specific development sites. Staff develops funding and general policy recommendations to the Loan Committee.

Staff from MOHCD, OCII, the Department of Homelessness and Supportive Housing also meet on a bi-monthly basis to coordinate the development and operation of the City's permanent supportive housing pipeline and portfolio. This bi-monthly convening provides a regular forum to discuss issues of services coordination, policy, new initiatives, funding opportunities, and emerging needs specific for permanent supportive housing funded by these departments.

MOHCD coordinates closely with the department of Aging to strategize on seniors' housing needs.

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

MOHCD has worked on various initiatives to address the impediments identified in the City's Analysis of Impediments to Fair Housing Choice report, including addressing the Impediments to Affordable Housing Development, Impediments to Utilization of Assisted Housing Programs, and Impediments Facing People With a Criminal Record. MOHCD has focused its efforts on increasing affordable housing production through site placement, working with other city agencies to remove regulatory barriers, and creating new financing sources all in order to increase the production of affordable housing as discussed above. To overcome the impediment of utilizing assisted housing programs, MOHCD is developing a centralized online housing notification and application system called DAHLIA. This will centralize how people learn about affordable housing opportunities. It will also simplify and centralize how people apply to those housing opportunities. Additionally, MOHCD continued to work closely with the Human Rights Commission to implement San Francisco's Fair Chance Ordinance in all City-assisted affordable housing in order to address the impediment facing people with a criminal record. The Fair Chance Ordinance requires that affordable housing providers must first screen housing applicants for all other resident selection criteria before reviewing an applicant's criminal record.

CR-40 - Monitoring 91.220 and 91.230

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

Monitoring for Community Development Activities

Managing Grants and Loans

In program year 2022-23, the Community Development Division of MOHCD administered CDBG public facility, non-workforce development public service and organizational planning/capacity building activities; and HOPWA rental assistance and supportive services programs. MOHCD's Housing Division administered the housing activities of the CDBG and HOPWA programs; and all HOME activities. The Office of Economic and Workforce Development (OEWD) administered CDBG economic development and workforce development activities. The Department of Homelessness and Supportive Housing administered all of the ESG activities.

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

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

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

For CDBG, ESG and HOPWA Grants

Each agency receiving a CDBG, ESG and/or HOPWA grant entered into a grant agreement which stipulates the conditions upon which the grant was awarded, the performance outputs and program outcomes to be met, and the budget. Regular program performance reports were required of grant recipients, along with financial reports. On-site visits were limited because of COVID protocol; when possible and appropriate visits were performed to determine client eligibility, compliance with Federal and local requirements and program progress. When on site-visits were not possible, desk reviews

would be done. Since most CDBG Public Services grants qualified as limited clientele activities, recipient organizations had to demonstrate that they were verifying income eligibility for their clients to MOHCD and OEWD grant coordinators/community builders at site visits.

For each grant, a MOHCD/OEWD grant coordinator/community builder was responsible for providing technical assistance, reviewing progress reports, conducting on-site visits when appropriate, and evaluating performance outputs and program outcomes. The grant coordinator/community builder was also responsible for reviewing monthly expenditure reports and monitoring for fiscal compliance with regulations and accounting policies. In 2022-23, MOHCD continued to dedicate a full-time staff person to focus exclusively on fiscal and compliance monitoring for all of its federally funded grants.

Revolving Loan Funds for Low-Mod Businesses

In Fiscal Year 22-23, OEWD worked with local Community Development Financial Institution (CDFI), Main Street Launch, to deploy capital to low-to-moderate income business owners. During this reporting period, Main Street Launch funded 17 businesses with a total dollar amount of \$855,461 in loans. The average loan size was \$50,000. Through this program, businesses receive pre and post loan technical assistance to ensure borrowers can access these loan products and create a sustainable pathway for repayment.

