File No. 210769 **Committee Item No.** 7
Board Item No. 47

COMMITTEE/BOARD OF SUPERVISORS

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Committee: Budget & Finance Committee **Date** July 13, 2021

Board of Supervisors Meeting **Date** July 20, 2021

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Completed by: Linda Wong **Date** July 8, 2021
Completed by: Linda Wong **Date** July 15, 2021

FILE NO. 210769 RESOLUTION NO.

[Apply for, Accept, and Expend Grant - Retroactive - U.S. Department of Housing and Urban Development - Emergency Solutions Grants (ESG) Program - $1,590,749 - FY2021-2022]

Resolution retroactively approving the Fiscal Year (FY) 2021-2022 Emergency Solutions Grants (ESG) Program; and authorizing the Mayor, on behalf of the City and County of San Francisco, to apply for, accept, and expend the City's FY2021-2022 ESG Program entitlement from the U.S. Department of Housing and Urban Development, in the amount of $1,590,749 for an unspecified period starting July 1, 2021.

WHEREAS, Under the Stewart B. McKinney Homeless Assistance Act and Cranston Gonzalez National Affordable Housing Act of 1990, the Secretary of the U.S. Department of Housing and Urban Development (HUD) is authorized to make a grant to the City and County of San Francisco under the Emergency Solutions Grants Program (ESG); and

WHEREAS, The City and County of San Francisco anticipates receiving $1,590,749 in FY2021-2022 ESG Program funds from HUD; and

WHEREAS, The Citizen's Committee on Community Development (CCCD) has prepared recommendations for ESG funding as set forth in a proposed Expenditure Schedule, a copy of which is located in Clerk of the Board of Supervisors File No. 210769; and

WHEREAS, The ESG Program funds will be used to provide for the payment of certain operating and social service expenses in connection with emergency shelters and for homeless prevention activities; and

WHEREAS, The proposed grant does not require an Annual Salary Ordinance amendment; and

WHEREAS, The funding agency (HUD) does not allow use of the grant on indirect costs; now, therefore, be it

RESOLVED, That the Mayor of the City and County of San Francisco is hereby authorized to apply for, accept, and expend the City's FY2021-2022 ESG Program entitlement from HUD in accordance with the purposes and goals for the funding as generally set forth in the 2020-24 Five-Year Consolidated Plan and the Expenditure Schedule; and, be it

FURTHER RESOLVED, That the Board of Supervisors does hereby approve the purposes and goals for FY2021-2022 ESG Program funding as set forth in the Expenditure Schedule for recipient agencies and departments; and, be it

FURTHER RESOLVED, That the Board of Supervisors hereby waives inclusion of indirect costs in the grant budget; and, be it

FURTHER RESOLVED, That the Mayor is hereby authorized to enter into and execute agreements between the City and County of San Francisco and various agencies consistent with the ESG Program and the Expenditure Schedule; and, be it

FURTHER RESOLVED, That the Mayor is hereby authorized to submit documentation and certifications as may be requested or required by HUD, and to take such additional actions as may be required to apply for, accept and expend the ESG funds consistent with this Resolution and the goals of the ESG Program and all applicable legal requirements, and any such actions are solely intended to further the purposes of this Resolution, and are subject in all respect to the terms of this Resolution, and any such action cannot increase the risk to the City, or require the City to expend any resources, and that the Mayor shall consult with the City Attorney prior to execution and provided that within 30 days of the agreements approved by this Resolution being executed by all parties, such final documents (showing marked changes, if any) shall be provided to the Clerk of the Board, for inclusion in the official file, together with a brief explanation of any actions from the date of the adoption of this Resolution; and, be it

FURTHER RESOLVED, That all actions heretofore taken by the officers of the City with respect to the application for, or the acceptance or expenditure of, ESG funds, as consistent with the documents herein and this Resolution, are hereby approved, confirmed and ratified.

Recommended:

/s/
Eric D. Shaw, Director

Approved:

/s/
London N. Breed, Mayor

/s/
Ben Rosenfield, Controller

File Number: _____
(Provided by Clerk of Board of Supervisors)

Grant Resolution Information Form
(Effective July 2011)

Purpose: Accompanies proposed Board of Supervisors resolutions authorizing a Department to accept and expend grant funds.

The following describes the grant referred to in the accompanying resolution:

1. Grant Title: Emergency Solutions Grant (ESG)

2. Department: Mayor's Office of Housing and Community Development

3. Contact Person: Benjamin McCloskey Telephone: 415-701-5575

4. Grant Approval Status (check one):

[ ] Approved by funding agency [x] Not yet approved

5. Amount of Grant Funding Approved or Applied for: $1,590,749

6a. Matching Funds Required: One-to-one match required for funds going to subrecipients.
b. Source(s) of matching funds (if applicable): Local funds identified in subrecipients' budgets that total $1,590,749. The match requirement is $1,590,749. All CCSF homeless services and shelter funding qualifies.

7a. Grant Source Agency: US Department of Housing and Urban Development
b. Grant Pass-Through Agency (if applicable): N/A

8. Proposed Grant Project Summary: Proposed Expenditure Schedule attached

9. Grant Project Schedule, as allowed in approval documents, or as proposed:
Start-Date: July 1, 2021 End-Date: 2 years from date of grant agreement between HUD and CCSF, or a later date if approved by HUD

10a. Amount budgeted for contractual services: None; attached expenditure schedule details grants to be made to nonprofit agencies.

b. Will contractual services be put out to bid? N/A

c. If so, will contract services help to further the goals of the Department's Local Business Enterprise (LBE) requirements? N/A

d. Is this likely to be a one-time or ongoing request for contracting out? N/A

11a. Does the budget include indirect costs? [ ] Yes [x] No

b1. If yes, how much? $
b2. How was the amount calculated?

c1. If no, why are indirect costs not included?
[x] Not allowed by granting agency [ ] To maximize use of grant funds on direct services
[ ] Other (please explain):

c2. If no indirect costs are included, what would have been the indirect costs? None.

12. Any other significant grant requirements or comments: CFDA 14.231

****Disability Access Checklist***(Department must forward a copy of all completed Grant Information Forms to the Mayor's Office of Disability)**

13. This Grant is intended for activities at (check all that apply):

[ ] Existing Site(s)	[ ] Existing Structure(s)	[x] Existing Program(s) or Service(s)
[ ] Rehabilitated Site(s)	[ ] Rehabilitated Structure(s)	[x] New Program(s) or Service(s)
[ ] New Site(s)	[ ] New Structure(s)	

14. The Departmental ADA Coordinator or the Mayor's Office on Disability have reviewed the proposal and concluded that the project as proposed will be in compliance with the Americans with Disabilities Act and all other Federal, State and local disability rights laws and regulations and will allow the full inclusion of persons with disabilities. These requirements include, but are not limited to:

1. Having staff trained in how to provide reasonable modifications in policies, practices and procedures;
2. Having auxiliary aids and services available in a timely manner in order to ensure communication access;
3. Ensuring that any service areas and related facilities open to the public are architecturally accessible and have been inspected and approved by the DPW Access Compliance Officer or the Mayor's Office on Disability Compliance Officers.

If such access would be technically infeasible, this is described in the comments section below:

Comments:

Departmental ADA Coordinator or Mayor's Office of Disability Reviewer:

Eugene Flannery
(Name)

Environmental Compliance Manager
(Title)

Date Reviewed: 06/21/2021

Eugene T. Flannery
(Signature Required)

Department Head or Designee Approval of Grant Information Form:

Eric D. Shaw
(Name)

Director
(Title)

Date Reviewed: June 23, 2021

/s/ Eric D. Shaw
(Signature Required)

2021-2022 ESG Proposed Expenditure Schedule

The following is a list of proposed expenditures for the 2021-2022 ESG program. The list of recommended projects is organized by five-year objectives, priority needs and goals that are described in the 2020-2024 Consolidated Plan. While a recommended project may meet more than one goal, it is only listed under its primary goal.

Objective 1: Families and Individuals are Stably Housed

- **Priority Need 1C: Prevent and Reduce Homelessness**
  - **Goal 1Cii. Reduce homelessness for adults, youth and families**

Agency Name	Project Description	ESG Funding Amount
Catholic Charities CYO of the Archdiocese of San Francisco	Prevention for Individuals	$212,943
Central City Hospitality House	Case Management for Shelter residents	$73,000
Community Forward SF	Emergency Shelter Services and Case Management	$55,000
Compass Family Services	Emergency Shelter Services and Case Management	$96,000
Compass Family Services	Prevention and Rapid Rehousing for Families	$53,944
Dolores Street Community Services	Case Management for Shelter residents	$55,000
Episcopal Community Services of San Francisco	Emergency Shelter Services	$89,000
Episcopal Community Services of San Francisco	RRH for Adults	$53,943
Hamilton Families	Emergency Shelter Services and Case Management	$55,000
Hamilton Families	RRH for Families	$191,943
Homelesss Children's Network	Case Management for Shelter residents	$55,000
La Casa de las Madres	Emergency Shelter Services and Case Management	$165,000
Larkin Street Youth Services	Emergency Shelter Services and Case Management	$112,000
Mission Nieghborhood Health Center	Prevention for Individuals	$55,943
Providence Foundation of San Francisco	Emergency Shelter Services and Case Management	$50,000
St. Vincent de Paul	Emergency Shelter Services and Case Management	$50,000
	Subtotal	**$1,423,716**

2021-2022 ESG Proposed Expenditure Schedule

Administration Costs

Agency Name	Project Description	ESG Funding Amount
Department of Homelessness and Supportive Housing	HMIS	$47,727
Department of Homelessness and Supportive Housing	General ESG administration pool	$89,479
Mayor's Office of Housing and Community Development	General ESG administration pool	$29,827
	Subtotal	**$167,033**

TOTAL 2021-2022 ESG: $1,590,749

U.S. Department of Housing and Urban Development
451 Seventh Street, SW
Washington, DC 20410
www.hud.gov

espanol.hud.gov

Environmental Review for Activity/Project that is Exempt or Categorically Excluded Not Subject to Section 58.5

Pursuant to 24 CFR Part 58.34(a) and 58.35(b)

Project Information

Project Name: City and County of San Francisco 2021 Emergency Solutions Grant Program

Responsible Entity: Mayor's Office of Housing and Community Development (MOHCD)

Grant Recipient (if different than Responsible Entity):

State/Local Identifier:

Preparer: Eugene T. Flannery

Certifying Officer Name and Title: Eric D. Shaw, Director MOHCD

Consultant (if applicable):

Project Location: City and County of San Francisco

Description of the Proposed Project [24 CFR 58.32; 40 CFR 1508.25]**:**

The resources of the ESG program will be used by the City and County of San Francisco to develop flexible, locally designed community development strategies to address the program's primary objective, which is the development of viable urban communities

The project consists program administration; housing program administration; technical assistance; planning and public services including but not limited to: training, legal, fair housing, for low/moderate income household.

Level of Environmental Review Determination:

☒ Activity/Project is Exempt per 24 CFR 58.34 (a)(3); (a)(4).

☒ Activity/Project is Categorically Excluded Not Subject To §58.5 per 24 CFR 58.35(b) (2).

Funding Information

Grant Number	HUD Program	Funding Amount
E21MC060016	ESG	$1,590,749

Estimated Total HUD Funded Amount: $1,590,749

This project anticipates the use of funds or assistance from another Federal agency in addition to HUD in the form of (if applicable):

Estimated Total Project Cost (HUD and non-HUD funds) [24 CFR 58.32(d)]: $1,590,749

Compliance with 24 CFR §50.4 and §58.6 Laws and Authorities

Record below the compliance or conformance determinations for each statute, executive order, or regulation. Provide credible, traceable, and supportive source documentation for each authority. Where applicable, complete the necessary reviews or consultations and obtain or note applicable permits of approvals. Clearly note citations, dates/names/titles of contacts, and page references. Attach additional documentation as appropriate.

Compliance Factors: Statutes, Executive Orders, and Regulations listed at 24 CFR 50.4 and 58.6	Are formal compliance steps or mitigation required?	Compliance determinations
STATUTES, EXECUTIVE ORDERS, AND REGULATIONS LISTED AT 24 CFR §58.6		
Airport Runway Clear Zones and Accident Potential Zones 24 CFR Part 51 Subpart D	Yes ☐ No ☒	The project site is not within 15,000 feet of a military airport or 2,500 feet of a civilian airport. The City and County of San Francisco is more than 26,000 feet from the nearest airport. The project is in compliance with Airport Hazards requirements
Coastal Barrier Resources Coastal Barrier Resources Act, as amended by the Coastal Barrier Improvement Act of 1990 [16 USC 3501]	Yes ☐ No ☒	San Francisco is located on the Pacific Coast of the continental United States which is not included in the definition of Coastal Barrier Resource Areas. 16 USC §3501(a)(1).
Flood Insurance Flood Disaster Protection Act of 1973 and National Flood Insurance Reform Act of 1994	Yes ☐ No ☒	FEMA has not completed a study to determine flood hazard for the selected location; therefore, a flood map has not been published at this time. However, the project is not within a flood plain as indicated by the preliminary Flood Insurance Rate Map prepared for the City and County of San Francisco in 2015.

[42 USC 4001-4128 and 42 USC 5154a]		The project would not involve either direct or indirect support of development in a floodplain

Mitigation Measures and Conditions [40 CFR 1505.2(c)]

Summarize below all mitigation measures adopted by the Responsible Entity to reduce, avoid, or eliminate adverse environmental impacts and to avoid non-compliance or non-conformance with the above-listed authorities and factors. These measures/conditions must be incorporated into project contracts, development agreements, and other relevant documents. The staff responsible for implementing and monitoring mitigation measures should be clearly identified in the mitigation plan.

Law, Authority, or Factor	Mitigation Measure

Preparer Signature: Eugene T. Flannery Date: June 1, 2021

Name/Title/Organization: Eugene Flannery, Environmental Compliance Manager, MOHCD

Responsible Entity Agency Official Signature:

Date: June 2, 2021

Name/Title: Eric D. Shaw, Director, MOHCD

This original, signed document and related supporting material must be retained on file by the Responsible Entity in an Environmental Review Record (ERR) for the activity/project (ref: 24 CFR Part 58.38) and in accordance with recordkeeping requirements for the HUD program(s).

Table One

Emergency Solutions Grant

Table One

Emergency Solutions Grant

Administrative and Management Activities 24 CFR §58.34(a)(3)				
Agency Name	**Project Name**	**Project Description**	**2021-2022 Funding: ESG-Entitlement**	**Address**
Department of Homelessness and Supportive Housing	HMIS	HMIS	$47,727	25 Van Ness Avenue
Department of Homelessness and Supportive Housing	General ESG administration pool	General ESG administration pool	$89,479	25 Van Ness Avenue
Mayor's Office of Housing and Community Development/Office of Economic and Workforce Development	General ESG administration pool	General ESG administration pool	$29,827	One South Van Ness Avenue

Public services that will not have a physical impact or result in any physical changes, including but not limited to services concerned with employment, crime prevention, child care, health, drug abuse, education, counseling, energy conservation and welfare or recreational needs. 24 CFR §58.34(a)(4)				
Agency Name	Project Name	Project Description	2021-2022 Funding: ESG	Address
Central City Hospitality House	Shelter/Case Management	Case Management for Shelter residents	$73,000	290 Turk St, San Francisco, CA 94102
Community Forward SF	Shelter/Case Management	Emergency Shelter Services and Case Management	$55,000	1171 Mission St, San Francisco, CA 94103
Compass Family Services	Shelter/Case Management	Emergency Shelter Services and Case Management	$96,000	37 Grove St, San Francisco, CA 94102

Dolores Street Community Services	Shelter/Case Management	Case Management for Shelter residents	$55,000	938 Valencia St, San Francisco, CA 94110
Episcopal Community Services of San Francisco	Emergency Shelter	Emergency Shelter Services	$89,000	165 8th St, San Francisco, CA 94103
Hamilton Families	Shelter/Case Management	Emergency Shelter Services and Case Management	$55,000	273 9th Street San Francisco, CA 94103
Homelesss Children's Network	Case Management	Case Management for Shelter residents	$55,000	1939 Divisadero St, San Francisco, CA 94115
La Casa de las Madres	Shelter/Case Management	Emergency Shelter Services and Case Management	$165,000	1269 Howard St, San Francisco, CA 94103
Larkin Street Youth Services	Shelter/Case Management	Emergency Shelter Services and Case Management	$112,000	134 Golden Gate Ave, San Francisco, CA 94102
Mission Nieghborhood Health Center	Prevention, et al	Prevention for Individuals	$55,943	240 Shotwell St, San Francisco, CA 94110
Providence Foundation of San Francisco	Shelter/Case Management	Emergency Shelter Services and Case Management	$50,000	1218 Mendell St, San Francisco, CA 94124
St. Vincent de Paul	Shelter/Case Management	Emergency Shelter Services and Case Management	$50,000	1175 Howard St, San Francisco, CA 94103

Supportive services including, but not limited to, health care, housing services, permanent housing placement, day care, nutritional services, short-term payments for rent/mortgage/utility costs, and assistance in gaining access to local, State, and Federal government benefits and services. 24 CFR §58.35(b)(2)				
Agency	Program Name	Project Description	2021-2022 Funding: ESG-Entitlement	Address
Catholic Charities	ESG Prevention	Prevention for Individuals	$212,943	1555 39th Avenue San Francisco 94122
Compass Family Services	RRH and Prevention	Prevention and Rapid Rehousing for Families	$53,944	37 Grove St, San Francisco, CA 94102
Episcopal Community Services of San Francisco	Rapid Rehousing	RRH for Adults	$53,943	165 8th St, San Francisco, CA 94103
Hamilton Families	Rapid Rehousing	RRH for Families	$191,943	273 9th Street San Francisco, CA 94103

City and County of San Francisco

Draft 2021-2022 Action Plan

For Public Review and Comment Between June 10, 2021 and July 9, 2021

Mayor's Office of Housing and Community Development
Office of Economic and Workforce Development
Department of Homelessness and Supportive Housing
One South Van Ness Avenue, Fifth Floor
San Francisco, CA 94103
Phone: 415-701-5500; TDD: 415-701-5503
Website: www.sfmohcd.org

Welcome to San Francisco's Draft 2021-2022 Action Plan.

NOTES FOR PUBLIC REVIEW and COMMENT:

1) This draft document is available for public review and comment between June 10 and July 9, 2021.
2) Due to the current shelter in place order, hard copies of this document will not be available.
3) 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.
4) The close of the public comment period is July 9, 2021 at 5:00 p.m.
5) Thank you in advance for your participation in this process.

Table of Contents

Executive Summary

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

1. Introduction

The Office of Community Planning and Development (CPD) of the U.S. Department of Housing and Urban Development (HUD) requires that jurisdictions consolidate goals for all CPD programs into one strategic plan, called the Consolidated Plan. The four federal grant programs included in this Plan are 1) the Community Development Block Grant (CDBG) program; 2) the Emergency Solutions Grant (ESG) program; 3) the HOME Investment Partnerships program (HOME); and 4) the Housing Opportunities for Persons With AIDS (HOPWA) program. San Francisco's current Consolidated Plan is a five-year strategic plan that covers the time period of July 1, 2020 through June 30, 2025.

The 2021-2022 Action Plan addresses the goals established in the 2020-2024 Consolidated Plan and represents the annual implementation plan for the second year of the 2020-2024 Consolidated Plan. The Action Plan identifies specific programs and projects that have been recommended for funding for the 2021-2022 program year with CDBG, ESG, HOME and HOPWA funds, as well as projects that are supported by resources other than the four federal funding sources. These additional projects are included because they are directly related to the needs that were identified in the 2020-2024 Consolidated Plan.

The Action Plan is submitted to HUD annually and constitutes an application for funds under the four federal funding sources. Please refer to the 2020-2024 Consolidated Plan for background information, including a demographic profile of San Francisco, an analysis of community development and housing needs, and San Francisco's strategic plan for community development and housing.

2. Summarize the objectives and outcomes identified in the Plan

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

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

3. Evaluation of past performance

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

4. Summary of citizen participation process and consultation process

As part of the strategic planning process for the 2020-2024 Consolidated Plan, MOHCD, OEWD and HSH conducted a thorough needs assessment, collecting data from a variety of city stakeholders. In addition

to providing forums, focus groups and online surveys for residents to comment on housing and community needs for the next five years, MOHCD, OEWD and HSH consulted with public and private agencies.

During the development of the 2021-2022 Action Plan, MOHCD, OEWD and HSH convened public hearings to receive public input. MOHCD, OEWD and HSH continue to meet and consult with City departments and community-based organizations in an effort to better coordinate and deliver services.

5. Summary of public comments

In preparation for the 2021-2022 program year, the CCCD, MOHCD, OEWD and HSH conducted public hearings to solicit feedback and ideas from residents and the community at large concerning the five-year Consolidated Plan. MOHCD conducted a public hearing on February 25, 2021 to collect input on needs. Notes from the February 25, 2021 community needs hearing can be found in the Citizen Participation Comments Attachment. OEWD held three community listening sessions, one in person and two virtual, conducted a public survey, and met with several constituent coalitions.

The preliminary funding recommendations for 2021-2022 community development, economic development, workforce development and homeless services are available for public review and comment from May 26, 2021 to June 24, 2021. The Draft 2021-2022 Action Plan is available to the public for review and comment between June 10, 2021 and July 9, 2021. The City posted a notice on the MOHCD, OEWD and HSH websites informing the public of the availability of the draft documents for review and comment. The draft documents are available electronically on the MOHCD, OEWD and HSH websites. Due to the public health order in place during this time, hard copies of these documents were not available.

The CCCD, MOHCD, OEWD and HSH held a virtual public hearing on June 1, 2021 to receive comments on the preliminary funding recommendations for program year 2021-2022. Persons who could not attend the public hearing or who did not want to speak at the public hearing were encouraged to provide written comments to MOHCD. Notes from the June 1, 2021 public hearing will be included in the Citizen Participation Comments Attachment.

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

Not applicable

7. Summary

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

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

1. Agency/entity responsible for preparing/administering the Consolidated Plan

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

Table 1 – Responsible Agencies

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

Narrative

In San Francisco, MOHCD is the lead agency responsible for the consolidated planning process and for submitting the Consolidated Plan, annual Action Plans and Consolidated Annual Performance Evaluation Reports to HUD. MOHCD administers all HOME and HOPWA activities as well as the CDBG housing, public facility, non-workforce development public service and organizational planning/capacity building activities. OEWD is responsible for economic development and workforce development activities of the CDBG program. HSH administers ESG activities and oversees the Homeless Management Information System (HMIS) reporting.

MOHCD serves as the lead agency for the HOPWA program for the San Francisco Eligible Metropolitan Statistical Area (EMSA), which consists of San Francisco and San Mateo Counties.

Consolidated Plan Public Contact Information

Gloria Woo, Director of Data, Evaluation and Compliance
Mayor's Office of Housing and Community Development
1 South Van Ness Avenue, 5th Floor
San Francisco, CA 94103
gloria.woo@sfgov.org
(415) 701-5586

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

1. Introduction

As part of the strategic planning process for the 2020-2024 Consolidated Plan, MOHCD, OEWD and HSH conducted a thorough needs assessment, collecting data from a variety of city stakeholders. In addition to providing forums, focus groups and online surveys for residents to comment on housing and community needs for the next five years, MOHCD, OEWD and HSH consulted with public and private agencies.

During the development of the 2021-2022 Action Plan, MOHCD, OEWD and HSH convened public hearings to receive public input. MOHCD, OEWD and HSH continue to meet and consult with City departments and community-based organizations in an effort to better coordinate and deliver services.

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

The Director of MOHCD meets weekly to discuss affordable and market-rate housing development issues citywide with the Director of Planning, the Director of Building Inspection, the Mayor's Director of Housing Delivery, the Office of Community Investment and Infrastructure's (OCII) Executive Director and the Director of Development for OEWD.

MOHCD is a housing delivery agency, working with the Mayor's Director of Housing Delivery and the Housing Delivery Team and other housing delivery agencies (OEWD, OCII, Treasure Island Development Authority and the Port of San Francisco) to streamline the production of housing development in San Francisco. The Housing Delivery Team meets with housing coordinators, designated representatives of each City department involved in housing production, to coordinate and expedite each department's efforts to approve and permit new housing development. The Director of Housing Delivery, in collaboration with the housing delivery agencies, identifies and implements major process improvements, such as common master schedule review, permit tracking, electronic plan review and staffing planning.

The City agencies also coordinate in 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 MOHCD, HSH, and OCII as successor to the San Francisco Redevelopment Agency (SFRA). MOHCD works closely with OCII and HSH to issue requests for proposals (RFPs) or notices of funding availability (NOFAs) on a regular basis for particular types of developments. NOFAs are generally issued for projects that 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 for the Loan Committee.

The directors of MOHCD, OCII and HSH meet monthly to discuss permanent supportive housing issues. Staff from MOHCD, OCII, and HSH also meet monthly to coordinate the development and operation of the City's permanent supportive housing pipeline and portfolio. These monthly convenings provide 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 also coordinates with other City agencies around other affordable housing initiatives such as the City's Public Lands Initiative led by the San Francisco Municipal Transportation Agency (SFMTA), as the owner of much of the public land in San Francisco that can be developed for affordable housing. MOHCD participates in monthly meetings or calls with SFMTA along with staff from the Planning Department to coordinate the development of Public Land as affordable housing.

MOHCD takes a coordinating role in bringing transit funding from the State to housing projects. To that end MOHCD meets regularly with SFMTA, the Department of Public Works (DPW), the regional transportation agency Bay Area Rapid Transit (BART), and other agencies responsible for implementing transit improvements that support residents of affordable housing.

MOHCD is also a member of San Francisco's Long-Term Care Coordinating Council (LTCCC). LTCCC advises the Mayor and City on policy, planning and service delivery issues for older adults and people with disabilities to promote an integrated and accessible long-term care system. LTCCC has 40 membership slots that represent a variety of consumers, advocates and service providers (non-profit and public) and meets bi-monthly. LTCCC active workgroups include Palliative Care Workgroup, Social Engagement Workgroup and Behavioral Health Workgroup.

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.

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

The San Francisco Local Homeless Coordinating Board (LHCB) is the Continuum of Care (CoC) governing body for the San Francisco CoC. LHCB is staffed by HSH, the Homeless Management Information System (HMIS) lead and CoC Collaborative applicant in San Francisco. Through the provision of coordinated, compassionate and high-quality services, HSH strives to make homelessness in San Francisco rare, brief and one time.

Through Executive Order, HSH was created and launched on July 1, 2016 to combine key homeless serving programs and contracts from the Department of Public Health (DPH), the Human Services Agency (HSA), MOHCD, and the Department of Children, Youth and Their Families (DCYF).
This consolidated department has a singular focus on preventing and ending homelessness for people in San Francisco. HSH staff has informed and updated the LHCB about the recent changes to the ESG program as a result of the HEARTH Act. HSH, the lead agency for the City's ESG program, has been working closely with the LHCB to align the city's ESG program with the intent of the Act. MOHCD and

HSH staff consulted with the LHCB during the creation of the Consolidated Plan to get its specific feedback on housing and homeless issues, the LHCB's priorities, and how the City's ESG programs and homeless housing programs can align with the City's CoC.

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

HSH has developed its HMIS system to capture standards and outcomes of ESG grantees. In previous years when MOHCD was the lead agency for the ESG program, MOHCD helped design the in-person and video training programs for ESG sub-recipients about the requirements of HMIS required data fields, and developed coordinated data collection systems that align HMIS, HSH contracting systems, MOHCD's internal contract monitoring system and sub-recipient data management systems to ensure the capture of all relevant and required outcomes and outputs. Additionally, MOHCD met with the senior management of HSH during the creation of the Consolidated Plan to solicit input into homeless and homeless prevention objectives and strategies, and convened regular meetings of all HSH and MOHCD homeless prevention and rapid-rehousing providers in conjunction with HSH to coordinate strategies, review policy initiatives, review systems of service and discuss funding allocations to coordinate ESG, McKinney and City General Funds as they support these program areas. Locally, San Francisco refers to our HMIS system as the ONE System. All agencies with access to the ONE System are expected to participate in monthly agency lead meetings and comply with the San Francisco Continuous Data Quality Improvement plan as documented by the San Francisco user agreement. HSH will continue to manage all ESG programs in the ONE System.

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

Table 2 – Agencies, groups, organizations who participated

1	**Agency/Group/Organization**	API Council
	Agency/Group/Organization Type	Housing Services – Broadband Internet Service Providers Services – Children Services – Education Services – Elderly Persons Services – Employment Services – Fair Housing Services – Health Services – Homeless Services – Housing Services – Narrowing the Digital Divide Services – Persons with Disabilities Services – Persons with HIV/AIDS Services – Victims Services – Victims of Domestic Violence
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis Non-Housing Community Development
2	**Agency/Group/Organization**	Arab Resource and Organizing Center
	Agency/Group/Organization Type	Housing Services – Broadband Internet Service Providers Services – Children Services – Education Services – Elderly Persons Services – Employment Services – Fair Housing Services – Health Services – Homeless Services – Housing Services – Narrowing the Digital Divide Services – Persons with Disabilities Services – Persons with HIV/AIDS Services – Victims Services – Victims of Domestic Violence
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis Non-Housing Community Development
3	**Agency/Group/Organization**	Council of Community Housing Organizations
	Agency/Group/Organization Type	Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis Non-Housing Community Development

4	**Agency/Group/Organization**	Eviction Prevention & Tenant Empowerment Working Group
	Agency/Group/Organization Type	Services – Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis Non-Housing Community Development
5	**Agency/Group/Organization**	HIV Housing Providers
	Agency/Group/Organization Type	Housing Services – Housing Services – Persons with HIV/AIDS
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Non-Homeless Special Needs Market Analysis Non-Housing Community Development
6	**Agency/Group/Organization**	Housing Action Coalition
	Agency/Group/Organization Type	Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis Non-Housing Community Development
7	**Agency/Group/Organization**	Human Services Network
	Agency/Group/Organization Type	Services – Housing Services – Children Services – Education Services – Elderly Persons Services – Employment Services – Fair Housing Services – Health Services – Homeless Services – Persons with Disabilities Services – Persons with HIV/AIDS Services – Victims Services – Victims of Domestic Violence
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis Non-Housing Community Development
8	**Agency/Group/Organization**	Local Homeless Coordinating Board
	Agency/Group/Organization Type	Housing Services – Homeless
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Strategy Homeless Needs – Chronically Homeless Homeless Needs – Families with Children Homelessness Needs – Unaccompanied Youth Homelessness Needs – Veterans Market Analysis Non-Housing Community Development

9	**Agency/Group/Organization**	Long Term Care Coordinating Council
	Agency/Group/Organization Type	Housing Services – Elderly Persons Services – Persons with Disabilities
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis Non-Housing Community Development
10	**Agency/Group/Organization**	Mayor's Disability Council
	Agency/Group/Organization Type	Services – Persons with Disabilities
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis Non-Housing Community Development
11	**Agency/Group/Organization**	San Francisco Immigrant Legal and Education Network
	Agency/Group/Organization Type	Services – Immigrants
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis Non-Housing Community Development
12	**Agency/Group/Organization**	San Francisco Latino Parity & Equity Coalition
	Agency/Group/Organization Type	Housing Services – Broadband Internet Service Providers Services – Children Services – Education Services – Elderly Persons Services – Employment Services – Fair Housing Services – Health Services – Homeless Services – Housing Services – Narrowing the Digital Divide Services – Persons with Disabilities Services – Persons with HIV/AIDS Services – Victims Services – Victims of Domestic Violence
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis Non-Housing Community Development
13	**Agency/Group/Organization**	Senior Disability Action
	Agency/Group/Organization Type	Housing Services – Elderly Persons Services – Persons with Disabilities
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis Non-Housing Community Development

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

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

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

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

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Continuum of Care: Local Homeless Coordinating Board Strategic Plan Framework, 2014–2019	HSH/LHCB	This plan focuses on homelessness, which overlaps with Consolidated Plan goals.
HSH Strategic Framework and Youth Addendum	HSH	This plan focuses on homelessness, which overlaps with Consolidated Plan goals.
Larkin Street Youth Services Report on Youth Homelessness, 2018	HSH	This plan focuses on homelessness, which overlaps with Consolidated Plan goals.
Youth Homelessness Demonstration Project Plan	HSH	This plan focuses on homelessness, which overlaps with Consolidated Plan goals.
2013–2018 Analysis of Impediments to Fair Housing Choice	MOHCD	This plan focuses on fair housing, which overlaps with Consolidated Plan goals.
2015–2019 Consolidated Plan	MOHCD	The 2015-2019 Consolidated Plan was reviewed during the development of the 2020–2024 Consolidated Plan.
Annual Progress Report, 2016/2017	MOHCD	This is MOHCD's 2016–2017 Annual Report, which is aligned with Consolidated Plan goals.
Examining Housing Equity for African Americans in San Francisco	MOHCD	This plan focuses on housing equity, which overlaps with Consolidated Plan goals.
Five-Year Strategic Plan	MOHCD	This is MOHCD's strategic plan, which is aligned with Consolidated Plan goals.
HIV Housing Five-Year Plan, 2016–2020	MOHCD	This plan focuses on housing for the HIV community, which overlaps with Consolidated Plan goals.