Capacity Building for MOHCD/OEWD Staff and Delegate Agencies

In 2022-2023, MOHCD and OEWD continued to invest in the training of its staff to build internal capacity so that MOHCD and OEWD could better assist its delegate agencies on both organizational and programmatic development. Organizational capacity building needs of delegate agencies include financial management, human resource management, technical assistance with compliance with federal and local regulations, Board of Directors development and program evaluation. MOHCD and OEWD collaborated on aligning requests for proposals to minimize administrative burden for delegate agencies.

During the program year, MOHCD and OEWD staff worked closely with the Controller's Office and other City departments in assisting grantees to build internal capacity and to ensure compliance with all city, state and federal requirements. During the spring of 2023, MOHCD released an RFP that resulted in approximately \$2.26M being distributed in grants to 32 community-based organizations to support their capacity building in areas such as financial management and board development.

Monitoring for Housing Activities

Single Family (Owner-Occupied) Properties

MOHCD closely monitored its single-family owner-occupied MOHCD-funded properties to ensure ongoing compliance with the program requirements, specifically that owners continue to reside in the assisted property; that they retain title to the property; and that property taxes are current. While completing the monitoring process during the pandemic provided unique challenges to MOHCD and its homeowners, physical monitoring of all owner-occupied properties will continue in 2023 on a rolling basis to ensure compliance with regulations and standards of the City's housing programs. In 2022-2023, MOHCD staff brought households into compliance and referred additional non-program compliant homeowners to the City Attorney's Office for the collection of in legal settlements from noncompliant homeowners.

Multifamily Properties

MOHCD monitors the compliance of 403 City-assisted multifamily rental projects, including 132 CDBG- and HOME-funded rental housing projects to assure compliance with program requirements. Monitoring activities included review of: (1) tenant income and rent schedules; (2) management and maintenance reports; and (3) income and expense statements, including financial statements and use of program income. MOHCD continues to work with rental property owners and their property management agents to ensure ongoing compliance with tenant income and rent restrictions as well as HUD housing quality standards and local code.

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

Citizen Participation Plan 91.105(d); 91.115(d)

Describe the efforts to provide citizens with reasonable notice and an opportunity to comment on performance reports.

The Draft 2022-2023 CAPER is available to the public for review and comment between September 8, 2023 and September 22, 2023. The City published a notice on the MOHCD, OEWD and HSH websites on August 30, 2023 informing the public of the availability of the draft document for review and comment. The notice was also emailed to MOHCD's list of community organizations and stakeholders that is used for outreach purposes. See Appendix C for the proof of publication for the notice of availability of the Draft 2022-2023 CAPER for public review and comment. The public has access to an electronic copy of the draft document on the MOHCD, OEWD and HSH websites.

CR-45 - CDBG 91.520(c)

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

No changes.

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

CR-50 - HOME 91.520(d)

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

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

In 2022-2023, MOHCD inspected 11 HOME-funded properties. MOHCD designates all units as HOME-assisted units in any project that receives HOME funding.

Project Name	Building Number	Street	Sponsor	No. of Units	Inspection Date
290 Malosi (Sunnydale Block 6)	290	Malosi	Mercy Housing California and Related CA	167	5/22/2023
Madonna Residences	350	Golden Gate	Mercy Housing California	70	5/31/2023
95 Laguna Senior	95	Laguna	Mercy Housing California	78	6/2/2023
1036 Mission	1036	Mission	Tenderloin Neighborhood Development Corporation	83	6/5/2023
Willie B. Kennedy Senior (Rosa Parks II) Housing	1239	Turk	Tenderloin Neighborhood Development Corporation	98	6/6/2023
555 Larkin Street aka 500 Turk	555	Larkin	Tenderloin Neighborhood Development Corporation	121	6/9/2023
Ritz Hotel	216	Eddy	Tenderloin Neighborhood Development Corporation	89	6/12/2023
Broadway Sansome Family Housing	235-295	Broadway	Chinatown Community Development Center	75	6/14/2023
Casa Quezada	35	Woodward	Dolores Street Community Services	52	6/15/2023
John Burton Advocates for Youth Housing Complex	800	Presidio	Booker T. Washington Community Service Ctr / JSCo	50	6/21/2023
Arnett Watson Apartments	650	Eddy	HomeRise	83	6/28/2023

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

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

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

MOHCD continues to rigorously review the affirmative marketing efforts of all of its borrowers at initial marketing and when developers open their wait lists. Monitoring marketing efforts continues to improve through MOHCD's online application and listing system called Database of Affordable Housing Listings and Applications (DAHLIA) for new rental opportunities and the replenishment of waitlists for existing affordable housing.

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

MOHCD HOME Program funding in Fiscal Year 2022-2023 for predevelopment activities so there were no tenants to report characteristics for in IDIS.

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

The maintenance and preservation of existing affordable housing is a key housing activity for San Francisco given the age of its affordable housing stock. To this end San Francisco periodically issues Notice of Funding Availability for addressing the most pressing capital needs of existing affordable housing, especially those that impact the health and safety and ultimately the long-term livability of the properties.

CR-55 - HOPWA 91.520(e)

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

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

Number of Households Served Through:	One-year Goal	Actual
Short-term rent, mortgage, and utility assistance payments	93	95
Tenant-based rental assistance	180	174
Units provided in transitional housing facilities developed, leased, or operated with HOPWA funds	28	18
Units provided in permanent housing facilities developed, leased, or operated with HOPWA funds	232	88
Total	533	375

Table 13 – HOPWA Number of Households Served

Narrative

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

For both the Five-Year Consolidated Plan and the 2022-2023 annual performance periods, HOPWA program goals and objectives were substantially met as evidenced by maximum occupancy of capital projects and rental assistance programs, service utilization, and program stability. HOPWA funds were disbursed and utilized in a timely way.

Short staffing, staffing turnover and staffing recruitment continue to be major challenges to program implementation. 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.

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

For fiscal year 2022-2023, MOHCD entered into an inter-governmental fiscal agreement with the San Mateo County AIDS Program which determines priorities for funding, selects project sponsors

administers the HOPWA funds, and ensures that all HOPWA regulations have been satisfied for their jurisdiction.

Funding for 2022-2023 is summarized as follows:

County	Funding Per Action Plan	FY 22-23 Expenditures	CARES funding per Action Plan	FY 22-23 CARES Expenditures
San Francisco	\$6,187,309	\$6,867,320	\$303,434	\$244,319
San Mateo	\$832,116	\$832,116	\$0	\$0
Total – San Francisco EMSA	\$7,019,425	\$7,699,436	\$303,434	\$244,319

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

San Francisco Priorities, Allocations and Accomplishments

Grantee and Community Overview

Due to the nature of transmission, the conditions of homelessness can create further spread of HIV. According to data from Ward 86, the largest clinic in San Francisco serving PLWHA, in 2019 nearly a third of the 2,600 patients who visit the clinic are extremely impacted by housing instability. According to San Francisco’s Department of Public Health (SFDPH), the rates of viral suppression are far lower for individuals with HIV who are also experiencing homelessness.

Examining the time trends of financial support available for HIV/AIDS housing services suggests a discouraging outlook. Ryan White CARE and General Fund support have remained approximately the same since 2007. Given inflation, significant increases in housing costs and increasing costs of service delivery over time, plateaus in funding effectively amount to fewer resources available for HIV/AIDS housing. Support from HOPWA funding in 2023 is less than that available in 2007, although costs have increased in every area of housing over the past 10 years.

The projection released by HUD in 2022 indicated that this new formula has resulted in a small reduction in HOPWA funding to San Francisco of as much as approximately \$25,000 per year. The impact of this formula change in San Francisco has the potential to further reduce the number of HOPWA funded subsidies as well as reductions in capital. Notably, U.S. Congress is cutting back on several social service funded programs such as HOPWA and therefore additional reductions in funding may be eminent.

Since the creation of the initial Five-Year Plan, the annual HOPWA budget has been developed in consultation with DPH’s HIV Health Services Office and the Planning Council. The FY 2022-2023 annual budget was presented to the public through the MOHCD website, at a public hearing for citizens and consumers, and before San Francisco’s Board of Supervisors prior to final approval.