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Economic Strategic Plan 2014 Update	OEWD	This plan focuses on economic development strategies, which overlap with Consolidated Plan goals.
Workforce Alignment 2016 Update	OEWD	This plan focuses on workforce development strategies, which overlap with Consolidated Plan goals.
Department of Aging and Adult Services (DAAS) Dignity Fund Community Needs Assessment (DFCNA), 2018	DAAS	This plan focuses on the needs of seniors and persons with disabilities, which overlap with Consolidated Plan goals.
Community Needs Assessment, 2016	DCYF	This plan focuses on the needs of children, youth and their families, which overlap with Consolidated Plan goals.
Service Allocation Plan, 2018–2023	DCYF	This plan focuses on the needs of children, youth and their families, which overlap with Consolidated Plan goals.
2017–2021 Integrated HIV Prevention and Care Plan	DPH	This plan focuses on HIV prevention and care, which overlaps with Consolidated Plan goals.
AOT Annual Report, 2017	DPH	This plan includes healthcare for the HIV community, which overlaps with Consolidated Plan goals.
Community Health Needs Assessment	DPH	This plan includes healthcare for the HIV community, which overlaps with Consolidated Plan goals.
Mental Health Services Act (MHSA) 3-year integrated Plan, 2017–2020	DPH	This plan includes healthcare for the HIV community, which overlaps with Consolidated Plan goals.
MHSA Annual Update, 2018/2019	DPH	This plan includes healthcare for the HIV community, which overlaps with Consolidated Plan goals.
MHSA Community Program Planning Report, 2017	DPH	This plan includes healthcare for the HIV community, which overlaps with Consolidated Plan goals.

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Whole Person Care DHCS application, 2016	DPH	This plan includes healthcare for the HIV community, which overlaps with Consolidated Plan goals.
Whole Person Care Update, 2018	DPH	This plan includes healthcare for the HIV community, which overlaps with Consolidated Plan goals.
Housing Authority Annual Administrative Plan	San Francisco Housing Authority (SFHA)	This plan focuses on public housing, which overlaps with Consolidated Plan goals.
Our Children Our Families (OCOF) Five-Year Plan, Year One Report 2016	OCOF Commission	This plan focuses on the needs of children, youth and their families, which overlap with Consolidated Plan goals.
2009 Report of the SF Mayor's Task Force on African-American Out-Migration	SF Mayor's Task Force on African-American Out-Migration	This plan focuses on the needs of the African American community, which overlap with Consolidated Plan goals.
Annual Eviction Reports	SF Planning Department	This report focuses on eviction prevention, which overlaps with Consolidated Plan goals.
Central SOMA Plan	SF Planning Department	This plan focuses on the needs of the South of Market neighborhood, which overlap with Consolidated Plan goals.
Central Waterfront/Dogpatch Public Realm	SF Planning Department	This plan focuses on the needs of the Central Waterfront/Dogpatch neighborhood, which overlap with Consolidated Plan goals.
Citywide Planning Division Five-Year Work Program, 2014–2019	SF Planning Department	This plan focuses on citywide needs, which overlap with Consolidated Plan goals.
Civic Center Public Realm Plan	SF Planning Department	This plan focuses on the needs of the Civic Center/Tenderloin neighborhood, which overlap with Consolidated Plan goals.
General Plan 2014 Housing Element	SF Planning Department	This plan focuses on housing needs, which overlap with Consolidated Plan goals.
Housing Balance Reports	SF Planning Department	This plan focuses on housing needs, which overlap with Consolidated Plan goals.

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Housing for Families with Children (Family Friend Housing White Paper)	SF Planning Department	This plan focuses on housing needs, which overlap with Consolidated Plan goals.
Hub Area Plan update	SF Planning Department	This plan focuses on the needs of the Market and Octavia Area, which overlap with Consolidated Plan goals.
Mission Action Plan 2020	SF Planning Department	This plan focuses on the needs of the Mission District, which overlap with Consolidated Plan goals.
Southeast Framework	SF Planning Department	This plan focuses on the needs of the Southeast sector of the City, which overlap with Consolidated Plan goals.
Sustainable Chinatown	SF Planning Department	This plan focuses on the needs of Chinatown, which overlap with Consolidated Plan goals.
San Francisco Right to Civil Counsel Pilot Program Documentation Report	Stanford Law School John and Terry Levin Center for Public Service and Public Interest	This report focuses on eviction prevention, which overlaps with Consolidated Plan goals.
Assessment of Housing Needs and Barriers Experienced by Black, Latino/a and Pacific Islander Communities, Seniors, Persons with Disabilities, and Lesbian, Gay, Bisexual, Transgender, and Queer (LGBTQ+) households	Homeownership SF	This plan focuses on housing needs, which overlap with Consolidated Plan goals.
AIDS Housing Needs Assessment, 2014	Alameda County	This plan focuses on housing for the HIV community, which overlaps with Consolidated Plan goals.
Standards of Care	LA County Commission on HIV	This plan includes healthcare for the HIV community, which overlaps with Consolidated Plan goals.

Narrative (optional)

AP-12 Participation – 91.105, 91.200(c)

1. Summary of citizen participation process/Efforts made to broaden citizen participation

In preparation for the 2021-2022 program year, the CCCD, MOHCD, OEWD and HSH conducted public hearings to solicit feedback and ideas from residents and the community at large concerning the five-year Consolidated Plan. MOHCD conducted a public hearing on February 25, 2021 to collect input on needs. Notes from the February 25, 2021 community needs hearing can be found in the Citizen Participation Comments Attachment. OEWD held three community listening sessions, one in person and two virtual, conducted a public survey, and met with several constituent coalitions.

The preliminary funding recommendations for 2021-2022 community development, economic development, workforce development and homeless services are available for public review and comment from May 26, 2021 to June 24, 2021. The Draft 2021-2022 Action Plan is available to the public for review and comment between June 10, 2021 and July 9, 2021. The City posted a notice on the MOHCD, OEWD and HSH websites informing the public of the availability of the draft documents for review and comment. The draft documents are available electronically on the MOHCD, OEWD and HSH websites. Due to the public health order in place during this time, hard copies of these documents were not available.

The CCCD, MOHCD, OEWD and HSH held a virtual public hearing on June 1, 2021 to receive comments on the preliminary funding recommendations for program year 2021-2022. Persons who could not attend the public hearing or who did not want to speak at the public hearing were encouraged to provide written comments to MOHCD. Notes from the June 1, 2021 public hearing will be included in the Citizen Participation Comments Attachment.

Citizen Participation Outreach

Table 4 – Citizen Participation Outreach

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/ attendance	Summary of Comments received	Summary of comments not accepted and reasons	URL (If applicable)
1	Community Needs Public Meeting 2/25/2021	Non-targeted/ broad community outreach	See narrative above and Citizen Participation Comments Attachment in Appendix A	See Citizen Participation Comments Attachment in Appendix A	n/a	n/a
2	Public Hearing on Preliminary Funding Recommendations for 2021-2022	Non-targeted/ broad community outreach	See narrative above and Citizen Participation Comments Attachment in Appendix A	See Citizen Participation Comments Attachment in Appendix A	n/a	n/a

Expected Resources

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

Introduction

For the 2020–2024 Consolidated Plan five-year time period, San Francisco anticipates the use of federal CDBG, HOME, ESG and HOPWA funds as well as local funds for the housing and community development activities described in this Plan. Local funding sources include General Fund, Housing Trust Fund, housing impact fees, revenue from former San Francisco Redevelopment Agency housing assets, a general obligation bond for affordable housing and OCII (Office of Community Investment and Infrastructure) housing development funds.

Anticipated Resources

Table 5 – Anticipated Resources

			Expected Amount Available in Year 2					Narrative Description
Program	Source of Funds	Uses of Funds	2021-2022 Annual Allocation	2021-2022 Program Income	2021-2022 Prior Year Resources	2021-2022 Total	Remaining 3-year Total	
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Services	$18,887,307	$5,850,000	$0	$24,737,307	$56,400,000	Assumes flat funding and no additional program income in future years.
ESG	public - federal	Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Rental Assistance	$1,590,749	$0	$0	$1,590,749	$4,500,000	Assumes flat funding and no additional program income in future years.

		Services Transitional housing						
HOME	public - federal	Acquisition Multifamily rental new construction Multifamily rental rehab	$5,161,731	$100,000	$0	$5,261,731	$15,300,000	Assumes flat funding and no additional program income in future years.
HOPWA	public - federal	Permanent housing in facilities Permanent housing placement Short term or transitional housing facilities STRMU Supportive services TBRA	$7,041,373	$4,536,229	$1,400,000	$12,977,602	$20,379,939	Assumes HOPWA Modernization Projection Scenario 2 for San Francisco and no additional program income in future years.
HOME ARP	public - federal	Production of new homeless-serving affordable housing	$0	$0	$18,707,742	$18,707,742	$0	HOME American Rescue Plan (ARP) (March 2021 Stimulus) allocation
Treasury Rental Assistance, Round 1	public - federal	Residential rental assistance to households economically impacted by COVID pandemic	$0	$0	$26,209,982	$26,209,982	$0	Treasury Emergency Rental Assistance program via CARES

Treasury Rental Assistance, Round 2	public - federal	Residential rental assistance to households economically impacted by COVID pandemic	$0	$0	$37,211,189	$37,211,189	$0	Treasury Emergency Rental Assistance program via ARP
General Fund	public - local	$46.2M Grants to CBOs for services predominantly serving low and moderate income residents. $10M for Housing Financing Innovation Fund	$56,200,000	$0	$0	$56,200,000	$132,300,000	General Fund grants to CBOs, not including project-based rental subsidies
Local Housing Trust Fund	public - local	Affordable housing related services and loans	$60,000,000	$0	$0	$60,000,000	$144,000,000	Full HTF allocation, including portion spent on administration. Includes one-time advance in FY21-22
LMI Housing Asset Fund	public - local	Affordable housing related and loans	$4,000,000	$0	$7,500,000	$11,500,000	$12,000,000	Assumes flat revenue rate each year.
Housing Impact Fees	public - local	Affordable housing related loans	$5,190,000	$0	$100,000,000	$105,190,000	$387,700,000	Housing impact fees based on projections tied to actual projects which have been assessed fees.

GO Bond	public - local	Affordable housing related capital expenditures	$0	$0	$96,600,000	$96,600,000	$335,000,000	$600M 2019 Affordable Housing GO Bond less $13M in cost of issuance.
OCII	public - local	Affordable housing related capital expenditures	$231,915,000	$0	$0	$231,915,000	$335,200,000	Based on OCII housing pipeline budgeting worksheet

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

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

The City's General Fund supports additional services coordinated through MOHCD, primarily focusing on legal services for residents facing eviction and for immigrants; revitalization efforts in public housing, including HOPE SF and the City's RAD public housing conversion projects; increased support for neighborhood-based services; support for general civil legal services; increased support for immigrant and other low-income communities seeking additional training in foundational life skills and transitions to self-sufficiency; digital equity programming, including digital skills training and broadband adoption; and community planning efforts with residents in low-income communities. The City's Capital Budget supports the expansion and maintenance of the facilities necessary for Fiber to Housing. In addition, General Fund is used to fund affordable housing loans for acquisition/preservation and new construction

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

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

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

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

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

OEWD leverages General Funds to enhance small business technical assistance and financing programs. Additionally, General Funds are used to support façade & tenant improvements, activate public spaces, and drive commercial district programming, all of which have a direct impact and benefits for

commercial corridors and businesses. Finally, OEWD leverages General Funds to provide ADA compliance assistance, support Legacy Businesses, and make mini-grants available for women-owned businesses.

Invest in Neighborhoods receives funds from the Small Business Administration (SBA) and the Governor's Office of Business and Economic Development to fund the San Francisco Small Business Development Center, a program developed to help existing and aspiring entrepreneurs start and expand businesses.

San Francisco expects to leverage HUD CARES Act funding with local General Fund, local philanthropic funds, and federal funds from FEMA.

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

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

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

Properties that are suitable for housing development are to be sold or leased to a non-profit for the development of affordable housing for the homeless and households earning less than 20 percent of Area Median Income or the property is sold and those proceeds are used to develop affordable housing for the homeless, or affordable housing for households earning less than 60 percent of AMI. Additionally, MOHCD works with other agencies not subject to the Surplus Property Ordinance to acquire properties they deem surplus and develop the sites into affordable housing such as land from the SFUSD, the San Francisco Municipal Transportation Agency, the Port of San Francisco and the Public Utilities Commission. This took the form of the Public Lands for Housing initiative launched in 2014 and led by the Planning Department and the Office of Economic and Workforce Development in partnership with MOHCD.

Discussion

San Francisco will continue to leverage local, state, federal and private philanthropic dollars to maximize the effectiveness of HUD funds. The City strategically seek out other governmental funding opportunities such as Choice Neighborhood, Byrne, Promise Neighborhood, and other sources that support its integrated inter-departmental strategies of community revitalization. The City also utilizes its own property as appropriate to support the needs of the Consolidated Plan. In particular, the City has

prioritized all appropriate surplus property to be dedicated first to affordable housing development, demonstrating the strong commitment the City has towards providing housing for its neediest residents.