The FY 2022-2023 Action Plan anticipated \$6,539,310 in HOPWA funding from annual formula allocation of \$6,187,309 and program income of \$352,001.

Expenditures during FY 22-23 totaled \$6,867,320 of which \$6,842,119 was funded from annual formula funds and \$25,201 from program income received during FY 2022-2023. CARES expenditures during FY22-23 totaled \$244,319.

	Funding Per Action Plan	FY 22-23 Expenditures	Funding Per Action Plan CARES	FY 22-23 Expenditures CARES
Capital Improvement Projects	\$340,587	\$9,400	\$0	\$0
Rental Assistance Program	\$3,466,707	\$3,643,868	\$60,005	\$8,250
Supportive Services and Operating Costs	\$2,146,396	\$2,959,903	\$243,429	\$236,069
Housing Information/Referral Services	\$48,000	\$67,748	\$0	\$0
Grantee Administration and Other Activities	\$185,619	\$186,401	\$0	\$0
Total	\$6,187,309	\$6,867,320	\$303,434	\$244,319

The priorities and objectives of the HOPWA program as reflected in the 2022-2023 Action Plan included:

- Rental Assistance Program (170 tenant based rental assistance subsidies)

During 2022-2023, \$3.6 million was spent on rental assistance (53% of total expenditures). The program provided monthly rental subsidies and housing advocacy services to 174 households during FY 2022-23. In addition, case management services and employment assistance/training were provided to 60 clients through the Second Start Program. Partial rent subsidies for the 62 households were funded by a separate HOPWA Competitive Grant.

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

- Services and operating subsidies for five residential care facilities for people with HIV/AIDS and two other facilities for people with HIV/AIDS (134 units of transitional short-term housing facilities).

During 2022-2023, \$2.9 million was spent on supportive services and operating subsidies at the 7 transitional facilities (43% of total expenditures) with 106 unduplicated residents assisted. All residents are required to have an income below HUD's very low-income standard—50% of Area Median Income (AMI).

Case managers at the programs coordinate care for residents ensuring maximum usage of available resources. HOPWA provides the largest percentage of funding to these projects, covering supportive services (including nursing care) and a portion of operating expenses. Funding for these programs and

facilities are supplemented with federal Ryan White funds, Section 8 project-based vouchers, project sponsor contributions, and private sector funding including grants and donations.

- **Capital Improvement Projects**

During FY 2022-2023, \$9,400 was spent on one capital improvement project approved in prior years. Three projects are in progress with completion projected in the next three years. There are three other capital improvement projects which have been approved for funding through the Request for Proposal (RFP) process, but not yet started.

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

Project sponsors are required to provide program evaluation reports on an annual basis.

Barrier and Trends Overview

The following barriers were encountered during the program year:

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

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

Housing Affordability and Availability: Securing subsidies to remain in housing is a key solution to achieving healthy outcomes for PLWHA. In San Francisco, non-payment of rent is the leading cause of eviction. The aforementioned stigma and cost associated with HIV/AIDS care and treatment can create situations that interrupt the ability to pay a fixed rent. A 2012 analysis conducted by the Centers for Disease Control and Prevention found that housing status is the strongest predictor of HIV/AIDS health

outcomes. Preserving the housing of PLWHA is a fundamental support to ensure positive health outcomes.

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

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

Additionally, several individuals exiting assisted care and long-term medical care facilities have limited incomes making it difficult to find and obtain independent housing. Because of the lack of funding and assisted care provider availability, these individuals who need in home health support are unable to secure such services and therefore must remain in long term facilities thereby reducing the total number of available beds.

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

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

Program Contact

Mayor's Office of Housing and Community Development – Manuel S. Vasquez, HIV Housing Programs Manager, 628-652-5926, manuel.s.vasquez@sfgov.org

San Mateo Priorities, Allocations and Accomplishments

San Mateo County's share of HOPWA funding for FY 2022-23 totaled \$832,116 and was fully expended during the fiscal year.

Categories	Funding Per Action Plan	FY22-23 HOPWA Expenditures
Rental Assistance Program	\$680,015	\$679,941
Supportive Services	\$104,500	\$104,579
Project Sponsor Administrative Exp	\$47,601	\$47,596
Total	\$832,116	\$832,116

From the total amount of the award, \$679,941 or 82% was utilized to provide housing services including, short-term rent, mortgage, emergency financial assistance, move-in costs, housing information and related project sponsor administrative expenses. \$104,579 or 13% of funding was used to provide case management services.

San Mateo County's share of HOPWA funding for FY 2022-23 totaled \$832,116 and was fully expended during the fiscal year.

Categories	Funding Per Action Plan	FY22-23 HOPWA Expenditures
Rental Assistance Program	679,940.82	679,940.82
Supportive Services	104,579.37	104,579.37
Project Sponsor Administrative Exp	47,595.81	47,595.81
Total	832,116.00	832,116.00

From the total amount of the award, \$679,940.82 or 82% was utilized to provide housing services including, short-term rent, mortgage, emergency financial assistance, move-in costs, housing information and related project sponsor administrative expenses. \$104,579.37 or 13% of funding was used to provide case management services.

Housing affordability has turned out to be a long-term challenge for residents of San Mateo County. Housing affordability in the County continues to remain high. According to July 2022 County-Level Historic Estimates reports from Apartmentlist.com (<https://www.apartmentlist.com/research/category/data-rent-estimates>), San Mateo's median rent for a single bedroom unit was \$2,166 and for two bedrooms was \$2,745. Even though this is a 3% decrease from the previous year, the high cost is prohibitive to the majority of our clients. Policymakers, state and county legislators have been trying to come up with legislation to help alleviate the housing crisis.

Some proposed bills to help finance affordable housing may eventually help, but at the present time our clients are not getting a lot a relief. According to a recent study by the National Low Income Housing Coalition (NLIHC) (https://nlihc.org/sites/default/files/oor/California_2023_OOR.pdf) "fair-market" two-bedroom rate of rent \$3,188 in San Mateo County would require at least an annual income of \$127,520 or an hourly rate of \$61.31. These amounts are too high for clients of the program to be able to afford; the difficulty of clients finding employment in general further increases the challenges of affordable housing.

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

- **Rental Assistance Program**

95 households were assisted during this fiscal year with short-term/emergency rental assistance; 8 of these households also received housing placement services. The 2022-2023 Action Plan anticipated that 107 households would be served during the fiscal year. Also, 149 households received housing information services during the year.

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

One hundred percent (100%) of clients who responded to a survey reported being satisfied, or very satisfied, with the services they received during the year.

- **Supportive Services:**

For the 2022-23 Action Plan, we projected that 180 persons would receive Supportive Services. 408 individuals received Supportive Services, specifically assistance in gaining access to local, State, and Federal government benefits and services. These Supportive Services aimed to increase their access to care, improve their opportunities of achieving a more stable living environment, and reduce their risk of becoming homeless.

Our 2022 San Mateo County STD/HIV Program Client Satisfaction Survey had a sample size of 75. In general, 90% are very satisfied or satisfied with their social work and 79% are very satisfied or satisfied with their benefits counseling services. 73% responded that the benefits counselor or social worker improved their access to medical care with 18% stating "I don't know". 41% said the support services they received at the clinic reduced their risk of homelessness with 23% stating "I don't know".

Barrier and Trends Overview

The following barriers were encountered during the program year:

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. Additionally, recent inflation has led some otherwise mostly stable people to need assistance because of the increases in everyday costs, which are expected to continue into the foreseeable future.

Housing Affordability/Availability

The high cost and unavailability of housing in San Mateo County continue to be barriers to stable housing for our clients. Per “Home for All, San Mateo County,” (<https://homeforallsmc.org/challenge/>) a renter of a one-bedroom unit needs to earn \$115,160 per year to be able to pay rent and other living expenses. The average, annual gross income for the people who received MHA financial services last year was \$14,200, or \$1,183 per month, clearly nowhere near the amount needed to rent in San Mateo County.