Annual Goals and Objectives

AP-20 Annual Goals and Objectives

Goals Summary Information

Table 4– 2020-2024 Five-Year Funding and Indicators of Success Table

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**	**Expected Year 2 (2021-2022) $ Amount**	**Expected Year 3 (2022-2023) $ Amount**	**Expected Year 4 (2023-2024) $ Amount**	**Expected Year 5 (2024-2025) $ Amount**	**Year 2 Bayview Hunters Point**	**Year 2 Chinatown**	**Year 2 Mission**	**Year 2 South of Market**	**Year 2 Tenderloin**	**Year 2 Visitacion Valley**
HOME	**$6,511,920**	$150,000	$3,361,920		$3,000,000							
General Fund	**$54,523,810**	$47,561,458			$6,962,352							
Housing Trust Fund	**$44,100,000**		$5,100,000	$3,000,000	$28,000,000	$8,000,000						
Housing Impact Fees	**$332,861,754**	$45,990,000	$76,221,754	$83,500,000	$112,150,000	$15,000,000						
Low-Mod Income Housing Asset Fund	**$19,910,059**	$200,000	$5,310,059	$10,000,000	$4,400,000							
OCII	**$585,724,928**	$47,680,000	$227,894,928	$91,760,000	$218,390,000							
Other	**$809,778,374**	$169,677,971	$124,787,012	$227,000,000	$142,313,391	$146,000,000						
Total	**$1,853,410,845**	**$311,259,429**	**$442,675,673**	**$415,260,000**	**$515,215,743**	**$169,000,000**						
Indicators of Success	**5-year Goal**	**Year 1 Goal**	**Year 2 Goal**	**Year 3 Goal**	**Year 4 Goal**	**Year 5 Goal**	**Year 2 Bayview Hunters Point**	**Year 2 Chinatown**	**Year 2 Mission**	**Year 2 South of Market**	**Year 2 Tenderloin**	**Year 2 Visitacion Valley**

# of new HOPE SF units developed	**472**	64	83	158		167						
# of HIV+ dedicated housing units developed	**0**											
# of Plus Housing applicant placements	**69**	5	16	16	16	16						
# of dedicated housing units for families developed	**4,352**	1,300	745	1,535	351	421						
# of dedicated housing units for seniors developed	**765**			480	285							
# of mobility/ADA units developed	**35**		4	14	17							
Goal 1Aii: Preserve affordable housing												
Funding Source	**Expected 5-year $ Amount**	**Expected Year 1 (2020-2021) $ Amount**	**Expected Year 2 (2021-2022) $ Amount**	**Expected Year 3 (2022-2023) $ Amount**	**Expected Year 4 (2023-2024) $ Amount**	**Expected Year 5 (2024-2025) $ Amount**	**Year 2 Bayview Hunters Point**	**Year 2 Chinatown**	**Year 2 Mission**	**Year 2 South of Market**	**Year 2 Tenderloin**	**Year 2 Visitacion Valley**
CDBG	**$8,104,310**	$2,548,910			$5,555,400							
General Fund	**$39,727,000**	$37,956,000	$1,771,000									
Housing Trust Fund	**$89,554,144**	$11,079,000	$35,176,127	$3,324,890	$36,974,127	$3,000,000						
Housing Impact Fees	**$4,375,137**	$840,180	$2,536,560	$818,397	$90,000	$90,000						
Low-Mod Income Housing Asset Fund	**$12,363,305**	$12,363,305										
Other	**$68,544,000**	$2,500,000	$44,589,000	$21,455,000								
Total	**$222,667,896**	**$67,287,395**	**$84,072,687**	**$25,598,287**	**$42,619,527**	**$3,090,000**						
Indicators of Success	**5-year Goal**	**Year 1 Goal**	**Year 2 Goal**	**Year 3 Goal**	**Year 4 Goal**	**Year 5 Goal**	**Year 2 Bayview Hunters Point**	**Year 2 Chinatown**	**Year 2 Mission**	**Year 2 South of Market**	**Year 2 Tenderloin**	**Year 2 Visitacion Valley**
# of Small Sites units preserved/made permanently affordable	**535**	171	171	175	9	9						
# of units made code compliant (for example, seismic, fire) or received health and safety improvements	**169**	113			56							

# of low-income homeowners who have assessments completed and home modifications installed that increase safety, accessibility and health outcomes	**25**	5	5	5	5	5						
# of low-income homeowners who have solar assessments completed and solar modifications installed	**8**	8	0									
Decrease in number of out of compliance (with Planning or MOHCD program requirements) homeowners and property owners	**150**	30	30	30	30	30						
# of HOPE SF public housing units replaced or # of HOPE VI units rehabilitated	**214**	121	63		30							
# of RAD-like conversion units rehabilitated	**224**	154	70									
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**	**Expected Year 2 (2021-2022) $ Amount**	**Expected Year 3 (2022-2023) $ Amount**	**Expected Year 4 (2023-2024) $ Amount**	**Expected Year 5 (2024-2025) $ Amount**	**Year 2 Bayview Hunters Point**	**Year 2 Chinatown**	**Year 2 Mission**	**Year 2 South of Market**	**Year 2 Tenderloin**	**Year 2 Visitacion Valley**

HOPWA	**$17,333,535**	$3,466,707	$3,466,707	$3,466,707	$3,466,707	$3,466,707						
General Fund	**$122,335,690**	$13,532,934	$26,324,596	$22,793,754	$27,831,745	$31,852,662						
Other	**$9,800,000**	$3,800,000	$4,000,000	$1,000,000	$1,000,000							
Total	**$149,469,225**	**$20,799,641**	**$33,791,303**	**$27,260,461**	**$32,298,452**	**$35,319,369**						
Indicators of Success	**5-year Goal**	**Year 1 Goal**	**Year 2 Goal**	**Year 3 Goal**	**Year 4 Goal**	**Year 5 Goal**	**Year 2 Bayview Hunters Point**	**Year 2 Chinatown**	**Year 2 Mission**	**Year 2 South of Market**	**Year 2 Tenderloin**	**Year 2 Visitacion Valley**
# of residents receiving rental subsidies	**1,100**	220	220	220	220	220	16	10	14	22	68	2
# of housing subsidies and vouchers for HIV+ households	**899**	187	178	178	178	178						
# of new LOSP units funded	**14,197**	2,713	2,871	2,871	2,871	2,871						
Goal 1Biii: Increase opportunities for sustainable homeownership												
Funding Source	**Expected 5-year $ Amount**	**Expected Year 1 (2020-2021) $ Amount**	**Expected Year 2 (2021-2022) $ Amount**	**Expected Year 3 (2022-2023) $ Amount**	**Expected Year 4 (2023-2024) $ Amount**	**Expected Year 5 (2024-2025) $ Amount**	**Year 2 Bayview Hunters Point**	**Year 2 Chinatown**	**Year 2 Mission**	**Year 2 South of Market**	**Year 2 Tenderloin**	**Year 2 Visitacion Valley**
CDBG	**$1,422,120**	$334,520	$271,900	$271,900	$271,900	$271,900	$50,582	$16,072	$42,162	$36,893	$12,951	$10,246
General Fund	**$5,518,364**	$970,480	$1,136,971	$1,136,971	$1,136,971	$1,136,971	$146,743	$46,627	$122,317	$107,031	$37,574	$29,723
Total	**$6,940,484**	**$1,305,000**	**$1,408,871**	**$1,408,871**	**$1,408,871**	**$1,408,871**	**$197,325**	**$62,699**	**$164,479**	**$143,924**	**$50,525**	**$39,969**
Indicators of Success	**5-year Goal**	**Year 1 Goal**	**Year 2 Goal**	**Year 3 Goal**	**Year 4 Goal**	**Year 5 Goal**	**Year 2 Bayview Hunters Point**	**Year 2 Chinatown**	**Year 2 Mission**	**Year 2 South of Market**	**Year 2 Tenderloin**	**Year 2 Visitacion Valley**
# of residents receiving homeownership education and counseling	**16,000**	3,200	3,200	3,200	3,200	3,200	484	154	403	353	124	98
# of residents receiving homeownership counseling services who successfully become homeowners	**1,725**	345	345	345	345	345	52	17	43	38	13	11
# of homeowners who receive post-purchase education and counseling	**1,250**	250	250	250	250	250	38	12	32	28	10	8
# of homeowners who receive legal representation to avoid foreclosure	**100**	20	20	20	20	20	3	1	3	2	1	1

# of higher-income households, including first responders and educators, who receive DALP	**150**	30	30	30	30	30						
# of homebuyers served from previously underserved select demographic populations	**45**	5	10	10	10	10						
Goal 1Biv: Increase access to rental and homeownership housing												
Funding Source	**Expected 5-year $ Amount**	**Expected Year 1 (2020-2021) $ Amount**	**Expected Year 2 (2021-2022) $ Amount**	**Expected Year 3 (2022-2023) $ Amount**	**Expected Year 4 (2023-2024) $ Amount**	**Expected Year 5 (2024-2025) $ Amount**	**Year 2 Bayview Hunters Point**	**Year 2 Chinatown**	**Year 2 Mission**	**Year 2 South of Market**	**Year 2 Tenderloin**	**Year 2 Visitacion Valley**
General Fund	**$5,398,268**	$873,624	$1,131,161	$1,131,161	$1,131,161	$1,131,161	$31,847	$137,385	$112,012	$126,571	$25,040	
Housing Trust Fund	**$5,398,888**	$1,336,376	$1,015,628	$1,015,628	$1,015,628	$1,015,628	$40,044	$157,681	$101,600	$97,972	$33,051	
Total	**$10,797,156**	**$2,210,000**	**$2,146,789**	**$2,146,789**	**$2,146,789**	**$2,146,789**	**$71,891**	**$295,066**	**$213,612**	**$224,543**	**$58,091**	
Indicators of Success	**5-year Goal**	**Year 1 Goal**	**Year 2 Goal**	**Year 3 Goal**	**Year 4 Goal**	**Year 5 Goal**	**Year 2 Bayview Hunters Point**	**Year 2 Chinatown**	**Year 2 Mission**	**Year 2 South of Market**	**Year 2 Tenderloin**	**Year 2 Visitacion Valley**
# of residents receiving rental housing education and counseling	**18,000**	3,600	3,600	3,600	3,600	3,600	606	117	481	348	366	95
# of residents submitting at least one application for a rental housing opportunity	**1,000,000**	200,000	200,000	200,000	200,000	200,000						
# of residents who successfully move into MOHCD-sponsored affordable housing	**3,750**	750	750	750	750	750						
# of new DAHLIA accounts created	**120,000**	20,000	25,000	25,000	25,000	25,000						
# of leasing agents, lenders and housing counselors who receive training on MOHCD housing programs	**1,175**	235	235	235	235	235						
# of housing education opportunities for HIV+ persons	**25**	5	5	5	5	5						
# of HIV+ residents receiving rental housing counseling services who successfully move into MOHCD-sponsored affordable housing	**29**	5	6	6	6	6						

# of households receiving rental housing at HOPE SF sites via the HOPE SF Right to Return legislation	**65**	25	10	10	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 2 Goal**	**Year 3 Goal**	**Year 4 Goal**	**Year 5 Goal**	**Year 2 Bayview Hunters Point**	**Year 2 Chinatown**	**Year 2 Mission**	**Year 2 South of Market**	**Year 2 Tenderloin**	**Year 2 Visitacion Valley**
% of successful exits from Coordinated Entry	**85%**	75%	75%	80%	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 2 Goal**	**Year 3 Goal**	**Year 4 Goal**	**Year 5 Goal**	**Year 2 Bayview Hunters Point**	**Year 2 Chinatown**	**Year 2 Mission**	**Year 2 South of Market**	**Year 2 Tenderloin**	**Year 2 Visitacion Valley**
# of permanent supportive housing units for adults developed	**443**	29	305		25	84						
# of permanent supportive housing units for youth developed	**42**		32	10								
# of permanent supportive housing units for families developed	**406**	110	91	205								
Ratio of homeless families to 6 months average housing placement rate	**1**	8	5	1	1	1						
# of chronic homeless adults	**7,288**	2,050	2,050	1,069	1,069	1,050						
# of homeless youth	**3,846**	900	900	682	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 2 Goal**	**Year 3 Goal**	**Year 4 Goal**	**Year 5 Goal**	**Year 2 Bayview Hunters Point**	**Year 2 Chinatown**	**Year 2 Mission**	**Year 2 South of Market**	**Year 2 Tenderloin**	**Year 2 Visitacion Valley**
# of unsheltered families	**0**	0	0	0	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 2 Goal**	**Year 3 Goal**	**Year 4 Goal**	**Year 5 Goal**	**Year 2 Bayview Hunters Point**	**Year 2 Chinatown**	**Year 2 Mission**	**Year 2 South of Market**	**Year 2 Tenderloin**	**Year 2 Visitacion Valley**
# of large, long-term encampments	**0**	0	0	0	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 2 Goal**	**Year 3 Goal**	**Year 4 Goal**	**Year 5 Goal**	**Year 2 Bayview Hunters Point**	**Year 2 Chinatown**	**Year 2 Mission**	**Year 2 South of Market**	**Year 2 Tenderloin**	**Year 2 Visitacion Valley**
# of MOHCD placements to HOPWA units	**25**	5	5	5	5	5						
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**	**Expected Year 2 (2021-2022) $ Amount**	**Expected Year 3 (2022-2023) $ Amount**	**Expected Year 4 (2023-2024) $ Amount**	**Expected Year 5 (2024-2025) $ Amount**	**Year 2 Bayview Hunters Point**	**Year 2 Chinatown**	**Year 2 Mission**	**Year 2 South of Market**	**Year 2 Tenderloin**	**Year 2 Visitacion Valley**
ESG	**$6,934,855**	$1,386,971	$1,386,971	$1,386,971	$1,386,971	$1,386,971						
General Fund	**$1,200,000,000**	$240,000,000	$240,000,000	$240,000,000	$240,000,000	$240,000,000						
Total	**$1,206,934,855**	**$241,386,971**	**$241,386,971**	**$241,386,971**	**$241,386,971**	**$241,386,971**						

Indicators of Success	5-year Goal	Year 1 Goal	Year 2 Goal	Year 3 Goal	Year 4 Goal	Year 5 Goal	Year 2 Bayview Hunters Point	Year 2 Chinatown	Year 2 Mission	Year 2 South of Market	Year 2 Tenderloin	Year 2 Visitacion Valley
# of households who reached a problem solving resolution or were diverted from homelessness	**15,000**	2,000	2,500	3,000	3,500	4,000						
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**	**Expected Year 2 (2021-2022) $ Amount**	**Expected Year 3 (2022-2023) $ Amount**	**Expected Year 4 (2023-2024) $ Amount**	**Expected Year 5 (2024-2025) $ Amount**	**Year 2 Bayview Hunters Point**	**Year 2 Chinatown**	**Year 2 Mission**	**Year 2 South of Market**	**Year 2 Tenderloin**	**Year 2 Visitacion Valley**
CDBG	**$17,947,845**	$3,704,618	$3,129,373	$3,704,618	$3,704,618	$3,704,618	$232,407	$145,373	$409,799	$566,637	$687,327	$101,608
General Fund	**$19,860,286**	$3,557,685	$4,806,551	$3,737,793	$3,831,238	$3,927,019	$282,042	$178,111	$461,393	$606,180	$812,361	$101,608
Housing Trust Fund	**$26,059,584**	$4,860,808	$5,491,908	$5,106,886	$5,234,559	$5,365,423	$317,534	$198,621	$559,902	$774,187	$939,083	$138,826
Total	**$63,867,715**	**$12,123,111**	**$13,427,832**	**$12,549,297**	**$12,770,415**	**$12,997,060**	**$831,983**	**$522,105**	**$1,431,094**	**$1,947,004**	**$2,438,771**	**$342,042**
Indicators of Success	**5-year Goal**	**Year 1 Goal**	**Year 2 Goal**	**Year 3 Goal**	**Year 4 Goal**	**Year 5 Goal**	**Year 2 Bayview Hunters Point**	**Year 2 Chinatown**	**Year 2 Mission**	**Year 2 South of Market**	**Year 2 Tenderloin**	**Year 2 Visitacion Valley**
# of tenants facing eviction who receive full legal representation	**9,800**	1,800	2,000	2,000	2,000	2,000	137	86	235	321	402	57
# of tenants facing eviction able to stay in their current unit	**6,100**	900	1,300	1,300	1,300	1,300	90	56	153	209	261	36
# of tenants receiving emergency rental assistance to stabilize their housing	**18,730**	730	4,500	4,500	4,500	4,500	308	191	530	721	906	130
# of tenants receiving Alternative Dispute Resolution (ADR) services	**3,800**	600	800	800	800	800	55	35	95	128	161	23
# of residents receiving tenants' rights counseling/education	**5,700**	900	1,200	1,200	1,200	1,200	83	52	145	193	241	33
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	Expected Year 2 (2021-2022) $ Amount	Expected Year 3 (2022-2023) $ Amount	Expected Year 4 (2023-2024) $ Amount	Expected Year 5 (2024-2025) $ Amount	Year 2 Bayview Hunters Point	Year 2 Chinatown	Year 2 Mission	Year 2 South of Market	Year 2 Tenderloin	Year 2 Visitacion Valley
CDBG	**$4,086,563**	$923,047	$790,879	$790,879	$790,879	$790,879	$140,952	$133,555				$241,075
General Fund	**$21,296,035**	$3,598,559	$4,424,369	$4,424,369	$4,424,369	$4,424,369	$934,617	$866,301	$150,000			$939,848
Housing Trust Fund	**$550,000**	$150,000	$100,000	$100,000	$100,000	$100,000	$22,905	$13,903				$39,176
Total	**$25,932,598**	**$4,671,606**	**$5,315,248**	**$5,315,248**	**$5,315,248**	**$5,315,248**	**$1,098,474**	**$1,013,759**	**$150,000**	**$0**	**$0**	**$1,220,099**
Indicators of Success	**5-year Goal**	**Year 1 Goal**	**Year 2 Goal**	**Year 3 Goal**	**Year 4 Goal**	**Year 5 Goal**	**Year 2 Bayview Hunters Point**	**Year 2 Chinatown**	**Year 2 Mission**	**Year 2 South of Market**	**Year 2 Tenderloin**	**Year 2 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	4,000	4,000	4,000	4,000	2000	250	250			500
# of resident leaders who successfully support or lead the implementation of programming at their site	**200**	40	40	40	40	40	20	10	5			5
# of clients receiving information and referral, service connection and case coordination services	**6,500**	1,300	1,300	1,300	1,300	1,300	500	100	100			200
# of clients engaged in case management, including development of Individual Service Plan	**1,500**	300	300	300	300	300	100	25	25			50
# of clients who complete at least 50% of the goals from their Individual Service Plan	**750**	150	150	150	150	150	50	15	15			15
# of clients receiving housing retention services residing in new and existing HOPWA units	**899**	187	178	178	178	178						
Goal 1Diii: Provide support for other affordable housing residents to ensure success in their housing placement												

Funding Source	Expected 5-year $ Amount	Expected Year 1 (2020-2021) $ Amount	Expected Year 2 (2021-2022) $ Amount	Expected Year 3 (2022-2023) $ Amount	Expected Year 4 (2023-2024) $ Amount	Expected Year 5 (2024-2025) $ Amount	Year 2 Bayview Hunters Point	Year 2 Chinatown	Year 2 Mission	Year 2 South of Market	Year 2 Tenderloin	Year 2 Visitacion Valley
HOPWA	**$850,000**	$50,000	$200,000	$200,000	$200,000	$200,000						
Total	**$850,000**	**$50,000**	**$200,000**	**$200,000**	**$200,000**	**$200,000**						
Indicators of Success	**5-year Goal**	**Year 1 Goal**	**Year 2 Goal**	**Year 3 Goal**	**Year 4 Goal**	**Year 5 Goal**	**Year 2 Bayview Hunters Point**	**Year 2 Chinatown**	**Year 2 Mission**	**Year 2 South of Market**	**Year 2 Tenderloin**	**Year 2 Visitacion Valley**
# of welcome packets received by new tenants in MOHCD-sponsored affordable housing projects	**400**	100	0	100	100	100						
# of MOHCD affordable housing tenants at risk of eviction that receive notification of eviction support services	**8,280**	1,024	1,548	1,748	1,930	2,030						
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**	**Expected Year 2 (2021-2022) $ Amount**	**Expected Year 3 (2022-2023) $ Amount**	**Expected Year 4 (2023-2024) $ Amount**	**Expected Year 5 (2024-2025) $ Amount**	**Year 2 Bayview Hunters Point**	**Year 2 Chinatown**	**Year 2 Mission**	**Year 2 South of Market**	**Year 2 Tenderloin**	**Year 2 Visitacion Valley**
HOPWA	**$23,295,244**	$2,504,336	$5,197,727	$5,197,727	$5,197,727	$5,197,727			$362,377	$54,413	$383,163	$1,158,166
General Fund	**$7,096,468**	$1,586,608	$1,377,465	$1,377,465	$1,377,465	$1,377,465			$229,582	$34,473	$242,751	$733,750
Total	**$30,391,712**	**$4,090,944**	**$6,575,192**	**$6,575,192**	**$6,575,192**	**$6,575,192**	**$0**	**$0**	**$591,959**	**$88,886**	**$625,914**	**$1,891,916**
Indicators of Success	**5-year Goal**	**Year 1 Goal**	**Year 2 Goal**	**Year 3 Goal**	**Year 4 Goal**	**Year 5 Goal**	**Year 2 Bayview Hunters Point**	**Year 2 Chinatown**	**Year 2 Mission**	**Year 2 South of Market**	**Year 2 Tenderloin**	**Year 2 Visitacion Valley**
# of acuity-based assessments for housing placements	**477**	5	118	118	118	118						
Objective 2: Families and Indiviudals are Resilient and Eonomically 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**	**Expected Year 2 (2021-2022) $ Amount**	**Expected Year 3 (2022-2023) $ Amount**	**Expected Year 4 (2023-2024) $ Amount**	**Expected Year 5 (2024-2025) $ Amount**	**Year 2 Bayview Hunters Point**	**Year 2 Chinatown**	**Year 2 Mission**	**Year 2 South of Market**	**Year 2 Tenderloin**	**Year 2 Visitacion Valley**
CDBG	**$7,325,145**	$1,465,029	$1,465,029	$1,465,029	$1,465,029	$1,465,029	$530,029	$100,000	$100,000	$300,000	$400,000	$0
Leverage dollars (General Funds, other funds) directed to agencies based in NRSA	**TBD**	$8,774,294	TBD	TBD	TBD	TBD						
Total	**TBD**	**$10,239,323**										
OEWD will issue a procurement in Year 1 that will inform investments for Year 2 through Year 5.												
Indicators of Success	**5-year Goal**	**Year 1 Goal**	**Year 2 Goal**	**Year 3 Goal**	**Year 4 Goal**	**Year 5 Goal**	**Year 2 Bayview Hunters Point**	**Year 2 Chinatown**	**Year 2 Mission**	**Year 2 South of Market**	**Year 2 Tenderloin**	**Year 2 Visitacion Valley**
# of unemployed and underemployed residents that successfully enroll into workforce services in aim of securing employment	**3,475**	695	695	695	695	695	284	55	14	74	225	0
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**	**Expected Year 2 (2021-2022) $ Amount**	**Expected Year 3 (2022-2023) $ Amount**	**Expected Year 4 (2023-2024) $ Amount**	**Expected Year 5 (2024-2025) $ Amount**	**Year 2 Bayview Hunters Point**	**Year 2 Chinatown**	**Year 2 Mission**	**Year 2 South of Market**	**Year 2 Tenderloin**	**Year 2 Visitacion Valley**
CDBG	**$2,080,640**	$358,000	$430,660	$430,660	$430,660	$430,660						
General Fund	**$15,857,604**	$3,418,500	$3,109,776	$3,109,776	$3,109,776	$3,109,776						

Total	**$17,938,244**	**$3,776,500**	**$3,540,436**	**$3,540,436**	**$3,540,436**	**$3,540,436**						
Indicators of Success	**5-year Goal**	**Year 1 Goal**	**Year 2 Goal**	**Year 3 Goal**	**Year 4 Goal**	**Year 5 Goal**	**Year 2 Bayview Hunters Point**	**Year 2 Chinatown**	**Year 2 Mission**	**Year 2 South of Market**	**Year 2 Tenderloin**	**Year 2 Visitacion Valley**
# of clients who receive training in life skills/personal effectiveness, educational skills, ESL, and workplace readiness	**19,000**	3,800	3,800	3,800	3,800	3,800	313	326	455	227	489	214
# of clients who achieve a high school diploma or GED or enroll in post-secondary education programs	**875**	175	175	175	175	175	14	15	21	10	23	10
# of clients who enroll in a sector-specific job training program	**1,750**	350	350	350	350	350	29	30	42	21	45	20
Goal 2Biii: Improve financial literacy and personal finance management												
Funding Source	**Expected 5-year $ Amount**	**Expected Year 1 (2020-2021) $ Amount**	**Expected Year 2 (2021-2022) $ Amount**	**Expected Year 3 (2022-2023) $ Amount**	**Expected Year 4 (2023-2024) $ Amount**	**Expected Year 5 (2024-2025) $ Amount**	**Year 2 Bayview Hunters Point**	**Year 2 Chinatown**	**Year 2 Mission**	**Year 2 South of Market**	**Year 2 Tenderloin**	**Year 2 Visitacion Valley**
CDBG	**$260,000**	$52,000	$52,000	$52,000	$52,000	$52,000						
General Fund	**$2,374,304**	$488,000	$471,576	$471,576	$471,576	$471,576						
Total	**$2,634,304**	**$540,000**	**$523,576**	**$523,576**	**$523,576**	**$523,576**						
Indicators of Success	**5-year Goal**	**Year 1 Goal**	**Year 2 Goal**	**Year 3 Goal**	**Year 4 Goal**	**Year 5 Goal**	**Year 2 Bayview Hunters Point**	**Year 2 Chinatown**	**Year 2 Mission**	**Year 2 South of Market**	**Year 2 Tenderloin**	**Year 2 Visitacion Valley**
# of clients receiving financial counseling	**10,000**	2,000	2,000	2,000	2,000	2,000	309	183	296	201	99	202
# of clients who increase savings by at least one week of income	**2,075**	415	415	415	415	415	64	38	61	42	21	42
# of clients who decrease debt by at least 10%	**1,125**	225	225	225	225	225	35	21	33	23	11	23
# of clients who increase their credit score by at least 35 points	**1,250**	250	250	250	250	250	39	23	37	25	12	25
# of clients who open safe and affordable bank accounts	**1,000**	200	200	200	200	200	31	18	30	20	10	20

# of programs being implemented on-site at RAD and HOPE SF housing developments	**30**	6	6	6	6	6	3	1	1			1
Goal 2Biv: Improve digital literacy												
Funding Source	**Expected 5-year $ Amount**	**Expected Year 1 (2020-2021) $ Amount**	**Expected Year 2 (2021-2022) $ Amount**	**Expected Year 3 (2022-2023) $ Amount**	**Expected Year 4 (2023-2024) $ Amount**	**Expected Year 5 (2024-2025) $ Amount**	**Year 2 Bayview Hunters Point**	**Year 2 Chinatown**	**Year 2 Mission**	**Year 2 South of Market**	**Year 2 Tenderloin**	**Year 2 Visitacion Valley**
General Fund	**$455,000**	$175,000	$70,000	$70,000	$70,000	$70,000	$29,167	$29,167	$29,167	$11,667	$29,167	$29,167
Total	**$455,000**	**$175,000**	**$70,000**	**$70,000**	**$70,000**	**$70,000**	**$29,167**	**$29,167**	**$29,167**	**$11,667**	**$29,167**	**$29,167**
Indicators of Success	**5-year Goal**	**Year 1 Goal**	**Year 2 Goal**	**Year 3 Goal**	**Year 4 Goal**	**Year 5 Goal**	**Year 2 Bayview Hunters Point**	**Year 2 Chinatown**	**Year 2 Mission**	**Year 2 South of Market**	**Year 2 Tenderloin**	**Year 2 Visitacion Valley**
# of clients who receive free or low-cost digital devices	**1,350**	150	300	300	300	300	100	100	100	40	100	100
# of clients who receive training in digital skills, including basic digital literacy, online safety, privacy, information literacy, and advanced education or employment related skills	**2,250**	250	500	500	500	500	150	150	150	80	140	150
# of clients in affordable housing with increased access to high-speed internet	**13,500**	2,700	2,700	2,700	2,700	2,700	267	241	575	403	101	166
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**	**Expected Year 2 (2021-2022) $ Amount**	**Expected Year 3 (2022-2023) $ Amount**	**Expected Year 4 (2023-2024) $ Amount**	**Expected Year 5 (2024-2025) $ Amount**	**Year 2 Bayview Hunters Point**	**Year 2 Chinatown**	**Year 2 Mission**	**Year 2 South of Market**	**Year 2 Tenderloin**	**Year 2 Visitacion Valley**
General Fund	**$58,972,734**	$11,598,742	$11,843,498	$11,843,498	$11,843,498	$11,843,498	$1,516,523	$339,846	$2,834,253	$359,079	$1,829,811	$889,199
Housing Trust Fund	**$2,568,832**	$650,000	$479,708	$479,708	$479,708	$479,708	$74,279	$18,043	$155,478	$18,978	$99,170	$49,439
Total	**$61,541,566**	**$12,248,742**	**$12,323,206**	**$12,323,206**	**$12,323,206**	**$12,323,206**	**$1,590,802**	**$357,889**	**$2,989,731**	**$378,057**	**$1,928,981**	**$938,638**