Credit History

Landlords check apartment applicants’ credit histories before renting. Many of our clients have no, or poor, credit histories. Some people request assistance because their adequate credit histories and credit ratings are in danger of deteriorating due to unpaid bills, frequently unpaid medical bills. If not addressed, these renters are in danger of not being able to find housing if they have to leave the apartment or house that they are renting.

Need for More Board and Care Facilities

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

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

APPENDIX A: ESG Attachment

CR-60 - ESG 91.520(g) (ESG Recipients only)

ESG Supplement to the CAPER in *e-snaps*

For Paperwork Reduction Act

1. Recipient Information—All Recipients Complete

Basic Grant Information

Recipient Name	SAN FRANCISCO
Organizational DUNS Number	070384255
UEI	
EIN/TIN Number	946000417
Identify the Field Office	SAN FRANCISCO
Identify CoC(s) in which the recipient or subrecipient(s) will provide ESG assistance	San Francisco CoC

ESG Contact Name

Prefix	Mr
First Name	Brian
Middle Name	
Last Name	Cheu
Suffix	
Title	Director of Community Development

ESG Contact Address

Street Address 1	1 South Van Ness, 5th Floor
Street Address 2	
City	San Francisco
State	CA
ZIP Code	94103-
Phone Number	6286525955
Extension	
Fax Number	
Email Address	brian.cheu@sfgov.org

ESG Secondary Contact

Prefix	Mr
First Name	Benjamin
Last Name	McCloskey
Suffix	
Title	Deputy Director - Finance and Administration

CAPER

Phone Number 6286525955
Extension
Email Address benjamin.mccloskey@sfgove.org

2. Reporting Period—All Recipients Complete

Program Year Start Date 07/01/2022
Program Year End Date 06/30/2023

3a. Subrecipient Form – Complete one form for each subrecipient

Subrecipient or Contractor Name: SAN FRANCISCO

City: San Francisco

State: CA

Zip Code: 94102, 4604

DUNS Number: 070384255

UEI:

Is subrecipient a victim services provider: N

Subrecipient Organization Type: Unit of Government

ESG Subgrant or Contract Award Amount: 163919

Subrecipient or Contractor Name: COMPASS FAMILY SERVICES

City: San Francisco

State: CA

Zip Code: 94102, 2853

DUNS Number: 832017953

UEI:

Is subrecipient a victim services provider: N

Subrecipient Organization Type: Other Non-Profit Organization

ESG Subgrant or Contract Award Amount: 149944

Subrecipient or Contractor Name: DOLORES STREET COMMUNITY SERVICES

City: San Francisco

State: CA

Zip Code: 94110, 2321

DUNS Number: 617708888

UEI:

Is subrecipient a victim services provider: N

Subrecipient Organization Type: Other Non-Profit Organization

ESG Subgrant or Contract Award Amount: 55000

Subrecipient or Contractor Name: EPISCOPAL COMMUNITY SERVICES

City: San Francisco

State: CA

Zip Code: 94103, 2726

DUNS Number: 151172095

UEI:

Is subrecipient a victim services provider: N

Subrecipient Organization Type: Faith-Based Organization

ESG Subgrant or Contract Award Amount: 270943

Subrecipient or Contractor Name: HAMILTON FAMILY CENTER

City: San Francisco

State: CA

Zip Code: 94117, 1326

DUNS Number: 806779633

UEI:

Is subrecipient a victim services provider: N

Subrecipient Organization Type: Other Non-Profit Organization

ESG Subgrant or Contract Award Amount: 246943

Subrecipient or Contractor Name: LA CASA DE LAS MADRES

City: San Francisco

State: CA

Zip Code: 94103, 2474

DUNS Number: 036202661

UEI:

Is subrecipient a victim services provider: Y

Subrecipient Organization Type: Other Non-Profit Organization

ESG Subgrant or Contract Award Amount: 165000

Subrecipient or Contractor Name: LARKIN STREET YOUTH SERVICES

City: San Francisco

State: CA

Zip Code: 94109, 6434

DUNS Number: 147566517

UEI:

Is subrecipient a victim services provider: N

Subrecipient Organization Type: Other Non-Profit Organization

ESG Subgrant or Contract Award Amount: 112000

Subrecipient or Contractor Name: PROVIDENCE FOUNDATION

City: San Francisco

State: CA

Zip Code: 94124, 2359

DUNS Number: 110573438

UEI:

Is subrecipient a victim services provider: N

Subrecipient Organization Type: Other Non-Profit Organization

ESG Subgrant or Contract Award Amount: 50000

Subrecipient or Contractor Name: Catholic Charities CYO of the Archdiocese of San Francisco

City: San Francisco

State: CA

Zip Code: 94105, 1614

DUNS Number: 074654880

UEI:

Is subrecipient a victim services provider: N

Subrecipient Organization Type: Faith-Based Organization

ESG Subgrant or Contract Award Amount: 212943

Subrecipient or Contractor Name: HOMELESS CHILDREN'S NETWORK

City: San Francisco

State: CA

Zip Code: 94124, 1443

DUNS Number: 138011509

UEI:

Is subrecipient a victim services provider: N

Subrecipient Organization Type: Other Non-Profit Organization

ESG Subgrant or Contract Award Amount: 55000

Subrecipient or Contractor Name: Mission Area Health Associates

City: San Francisco

State: CA

Zip Code: 94110, 1323

DUNS Number: 030967392

UEI:

Is subrecipient a victim services provider: N

Subrecipient Organization Type: Other Non-Profit Organization

ESG Subgrant or Contract Award Amount: 55943

Subrecipient or Contractor Name: The San Francisco Particular Council of the Society of St Vincent De Paul

City: San Francisco

State: CA

Zip Code: 94103, 3926

DUNS Number: 078773173

UEI:

Is subrecipient a victim services provider: N

Subrecipient Organization Type: Other Non-Profit Organization

ESG Subgrant or Contract Award Amount: 50000

CR-65 - Persons Assisted

4. Persons Served

4a. Complete for Homelessness Prevention Activities

Number of Persons in Households	Total
Adults	78
Children	0
Don't Know/Refused/Other	0
Missing Information	10
Total	88

Table 14 – Household Information for Homeless Prevention Activities

4b. Complete for Rapid Re-Housing Activities

Number of Persons in Households	Total
Adults	35
Children	39
Don't Know/Refused/Other	0
Missing Information	0
Total	74

Table 15 – Household Information for Rapid Re-Housing Activities

4c. Complete for Shelter

Number of Persons in Households	Total
Adults	1,927
Children	378
Don't Know/Refused/Other	6
Missing Information	11
Total	2,387

Table 16 – Shelter Information

4d. Street Outreach

Number of Persons in	Total
----------------------	-------

CAPER

Households	
Adults	0
Children	0
Don't Know/Refused/Other	0
Missing Information	0
Total	0

Table 17 – Household Information for Street Outreach

4e. Totals for all Persons Served with ESG

Number of Persons in Households	Total
Adults	2,066
Children	481
Don't Know/Refused/Other	2
Missing Information	0
Total	2,549

Table 18 – Household Information for Persons Served with ESG

5. Gender—Complete for All Activities

	Total
Male	1,444
Female	1,014
Transgender	52
Don't Know/Refused/Other	9
Missing Information	30
Total	2,549

Table 19 – Gender Information

6. Age—Complete for All Activities

	Total
Under 18	481
18-24	298
25 and over	1,768
Don't Know/Refused/Other	2
Missing Information	0
Total	2,549

Table 20 – Age Information

7. Special Populations Served—Complete for All Activities

Number of Persons in Households

Subpopulation	Total	Total Persons Served – Prevention	Total Persons Served – RRH	Total Persons Served in Emergency Shelters
Veterans	38	0	0	38
Victims of Domestic Violence	577	0	16	561
Elderly	155	10	0	145
HIV/AIDS	56	0	3	53
Chronically Homeless	1,959	0	79	1,794

Persons with Disabilities:				
Severely Mentally Ill	617	6	14	597
Chronic Substance Abuse	291	4	4	283
Other Disability	1,094	32	22	1,040
Total (Unduplicated if possible)	2,549 (Unduplicated)	134	153	5,760