Indicators of Success	5-year Goal	Year 1 Goal	Year 2 Goal	Year 3 Goal	Year 4 Goal	Year 5 Goal	Year 2 Bayview Hunters Point	Year 2 Chinatown	Year 2 Mission	Year 2 South of Market	Year 2 Tenderloin	Year 2 Visitacion Valley
# of clients receiving a limited legal service	**21,000**	4,200	4,200	4,200	4,200	4,200	545	123	1,025	130	661	322
# of clients receiving an extended legal service	**12,500**	2,500	2,500	2,500	2,500	2,500	325	73	610	77	394	192
# of clients who have their civil legal issue successfully resolved	**10,000**	2,000	2,000	2,000	2,000	2,000	260	58	488	62	315	153
Priority Need 2D: Help households connect to services												
Goal 2Di: Increase access to community-based services												
Funding Source	**Expected 5-year $ Amount**	**Expected Year 1 (2020-2021) $ Amount**	**Expected Year 2 (2021-2022) $ Amount**	**Expected Year 3 (2022-2023) $ Amount**	**Expected Year 4 (2023-2024) $ Amount**	**Expected Year 5 (2024-2025) $ Amount**	**Year 2 Bayview Hunters Point**	**Year 2 Chinatown**	**Year 2 Mission**	**Year 2 South of Market**	**Year 2 Tenderloin**	**Year 2 Visitacion Valley**
CDBG	**$1,702,000**	$358,000	$336,000	$336,000	$336,000	$336,000	$24,825	$26,102	$33,428	$19,690	$43,086	$18,871
General Fund	**$24,297,124**	$3,418,500	$5,219,656	$5,219,656	$5,219,656	$5,219,656	$285,827	$297,696	$419,165	$206,306	$442,529	$193,838
Total	**$25,999,124**	**$3,776,500**	**$5,555,656**	**$5,555,656**	**$5,555,656**	**$5,555,656**	**$310,652**	**$323,798**	**$452,593**	**$225,996**	**$485,615**	**$212,709**
Indicators of Success	**5-year Goal**	**Year 1 Goal**	**Year 2 Goal**	**Year 3 Goal**	**Year 4 Goal**	**Year 5 Goal**	**Year 2 Bayview Hunters Point**	**Year 2 Chinatown**	**Year 2 Mission**	**Year 2 South of Market**	**Year 2 Tenderloin**	**Year 2 Visitacion Valley**
# of clients receiving information and referral, service connection and case coordination services	**20,000**	4,000	4,000	4,000	4,000	4,000	329	343	479	239	514	225
# of clients engaged in case management, including development of Individual Service Plan	**7,500**	1,500	1,500	1,500	1,500	1,500	123	129	180	90	193	84
# of clients who complete at least 50% of the goals from their Individual Service Plan	**5,000**	1,000	1,000	1,000	1,000	1,000	82	86	120	60	129	56
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**	**Expected Year 2 (2021-2022) $ Amount**	**Expected Year 3 (2022-2023) $ Amount**	**Expected Year 4 (2023-2024) $ Amount**	**Expected Year 5 (2024-2025) $ Amount**	**Year 2 Bayview Hunters Point**	**Year 2 Chinatown**	**Year 2 Mission**	**Year 2 South of Market**	**Year 2 Tenderloin**	**Year 2 Visitacion Valley**
CDBG	**$2,121,584**	$196,780	$481,201	$481,201	$481,201	$481,201						
HOPWA	**$11,351,916**	$3,200,992	$2,037,731	$2,037,731	$2,037,731	$2,037,731						
General Fund	**$174,004**	$0	$43,501	$43,501	$43,501	$43,501						
Total	**$13,517,001**	**$3,397,772**	**$2,562,433**	**$2,518,932**	**$2,518,932**	**$2,518,932**						
Indicators of Success	**5-year Goal**	**Year 1 Goal**	**Year 2 Goal**	**Year 3 Goal**	**Year 4 Goal**	**Year 5 Goal**	**Year 2 Bayview Hunters Point**	**Year 2 Chinatown**	**Year 2 Mission**	**Year 2 South of Market**	**Year 2 Tenderloin**	**Year 2 Visitacion Valley**
# of facilities receiving capital improvements	**48**		12	12	12	12						
# of facilities receiving capital needs assessments	**5**	1	1	1	1	1						
Goal 3Aii: Enhance public spaces												
Funding Source	**Expected 5-year $ Amount**	**Expected Year 1 (2020-2021) $ Amount**	**Expected Year 2 (2021-2022) $ Amount**	**Expected Year 3 (2022-2023) $ Amount**	**Expected Year 4 (2023-2024) $ Amount**	**Expected Year 5 (2024-2025) $ Amount**	**Year 2 Bayview Hunters Point**	**Year 2 Chinatown**	**Year 2 Mission**	**Year 2 South of Market**	**Year 2 Tenderloin**	**Year 2 Visitacion Valley**
Housing Trust Fund	**$1,500,000**	$0	$0	$500,000	$500,000	$500,000						
Total	**$1,500,000**	**$0**	**$0**	**$500,000**	**$500,000**	**$500,000**						
Indicators of Success	**5-year Goal**	**Year 1 Goal**	**Year 2 Goal**	**Year 3 Goal**	**Year 4 Goal**	**Year 5 Goal**	**Year 2 Bayview Hunters Point**	**Year 2 Chinatown**	**Year 2 Mission**	**Year 2 South of Market**	**Year 2 Tenderloin**	**Year 2 Visitacion Valley**
# of communities facing increased housing density receiving community amenities	**12**	0	0	4	4	4						
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	Expected Year 2 (2021-2022) $ Amount	Expected Year 3 (2022-2023) $ Amount	Expected Year 4 (2023-2024) $ Amount	Expected Year 5 (2024-2025) $ Amount	Year 2 Bayview Hunters Point	Year 2 Chinatown	Year 2 Mission	Year 2 South of Market	Year 2 Tenderloin	Year 2 Visitacion Valley
CDBG	**$4,819,328**	$1,088,869	$1,092,439	$879,340	$879,340	$879,340	$117,384	$84,275	$320,046	$103,338	$185,607	$28,092
General Fund	**$15,911,150**	$3,182,230	$3,182,230	$3,182,230	$3,182,230	$3,182,230	$1,000,230	$500,000	$462,000	$420,000	$800,000	$ -
Total	**$20,730,478**	**$4,271,099**	**$4,274,669**	**$4,061,570**	**$4,061,570**	**$4,061,570**	$1,117,614	$584,275	$782,046	$523,338	$985,607	$28,092
Indicators of Success	**5-year Goal**	**Year 1 Goal**	**Year 2 Goal**	**Year 3 Goal**	**Year 4 Goal**	**Year 5 Goal**	**Year 2 Bayview Hunters Point**	**Year 2 Chinatown**	**Year 2 Mission**	**Year 2 South of Market**	**Year 2 Tenderloin**	**Year 2 Visitacion Valley**
# of startup businesses assisted	**708**	160	161	129	129	129	22	30	43	34	20	10
# of existing businesses assisted	**2,170**	490	492	396	396	396	67	90	131	75	50	10
# of businesses engaged in a language other than English	**220**	50	50	40	40	40	6	90	30	5	10	5
Total dollar amount value of loans accessed	**$15,490,503**	$3,500,000	$3,511,000	$2,826,501	$2,826,501	$2,826,501	100314	100314	100314	100314	100314	50157
# of loans funded	**242**	55	55	44	44	44	4	4	30	10	10	5
Total dollar amount value of equity invested	**$7,745,753**	$1,750,000	$1,756,000	$1,413,251	$1,413,251	$1,413,251	100343	100343	100343	100343	100343	50171
# of jobs retained via business technical assistance	**1,550**	350	351	283	283	283	20	20	45	20	25	5
# of jobs created via business technical assistance	**1,550**	350	351	283	283	283	20	20	45	20	25	5
# of new businesses established via technical assistance provided	**220**	50	50	40	40	40	7	10	20	5	5	2
# of leases strengthened and businesses stabilized	**198**	45	45	36	36	36	1	5	5	5	5	2
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**	**Expected Year 2 (2021-2022) $ Amount**	**Expected Year 3 (2022-2023) $ Amount**	**Expected Year 4 (2023-2024) $ Amount**	**Expected Year 5 (2024-2025) $ Amount**	**Year 2 Bayview Hunters Point**	**Year 2 Chinatown**	**Year 2 Mission**	**Year 2 South of Market**	**Year 2 Tenderloin**	**Year 2 Visitacion Valley**
CDBG	**$1,831,873**	$428,570	$365,000	$346,101	$346,101	$346,101	$39,177	$28,105	$107,310	$34,918	$62,172	$9,368

General Fund	**$3,747,500**	$749,500	$749,500	$749,500	$749,500	$749,500	$67,500	$300,000	$67,500	$144,750	$144,750	$25,000
Total	**$5,579,373**	**$1,178,070**	**$1,114,500**	**$1,095,601**	**$1,095,601**	**$1,095,601**	$106,677	$328,105	$174,810	$179,668	$206,922	$34,368
Indicators of Success	**5-year Goal**	**Year 1 Goal**	**Year 2 Goal**	**Year 3 Goal**	**Year 4 Goal**	**Year 5 Goal**	**Year 2 Bayview Hunters Point**	**Year 2 Chinatown**	**Year 2 Mission**	**Year 2 South of Market**	**Year 2 Tenderloin**	**Year 2 Visitacion Valley**
# of SF Shines façade applications completed	**26**	6	5	5	5	5	1	1	1	1	3	1
# tenant improvements completed	**26**	6	5	5	5	5	1	1	1	1	3	1
# of jobs created via business technical assistance	**322**	75	64	61	61	61	11	4	8	9	11	4
# of training workshops offered via business technical assistance	**1,282**	300	256	242	242	242	4	3	4	6	7	3
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**	**Expected Year 2 (2021-2022) $ Amount**	**Expected Year 3 (2022-2023) $ Amount**	**Expected Year 4 (2023-2024) $ Amount**	**Expected Year 5 (2024-2025) $ Amount**	**Year 2 Bayview Hunters Point**	**Year 2 Chinatown**	**Year 2 Mission**	**Year 2 South of Market**	**Year 2 Tenderloin**	**Year 2 Visitacion Valley**
CDBG	**$856,089**	$180,000	$240,000	$145,363	$145,363	$145,363						
General Fund	**$3,750,000**	$750,000	$750,000	$750,000	$750,000	$750,000						
Other	**$6,100,000**	$1,220,000	$1,220,000	$1,220,000	$1,220,000	$1,220,000						
Total	**$10,706,089**	**$2,150,000**	**$2,210,000**	**$2,115,363**	**$2,115,363**	**$2,115,363**						
Indicators of Success	**5-year Goal**	**Year 1 Goal**	**Year 2 Goal**	**Year 3 Goal**	**Year 4 Goal**	**Year 5 Goal**	**Year 2 Bayview Hunters Point**	**Year 2 Chinatown**	**Year 2 Mission**	**Year 2 South of Market**	**Year 2 Tenderloin**	**Year 2 Visitacion Valley**
# of community-generated planning processes that lead to measurable benefits for the neighborhood	**43**	8	9	6	10	10						

# of nonprofit organizations that will produce cultural events, arts, cultural activities, and public place keeping projects	**115**	23	23	23	23	23						
# of businesses assisted as part of a community-driven comprehensive strategy (Cultural Districts, neighborhood strategy)	**165**	35	46	28	28	28						
# of jobs created via business technical assistance as part of a community-driven comprehensive strategy	**142**	30	40	24	24	24						
# of jobs retained via business technical assistance as part of a community-driven comprehensive strategy	**142**	30	40	24	24	24						
Goal 3Cii: Support locally-based community building												
Funding Source	**Expected 5-year $ Amount**	**Expected Year 1 (2020-2021) $ Amount**	**Expected Year 2 (2021-2022) $ Amount**	**Expected Year 3 (2022-2023) $ Amount**	**Expected Year 4 (2023-2024) $ Amount**	**Expected Year 5 (2024-2025) $ Amount**	**Year 2 Bayview Hunters Point**	**Year 2 Chinatown**	**Year 2 Mission**	**Year 2 South of Market**	**Year 2 Tenderloin**	**Year 2 Visitacion Valley**
General Fund	**$8,311,636**	$1,154,000	$1,789,409	$1,789,409	$1,789,409	$1,789,409	$131,250	$29,678	$149,267	$164,800	$97,000	$4,200
Other	**$3,000,000**	$3,000,000	$0	$0	$0	$0	$230,000	$0	$460,000	$460,000	$230,000	$0
Total	**$11,311,636**	**$4,154,000**	**$1,789,409**	**$1,789,409**	**$1,789,409**	**$1,789,409**	**$361,250**	**$29,678**	**$609,267**	**$624,800**	**$327,000**	**$4,200**
Indicators of Success	**5-year Goal**	**Year 1 Goal**	**Year 2 Goal**	**Year 3 Goal**	**Year 4 Goal**	**Year 5 Goal**	**Year 2 Bayview Hunters Point**	**Year 2 Chinatown**	**Year 2 Mission**	**Year 2 South of Market**	**Year 2 Tenderloin**	**Year 2 Visitacion Valley**
# of community-driven reports completed	**50**	10	10	10	10	10	2	1	2	2	2	1
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**	**Expected Year 2 (2021-2022) $ Amount**	**Expected Year 3 (2022-2023) $ Amount**	**Expected Year 4 (2023-2024) $ Amount**	**Expected Year 5 (2024-2025) $ Amount**	**Year 2 Bayview Hunters Point**	**Year 2 Chinatown**	**Year 2 Mission**	**Year 2 South of Market**	**Year 2 Tenderloin**	**Year 2 Visitacion Valley**
General Fund	**$7,082,650**	$975,886	$1,526,691	$1,526,691	$1,526,691	$1,526,691	$121,985	$121,985	$182,979	$121,985	$121,985	$60,993

Total	**$7,082,650**	**$975,886**	**$1,526,691**	**$1,526,691**	**$1,526,691**	**$1,526,691**	**$121,985**	**$121,985**	**$182,979**	**$121,985**	**$121,985**	**$60,993**
Indicators of Success	**5-year Goal**	**Year 1 Goal**	**Year 2 Goal**	**Year 3 Goal**	**Year 4 Goal**	**Year 5 Goal**	**Year 2 Bayview Hunters Point**	**Year 2 Chinatown**	**Year 2 Mission**	**Year 2 South of Market**	**Year 2 Tenderloin**	**Year 2 Visitacion Valley**
# of organizations receiving capacity building and technical assistance	**400**	80	80	80	80	80	10	10	15	10	10	5
# 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	2	2	3	2	2	1
Objective 4: Communities At Risk of Displacement Are Stablized												
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 2 Goal**	**Year 3 Goal**	**Year 4 Goal**	**Year 5 Goal**	**Year 2 Bayview Hunters Point**	**Year 2 Chinatown**	**Year 2 Mission**	**Year 2 South of Market**	**Year 2 Tenderloin**	**Year 2 Visitacion Valley**
# of residents who access affordable housing through lottery preference programs	**1,250**	250	250	250	250	250						
# of “Mixed Status Families” stabilized via support services and subsidies	**715**	130	140	145	150	150						
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	Expected Year 2 (2021-2022) $ Amount	Expected Year 3 (2022-2023) $ Amount	Expected Year 4 (2023-2024) $ Amount	Expected Year 5 (2024-2025) $ Amount	Year 2 Bayview Hunters Point	Year 2 Chinatown	Year 2 Mission	Year 2 South of Market	Year 2 Tenderloin	Year 2 Visitacion Valley
CDBG	**$442,271**	$100,000	$100,000	$80,757	$80,757	$80,757						
General Fund	**$2,186,004**	$975,000	$302,751	$302,751	$302,751	$302,751						
Other	**$300,000**	$300,000	$0	$0	$0	$0						
Total	**$2,928,275**	**$1,375,000**	**$402,751**	**$383,508**	**$383,508**	**$383,508**						
Indicators of Success	**5-year Goal**	**Year 1 Goal**	**Year 2 Goal**	**Year 3 Goal**	**Year 4 Goal**	**Year 5 Goal**	**Year 2 Bayview Hunters Point**	**Year 2 Chinatown**	**Year 2 Mission**	**Year 2 South of Market**	**Year 2 Tenderloin**	**Year 2 Visitacion Valley**
# of tenants receiving emergency rental assistance to stabilize their housing (also in 1Di)	**18,730**	730	4,500	4,500	4,500	4,500	308	191	530	721	906	130
# of tenants facing eviction able to stay in their current unit (also in 1Di)	**6,100**	900	1,300	1,300	1,300	1,300	90	56	153	209	261	36
# of households receiving tenant education and counseling	**5,700**	900	1,200	1,200	1,200	1,200	83	52	145	193	241	33
# of households receiving full-scope eviction defense	**9,800**	1,800	2,000	2,000	2,000	2,000	137	86	235	321	402	57
# of households receiving other eviction defense services	**5,800**	1,000	1,200	1,200	1,200	1,200	83	52	145	193	241	33
# of households whose housing crisis was resolved with emergency rental assistance	**18,730**	730	4,500	4,500	4,500	4,500	308	191	530	721	906	130
# of existing businesses assisted	**225**	45	45	45	45	45						
# of eligible Legacy Businesses assisted	**50**	10	10	10	10	10						
# existing leases strengthened and businesses stabilized	**125**	25	25	25	25	25						
# of activities or projects completed that sustained a neighborhood's art, culture,	**165**	31	32	34	34	34						

tradition, way of life, history or overall ecosystem												
Priority Need 4B: Ensure economic growth offers benefits to existing communitiesmeasures for residents and businesses												
Goal 4Bi: Require local hiring to the greatest extent possible in MOHCD's projects and programs												
Funding Source												
No funding to sub-recipients												
Indicators of Success	**5-year Goal**	**Year 1 Goal**	**Year 2 Goal**	**Year 3 Goal**	**Year 4 Goal**	**Year 5 Goal**	**Year 2 Bayview Hunters Point**	**Year 2 Chinatown**	**Year 2 Mission**	**Year 2 South of Market**	**Year 2 Tenderloin**	**Year 2 Visitacion Valley**
# of participants who receive job readiness services in HOPE SF and RAD sites	**250**	50	50	50	50	50	15		10			15
# of participants who are placed in jobs at HOPE SF and RAD sites	**125**	25	25	25	25	25	8		5			8
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	**Expected 5-year $ Amount**	**Expected Year 1 (2020-2021) $ Amount**	**Expected Year 2 (2021-2022) $ Amount**	**Expected Year 3 (2022-2023) $ Amount**	**Expected Year 4 (2023-2024) $ Amount**	**Expected Year 5 (2024-2025) $ Amount**	**Year 2 Bayview Hunters Point**	**Year 2 Chinatown**	**Year 2 Mission**	**Year 2 South of Market**	**Year 2 Tenderloin**	**Year 2 Visitacion Valley**
General Fund	**$2,500,000**	$500,000	$500,000	$500,000	$500,000	$500,000						
Other	**$1,500,000**	$300,000	$300,000	$300,000	$300,000	$300,000						
Total	**$4,000,000**	**$800,000**	**$800,000**	**$800,000**	**$800,000**	**$800,000**						

Indicators of Success	5-year Goal	Year 1 Goal	Year 2 Goal	Year 3 Goal	Year 4 Goal	Year 5 Goal	Year 2 Bayview Hunters Point	Year 2 Chinatown	Year 2 Mission	Year 2 South of Market	Year 2 Tenderloin	Year 2 Visitacion Valley
# of outreach and community input activities provided by City Departments to communities	**70**	14	14	14	14	14						
# of plans developed to address stabilization and economic growth needs in communities and neighborhoods	**24**	5	5	2	6	6						
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 2 Goal	Year 3 Goal	Year 4 Goal	Year 5 Goal	Year 2 Bayview Hunters Point	Year 2 Chinatown	Year 2 Mission	Year 2 South of Market	Year 2 Tenderloin	Year 2 Visitacion Valley
# of City staff who attend GARE training workshops	**35**	7	7	7	7	7						
# of staff trained in trauma informed systems and self-care activities	**150**	50	50	50								
Execution of racial equity analysis in MOHCD RFQ/RFP selection criteria	**1**	1										
Creation of MOHCD community outreach strategies that address racial disparities, historically underserved populations,cultural competency, and cultural humility	**5**	1	1	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 2 Goal**	**Year 3 Goal**	**Year 4 Goal**	**Year 5 Goal**	**Year 2 Bayview Hunters Point**	**Year 2 Chinatown**	**Year 2 Mission**	**Year 2 South of Market**	**Year 2 Tenderloin**	**Year 2 Visitacion Valley**
# of partner staff trained in implicit bias, cultural competency, trauma informed systems and equity trainings	**50**	10	10	10	10	10						
# of HIV-specific education seminars and trainings	**5**	1	1	1	1	1						
# of trainings for community partners hosted by MOHCD and OEWD	**5**	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 2 Goal**	**Year 3 Goal**	**Year 4 Goal**	**Year 5 Goal**	**Year 2 Bayview Hunters Point**	**Year 2 Chinatown**	**Year 2 Mission**	**Year 2 South of Market**	**Year 2 Tenderloin**	**Year 2 Visitacion Valley**
Execute MOHCD Racial Equity plan	**3**	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 2 Goal**	**Year 3 Goal**	**Year 4 Goal**	**Year 5 Goal**	**Year 2 Bayview Hunters Point**	**Year 2 Chinatown**	**Year 2 Mission**	**Year 2 South of Market**	**Year 2 Tenderloin**	**Year 2 Visitacion Valley**
Execute MOHCD Racial Equity plan	**3**	1	1	1								
Implement changes to MOHCD internal policies	**5**	1	1	1	1	1						
Inclusion of Trauma Champions, Catalysts, and Leaders in MOHCD's Racial Equity Working group	**15**	3	3	3	3	3						

Estimate the number of extremely low-income, low-income, and moderate-income families to whom the jurisdiction will provide affordable housing as defined by HOME 91.315(b)(2)

MOHCD estimates approximately 84 extremely low-income, low-income, and moderate-income families will be provided affordable housing rental housing during 2021–2022 time period using HOME funds and an additional approximately 1,382 affordable rental units will be built during this same time period using non-HOME sources.

Projects

AP-35 Projects – 91.220(d)

Introduction

Please see Preliminary Funding Recommendations for 2021-2022 Community Development Services for Public Review and Comment. This document is available for public review and comment between May 26, 2021 and June 24, 2021.

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

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

Many of our residents are disenfranchised based on their limited income, disability status, cultural or language barriers, or other characteristics that make it difficult for them to adequately access services. Through a comprehensive needs assessment process, San Francisco has identified a number of cross-cutting community needs and concerns that span neighborhoods and constituencies. These include:

- Among the concerns identified during community engagement, San Francisco stakeholders are most frequently concerned about displacement, increasing housing prices, the overall cleanliness and safety of their neighborhoods, and transit accessibility.
- Participants in MOHCD's community engagement identified that services to support self-sufficiency and stability are as important as the need for housing itself.
- Many stakeholders expressed a prominent need for culturally inclusive and culturally-specific services.
- Participants expressed a need for greater awareness of, navigation of, and access to available services, including both housing and other supportive services.
- Stakeholders expressed a desire for more inclusive and relaxed standards around affordable housing eligibility.
- Many community members voiced the need for more opportunities to provide input on the City's housing eligibility policies as well as participate in the development of affordable housing programs.
- Stakeholders asked for more streamlined services, improved inter-agency collaboration, and stronger cross-agency communication to support the delivery of both housing and supportive services.

AP-50 Geographic Distribution – 91.220(f)

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

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

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

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

HUD has approved the City's request for renewal of all six of the current NRSA designations in San Francisco's 2020-2024 Consolidated Plan.

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

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

San Francisco has defined an area of aggregate minority concentration as any census tract with a minority population that is 20 percentage points greater than that of the City's total minority percentage. According to the 2017 ACS 5-Year Estimates, 59.16% of the City's population is identified as being composed of minorities, and therefore any census tract in which 79.16% of the population is classified as minority would qualify as an Area of Minority Concentration. See Map 1.

Invest In Neighborhoods Commercial Districts
Invest In Neighborhoods (IIN) is a division within OEWD that implements programs focused on neighborhood commercial district planning, management, safety, and vibrancy. The strategies deployed are intended to advance opportunities for all. The division implements programs and services with the support of community partners to increase quality of life and economic opportunities within neighborhoods and commercial corridors. IIN seeks to advance economic opportunities in the City's neighborhoods using strategies centered on diversity, equity, and inclusion to ensure increased quality of life and prosperity for all residents.

The division's guiding objectives are to build community capacity, fortify neighborhoods and their economies, improve physical conditions and strengthen small businesses. Some of the services offered support small business assistance, safety and cleanliness, physical improvements to buildings or spaces, positive activation of public spaces and engagement of residents along targeted corridors throughout the city. IIN programs and services are intended to maximize impact within five strategic areas: small businesses, storefronts and buildings, commercial corridors, public spaces and neighborhoods. A comprehensive approach to stabilization of neighborhoods and commercial districts is best aligned with our neighborhood strategic area of impact.

Services provided under the impact area for neighborhoods are streamlined under three programs: Community Benefit Districts, Opportunity Neighborhoods and Cultural Districts.

Community Benefit Districts
The Community Benefit District (CBD) Program provides technical assistance for management plan and engineer's report development, district establishment, and operational support to improve the overall quality of life in targeted commercial districts and mixed-use neighborhoods through partnerships between the City and local communities.

OEWD oversees 18 local community benefit districts in the City. Each CBD is managed by a non-profit agency. Community Benefit Districts are required to complete an annual report that outlines the year's achievements and financials including income, expense, asset, liabilities, new assets, and carry over which are reviewed by OEWD and heard by the San Francisco Board of Supervisors' Government Audit and Oversight Committee. OEWD's annual report shares the Department's accomplishments and financials from that fiscal year.

Some CBDs tailor services specific to the neighborhood's needs. For example, the Tenderloin CBD manages the Safe Passage Program, which is a coalition of Corner Captains who are trained to respond to different emergencies in the neighborhood and maintain a daily positive presence for children and youth walking on the sidewalks. The Lower Polk CBD hosts a Tenant-Landlord Clinic designed to help prevent homelessness by keeping people housed in their current homes.

Opportunity Neighborhoods
The Opportunity Neighborhood's program targets neighborhoods that have experienced historic divestment and have an economic development strategy that promotes diversity, equity and inclusion. These neighborhoods have an assigned project manager that works closely with community stakeholders and other city departments to strategically disburse investments including funds and services and support an economic development strategy.

The opportunity neighborhoods include:

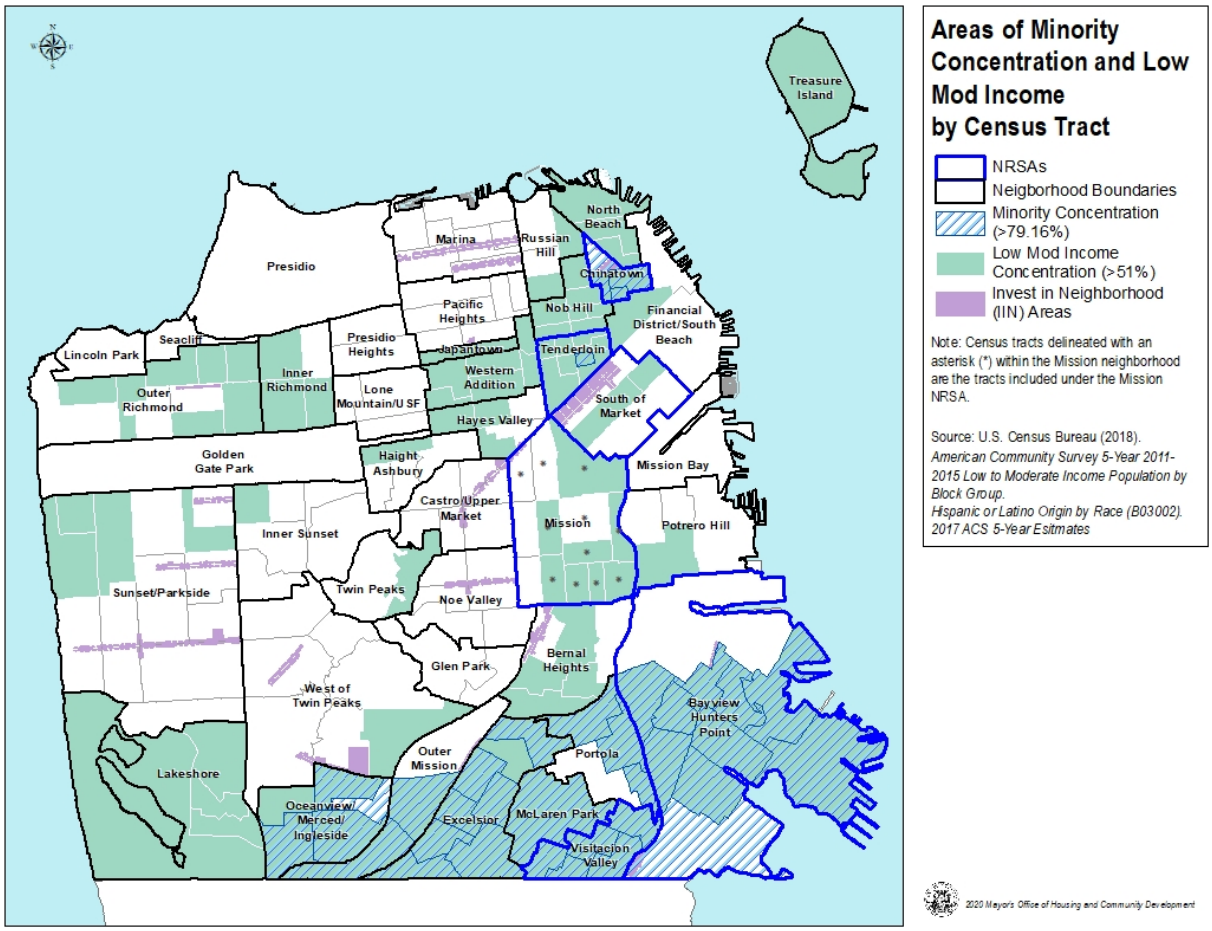
- Bayview
- Central Market/Tenderloin
- Chinatown
- Excelsior
- Lower Fillmore
- Mission (24th and Mission Streets)

Cultural Districts

OEWD is a key partner to MOHCD in the implementation of the Cultural District program whose focus is on advancing equitable and shared prosperity for San Franciscans by growing sustainable jobs, supporting businesses of all sizes, creating great places to live and work, and helping everyone achieve economic self-sufficiency. Staff supports and leverages economic resources to ensure that there is alignment and a comprehensive approach to each district's economic development strategies. In addition, our division coordinates with our neighborhood project managers where the districts overlap with our programs.

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

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



Geographic Distribution

Table 5 – Geographic Distribution

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

Rationale for the priorities for allocating investments geographically

See discussion above.

Discussion

See discussion above.

Affordable Housing

AP-55 Affordable Housing – 91.220(g)

Introduction

Approximately 1,834 individuals and households will receive rental assistance in 2021–2022 through the City's Local Operating Subsidy Program. MOHCD intends to provide tenant-based rental assistance to approximately 220 individuals and households through grants provided to community-based organizations offering tenant counseling and eviction prevention services.

Approximately 1,295 new units will be produced with 91 units for homeless families, 305 units for homeless adults, 32 units for transition-age youth, and 867 units produced for low-income families earning less than 80% of area median income. Additionally, the acquisition of approximately 171 existing housing units for preservation as affordable housing through MOHCD's Small Sites Program.

Table 8 – One Year Goals for Affordable Housing by Support Requirement

One Year Goals for the Number of Households to be Supported	
Homeless	428
Non-Homeless	1,038
Special-Needs	0
Total	1,466

Table 9 – One Year Goals for Affordable Housing by Support Type

One Year Goals for the Number of Households Supported Through	
Rental Assistance	1,834
The Production of New Units	1,295
Rehab of Existing Units	0
Acquisition of Existing Units	171
Total	3,300

Discussion

See discussion above.

AP-60 Public Housing – 91.220(h)

Introduction

MOHCD will continue to work closely with the SFHA to support the disposition and conversion of all remaining public housing in San Francisco either through rehabilitation or new construction. San Francisco has utilized the RAD program and the Section 18 Disposition program to repair, preserve and reposition these important resources. The City's HOPE SF program rebuilds and revitalizes four large public housing communities.

Actions planned during the next year to address the needs to public housing

The COVID 19 crisis has delayed the conversion of the final public housing units by 18 months. As a result, by early2023, the SFHA's remaining 1,911 units of public housing will be converted to Housing Choice Voucher (HCV) units in order to facilitate the preservation, rehabilitation and rebuilding of these valuable units. In 2020, two HOPE VI projects converted under RAD. In 2021, 167 units of public housing replacement and new affordable units at Sunnydale HOPE SF will complete construction; 157 units of public housing replacement at Potrero HOPE SF will be under development; and 118 units of public housing replacement and new tax credit affordable will be under construction at Hunters View. Also, by the end of 2021, 70 scattered site public housing units will convert to HCV and undergo substantial rehabilitation using funds leveraged under HCV.

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

Because public housing is being phased out by mid-2023, and the public housing staff are either being phased out or transferred to other SFHA divisions, there are little to no opportunities for resident placement in management jobs. However, in the new HOPE SF developments, MOHCD and OEWD track the new owners' adherence with workforce requirements including construction placement and other employment opportunities for residents. [GET INFO FROM MARIA ON DREAMKEEPERS] SFHA continues to administer its homeownership program for HCV households, which allows households to accrue funds toward a down payment using the HCV subsidy funds. In partnership with MOHCD's Homeownership programs, HopeSF and HCV holders will have priority for down payment assistance creating a continuum of housing options from public to below market rate and market rate housing.

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

In the fall of 2018, SFHA was discovered to have a shortfall of up to $30 million in the HCV program. HUD determined in March 2019 that SFHA was in substantial default of its obligations under the housing voucher and public housing programs. According to HUD's March 2019 default notice, HUD had the authority to place the Housing Authority in receivership, taking possession of all or part of the Housing Authority. Instead, SFHA remedied the default through contracting out its HCV and public housing property management programs, and the City has assumed oversight of the SFHA's essential functions. SFHA has also implemented new controls to track projected monthly housing assistance payment expenses and average monthly budget authority at any time.

On October 1, 2020, as a result of these positive developments, the U.S. Department of Housing and Urban Development (HUD) notified the Authority that it had cured its default.