Table 21 – Special Population Served

CR-70 – ESG 91.520(g) - Assistance Provided and Outcomes

8. Shelter Utilization

Number of New Units - Rehabbed	0
Number of New Units - Conversion	0
Total Number of bed-nights available	1,118,880
Total Number of bed-nights provided	1,050,470
Capacity Utilization	93%

Table 22 – Shelter Capacity

9. Project Outcomes Data measured under the performance standards developed in consultation with the CoC(s)

CR-75 – Expenditures

11. Expenditures

11a. ESG Expenditures for Homelessness Prevention

	Dollar Amount of Expenditures in Program Year			
	2019	2020	2021	2022
Expenditures for Rental Assistance	0	0	0	0
Expenditures for Housing Relocation and Stabilization Services - Financial Assistance	176,504	283,931	212,943	212,943
Expenditures for Housing Relocation & Stabilization Services - Services	0	0	0	109,887
Expenditures for Homeless Prevention under Emergency Shelter Grants Program	0	0	0	0
Subtotal Homelessness Prevention	176,504	283,931	212,943	322,830

Table 23 – ESG Expenditures for Homelessness Prevention

11b. ESG Expenditures for Rapid Re-Housing

	Dollar Amount of Expenditures in Program Year			
	2019	2020	2021	2022
Expenditures for Rental Assistance	176,504	245,886	124,465	182,663
Expenditures for Housing Relocation and Stabilization Services - Financial Assistance	0	0	58,197	19,094
Expenditures for Housing Relocation & Stabilization Services - Services	0	0	63,224	44,129
Expenditures for Homeless Assistance under Emergency Shelter Grants Program	0	0	0	0
Subtotal Rapid Re-Housing	176,504	245,886	245,886	245,886

Table 24 – ESG Expenditures for Rapid Re-Housing

11c. ESG Expenditures for Emergency Shelter

	Dollar Amount of Expenditures in Program Year			
	2019	2020	2021	2022
Essential Services	1,010,086	893,899	815,948	499,431
Operations	0	0	148,939	355,569
Renovation	0	0	0	0
Major Rehab	0	0	0	0
Conversion	0	0	0	0
Subtotal	1,010,086	893,899	964,887	855,000

Table 25 – ESG Expenditures for Emergency Shelter

11d. Other Grant Expenditures

	Dollar Amount of Expenditures in Program Year			
	2019	2020	2021	2022
Street Outreach	0	0	0	0
HMIS	60,622	60,622	47,727	44,844
Administration	115,436	111,085	119,306	119,075

Table 26 - Other Grant Expenditures

11e. Total ESG Grant Funds

Total ESG Funds Expended	2019	2020	2021	2022
6,312,959	1,539,152	1,595,423	1,590,749	1,587,635

Table 27 - Total ESG Funds Expended

11f. Match Source

	2019	2020	2021	2021
Other Non-ESG HUD Funds	0	0	0	0
Other Federal Funds	0	0	0	0
State Government	0	0	0	0
Local Government	1,539,152	1,595,423	1,590,749	1,587,635
Private Funds	0	0	0	0
Other	0	0	0	0
Fees	0	0	0	0

Program Income	0	0	0	0
Total Match Amount	1,539,152	1,595,423	1,590,749	1,587,635

Table 28 - Other Funds Expended on Eligible ESG Activities

11g. Total

Total Amount of Funds Expended on ESG Activities	2019	2020	2021	2022
9,450,648	3,078,304	3,190,846	3,181,498	3,175,270

Table 29 - Total Amount of Funds Expended on ESG Activities

APPENDIX B: HOPWA Information, Data Tables and Certifications

Per requirements in the HOPWA Consolidated Annual Performance and Evaluation Report (CAPER) Measuring Performance Outcomes with expiration date of 11/30/2023.

This appendix will be included in the final document that is submitted to HUD.

APPENDIX C: Notice of Availability of Draft 2022-2023 CAPER for Public Review and Comment