In 2021-23, SFHA will convert 1,911 remaining units of public housing to the HCV program via HUD's disposition programs: the Rental Assistance Demonstration (RAD) program and the Section 18 Demo/Dispo program. Given SFHA's financial difficulties, HUD has approved the early conversion of these units to HCV in order to stabilize the agency's finances and operations. Plaza East, a 193-unit HOPE VI project, is in early stages of planning to address the need for extensive rehabilitation.

Discussion

MOHCD's work with SFHA to address SFHA's dilapidated housing stock either through the RAD or HOPE SF programs will preserve or rebuild some of the most important housing for San Francisco's poorest residents. More importantly resident engagement under both programs will provide the public housing residents input on the rehabilitation or reconstruction and keep them informed of other important changes in their housing management.

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

Introduction

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

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

Street Outreach is a Core Component of the Homeless Response System in the HSH Strategic Framework. Coordinated Entry replaces single program waitlists and entry procedures that encourage people to get on as many lists as possible and then wait for assistance. A person experiencing homelessness or at risk of homelessness may go to an Access Point, such as a Resource Center. They may also be approached by a Street Outreach worker and be immediately assessed, using the standard assessment for all programs. Problem Solving assistance is offered to all, especially those newly homeless or at-risk. If homelessness can be prevented by returning to a safe place, that will be facilitated. If not, clients will be offered Temporary Shelter.

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

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

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

engage individuals into services and other resources as identified by community care plans. First Responders assess and refer the highest risk to the Care Management teams.

San Francisco Public Library: This SFHOT service line includes a Psychiatric Social Worker situated at the Civic Center Main Branch who conducts outreach and offers referrals to homeless, marginally housed and/or mentally ill patrons of the library. She also facilitates education sessions in group or individual settings for library staff, in order to improve understanding of behaviorally vulnerable patrons of the library. Her goal is to help library staff serve this group of patrons according to their needs, while helping to decrease the number and severity of incidents that require intervention from Library security staff. This social worker also supervises four 15-hours/week Health and Safety Associates (HaSAs) who are selected from a group of homeless library patrons being served by SF HOT's case management function. HaSAs assist the team by using their life experiences and learned engagement skills to reach out to other homeless patrons, in order to persuade them to accept case management and other services. In the process, HaSAs gain employment and job-seeking skills, through their supervision by the Psychiatric Social Worker, as well as an associated DPH Vocational Rehabilitation Counselor.

Addressing the emergency shelter and transitional housing needs of homeless persons

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

Further since 2016, San Francisco has created and rapidly expanded the SAFE Center and Navigation Center portfolio in San Francisco.

The Navigation Center Model
San Francisco's first Navigation Center opened in March 2015 and was a successful pilot serving San Francisco's highly vulnerable and long-term unhoused neighbors who are often fearful of accessing traditional shelter and services. HSH subsequently opened 8 Navigation Centers and currently has 6 in operation. For more information, click here.

San Francisco's Navigation Center model is being replicated nationally and, here in San Francisco, we are building on this best practice by developing SAFE Navigation Centers.

The SAFE Navigation Center Model
An evolution of Navigation Centers, SAFE Navigation Centers are low-threshold, high-service temporary shelter programs for adults experiencing homelessness in San Francisco. SAFE Navigation Centers are one part of the Homelessness Response System and are an attractive service for people living unsheltered or in encampments.

SAFE Navigation Centers are essential to reducing unsheltered homelessness and connecting guests to services and housing assistance. SAFE Navigation Centers build off of the best aspects of Navigation

Centers while making them more scalable, sustainable, and effective. The City is looking to expand SAFE Navigation Centers in neighborhoods across the city to respond to the homelessness crisis and has reviewed over 100 potential sites. For information on proposed Navigation Centers, visit: http://hsh.sfgov.org/overview/notices/

Effective

From the launch of Navigation Centers in 2015 through the end of 2018, 46% of Navigation Center exits were either to permanent housing or reunifications with family or friends through the Homeward Bound program. Over 5,000 clients have been served at Navigation Centers from 2015 to November 2019.

Access-Controlled

Navigation Centers and SAFE Navigation Centers do not accept walk-ins. All individuals and couples who enter have been selected by the SF Homeless Outreach Team or a centralized referral system. Because Navigation Centers operate 24×7, there are no lines outside in the evening, and guests are not exited onto the street in the morning.

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

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

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

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

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

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

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

For people who are homeless involved with the criminal justice system whose crimes are non-violent petty misdemeanors, and for repeat, frequent users of the hospital system occasioned by lack of on-going health care and homelessness, diversion strategies should be used that focus on addressing housing, treatment and service needs so as to prevent both recurring homelessness as well as repeat offenses and to support health outcomes.

"Respite" beds with appropriate medical care, medication and care supplies are needed by people who are homeless to recuperate post-hospitalization. These beds with care do not prevent homelessness nor end homelessness; but until sufficient permanent housing is available, they are necessary to support recovery. Coupled with other supportive services, they also can provide a link to other community services and housing opportunities.

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

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

The HSH Strategic Framework endorses Problem Solving as a Core Component of the Homeless Response System. Problem Solving provides opportunities to prevent people from entering the Homelessness Response System and to redirect people who can resolve their homelessness without the need for ongoing support. It may offer a range of one-time assistance, including eviction prevention, legal services, relocation programs (Homeward Bound), family reunification, mediation, move in assistance, and flexible grants to address issues related to housing and employment.

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

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

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

Strategies to facilitate the early identification and assistance needed to prevent homelessness include 1) expansion of resources available for rental assistance and for key services that address threats to housing stability; 2) facilitating access to eviction prevention services through education and outreach, expanded legal services and the establishment of specialized eviction prevention programs; and 3) development of standard "just-cause" eviction policies for city-funded programs.

To address the myriad challenges of homelessness, homeless response services and prevention program is grant-based and aligns CDBG, ESG and Housing Trust Fund funding to support homeless prevention and eviction prevention programs, operating support for emergency and transitional shelters, direct services for homeless individuals and families, and supportive housing. This program coordinates closely with other City Departments, in particular the HSA and DPH, to align its strategies.

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

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

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

Discussion

See above.

AP-70 HOPWA Goals– 91.220 (l)(3)

Table 10 – HOPWA Goals – Helen/Manuel/Gloria

One-year goals for the number of households to be provided housing through the use of HOPWA for:	
Short-term rent, mortgage, and utility assistance to prevent homelessness of the individual or family	93
Tenant-based rental assistance	178
Units provided in permanent housing facilities developed, leased, or operated with HOPWA funds	232
Units provided in transitional short-term housing facilities developed, leased, or operated with HOPWA funds	28
Total	531

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

Introduction:

The City of San Francisco's housing agencies work diligently to ensure that barriers to affordable housing are addressed. MOHCD submitted its Analysis of Impediments to Fair Housing (AI) to HUD to guide this work in the coming years. Numerous programs and policies implemented by the City of San Francisco aim to uphold fair housing rights. Below is a description of programs, policies, and directions the City will pursue to reduce barriers to housing access and barriers to affordable housing production.

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

Addressing Barriers to Housing Access

Improve access to knowledge about rental housing

When certain groups have unequal access to information about their housing options, it can become a fair housing issue. MOHCD requires all affordable housing developers to adhere to strict affirmative marketing strategies to ensure that information about available units reaches the general public. The City and County of San Francisco requires its grantees to advertise the availability of housing units and services to individuals and families from all race/ethnic and economic backgrounds. MOHCD requires its partners to advertise in all forms of local media including community newspaper, radio and TV (when necessary). MOHCD will also post information on the availability of housing and services on its website. In site visits with the grantees, MOHCD monitors the grantee's marketing efforts and discusses the organization's method for reaching clients.

To further inform the public about affordable housing opportunities, MOHCD explains local policies and programs that address affordable housing through our website and Annual Housing Report. Together, the MOHCD website and Annual Housing Report serve to orient the general public on basic issues such as the difference between public housing and other affordable housing.

Additionally, MOHCD publishes unit availability on its website and provides weekly email alerts to a list of service providers and community members. Email alerts list newly posted rental units in the Below Market Rate (BMR) rental and homeownership programs.

Finally, MOHCD funds community-based organizations to provide counseling for renters who are at risk of eviction, have recently been evicted, or are urgently in need of housing. Among low-income people, individuals with barriers to housing, such as those with disabilities or limited English fluency, are prioritized. Housing counselors help clients navigate public housing, affordable housing, and market rate housing (when appropriate) by guiding them to rental opportunities and assisting with the application process. Counseling agencies also support seniors, younger adults with disabilities, and other clients with specific needs in finding service-enriched housing.

Improve access to knowledge about homeownership opportunities

MOHCD supports community-based organizations in providing education and financial training programs that assist first time homebuyers to navigate the home purchase and financing opportunities available to them. Homebuyer education is a crucial component of all of the first time homebuyer programs in the City. Several HUD approved non-profit counseling agencies are supported by the City to provide culturally sensitive homebuyer workshops and counseling in several languages for free throughout the City. All City supported agencies utilize the standard Neighborworks America approved curriculum for homebuyer education, and make up HomeownershipSF, a collaborative membership organization that is a Neighborworks affiliate. The homebuyer curriculum requires 6-8 hours of in-class education, and individual one-on-one counseling is encouraged before a certificate is issued. In addition to the ongoing workshops and counseling, the City-supported counseling agencies organize a yearly homeownership fair in the fall. The fair brings together counselors, lenders, and agencies dedicated to providing opportunities for low-income first-time homebuyers. The homeownership fair is attended by an average of 3,000 people every year and targeted outreach is done to draw from the diverse San Francisco communities. The fair has workshops, in several languages, on credit income, first-time homebuyers.

Eliminate discriminatory practices

MOHCD requires MOHCD-funded affordable housing developers and management companies to comply with fair housing law and does not allow for discrimination against any protected class. MOHCD's loan documents include the following clause "Borrower agrees not to discriminate against or permit discrimination against any person or group of persons because of race, color, creed, national origin, ancestry, age, sex, sexual orientation, disability, gender identity, height, weight, source of income or acquired immune deficiency syndrome (AIDS) or AIDS related condition (ARC) in the operation and use of the Project except to the extent permitted by law or required by any other funding source for the Project. Borrower agrees not to discriminate against or permit discrimination against Tenants using Section 8 certificates or vouchers or assistance through other rental subsidy programs"

In addition to working actively with MOHCD-funded affordable housing management to ensure compliance with fair housing requirements, MOHCD also funds community-based organizations to provide counseling on Fair Housing law to ensure renters across the City know their rights regarding discrimination issues, reasonable accommodation requests, and other fair housing issues.

Addressing Barriers to Housing Production[1]

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

[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 2011 Analysis of Impediments to Fair Housing (this report is currently in progress).

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.

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 that 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.

Secondary Units

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

Smaller Units

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

Moreover, the Planning Department allows a density bonus of twice the number of dwelling units when the housing is specifically designed for and occupied by senior citizens, physically or mentally disabled persons.

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 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 $170,000-$200,000 required per unit), financing is amongst the most challenging barriers to affordable housing production. In addition, several Federal and State programs that historically have supported affordable housing development are at risk. The current recession has impacted government coffers as well as financial institutions, reducing the capital available for development. For example, the Federal Low Income Housing Tax Credit program (LIHTC) has, in years past, financed about 90% of affordable housing. In this economic climate and with the elimination of redevelopment agencies and their required commitment of 20% of their tax increment to affordable housing, it the City of San Francisco is seeking creative solutions to finance affordable housing production and preservation.

Jobs-Housing Linkage Program

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

Historic Rehabilitation Tax Credits

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

Citywide Inclusionary Housing Program

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

Tax Increment Financing

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

Housing Trust Fund

San Francisco voters approved Proposition C in November 2012, which amended the City's charter to enable creation of the Housing Trust Fund. It is a fund that 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 new funding source and began using funds from the Housing Trust Fund in July 2013.

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 DPW 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 exploring implementation of a San Francisco-specific density bonus program expanding upon the State Density Bonus law, which would enable a more expeditious land use entitlement process for projects that provide more affordable housing than required by local law by eliminating the need to use Special Use Districts to make certain zoning exceptions.

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.

Discussion:

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

AP-85 Other Actions – 91.220(k)

Introduction:

Actions planned to address obstacles to meeting underserved needs

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

Due to high housing costs, economic conditions, poverty and unemployment, a significantly large number of low-income San Franciscans are not economically self-sufficient. The limited resources that are available to support programs and services that help individuals and families to become self-sufficient are inadequate. The situation is made worse by reductions in funding at the federal, state and local government levels at the same time as needs are increasing due to the weak economy. To minimize the impact of the City's limited resources, MOHCD 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, 42% speak a language other than English at home, with the largest language groups being Chinese, Spanish, and Filipino. Fifty-five 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." At the individual level, about 19% of all San Franciscans in the 2019 ACS one-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 planned to foster and maintain affordable housing

The maintenance and preservation of existing affordable housing is a key housing activity for San Francisco given the age of its affordable housing stock. To this end 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.

Actions planned to reduce lead-based paint hazards

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 is part of a highly collaborative infrastructure of City agencies and non-profit organizations working 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 of lead hazards as part of its single-family home rehab loan program.

Any housing built before 1978 that are 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 planned to reduce the number of poverty-level families

Coordinated Entry
In August 2016, Mayor Edwin M. Lee launched HSH to fundamentally change the way the City and County of San Francisco addresses homelessness. HSH—relying on guidance from people experiencing homelessness, service providers, and other stakeholders in San Francisco—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. Permanent housing programs—including permanent supportive housing (PSH) and rapid rehousing (RRH)—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 and Coordinated Entry for Youth and their Community Access Points.

Healthy Retail SF

The grassroots activism to provide healthy food options in the Bayview District and the Tenderloin has led to institutional change within city government. In 2013, Supervisor Eric Mar introduced legislation that created Healthy Retail SF, which is led by OEWD's Invest in Neighborhoods division, in conjunction with the DPH. San Francisco has about 1,150 food retail stores, about 1,000 are corner stores. This program supports these mom-and-pop businesses while providing healthy and affordable food access, especially to underserved neighborhoods.

In certain parts of the City, there is a lack of quality full-service neighborhood markets with fresh produce, and an overabundance of corner stores selling alcohol, tobacco, and highly processed foods that are high in salt, fat, and sugar and low in nutrients. In communities that lack supermarkets, families depend on corner stores for food purchases, and the choices at those stores are often limited to packaged food and very little, if any, fresh produce. For example, a 2011 assessment of 19 corner stores in the City's Bayview Hunters Point neighborhood found that 20% of the stores stocked a variety of fresh fruits and vegetables, only 11% stocked whole grain bread, and only 37% stocked low-fat milk. The presence of a large number of stores selling low quality foods in a community can undermine public efforts to promote health and send a message that normalizes the use of unhealthy products in that neighborhood, placing these communities at greater risk for obesity and chronic disease. A high number of convenience stores per capita is associated with higher rates of mortality, diabetes, and obesity. Proximity to convenience stores within a neighborhood is associated with higher rates of obesity and diabetes. The impact of convenience stores on health is even greater in low-income neighborhoods.

Healthy Retail SF created an expert healthy retail advisory group, designed program structures and tools, and implements neighborhood wide outreach meetings with store owners. Each participating store receives an assessment and tailored 13-page Individualized Development Plan (IDP) that outlines activities, timelines, persons responsible and budget in three areas: business operations, physical changes to the store, and community engagement and marketing. Community Food Advocates called Food Guardians and Food Justice Leaders are a critical element of the model.

Healthy Retail SF provides funds for participating businesses to make improvements based on their IDP. Improvements include installation of equipment, community engagement and marketing support, technical assistance with sustainable business practices, and store space redesign. Participating businesses commit 35% of its selling area to fresh produce, whole grants, lean proteins, and low-fat dairy products, while limiting the sale of tobacco and alcohol to 20% of the selling space.

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. In 2020, to assist homeowners with loss of income due to the COVID-19 Pandemic, MOHCD created the COVID-HELP program to provide one time funds to large forbearance payment and back HOA dues as part of COVID recovery.

HELP Funds may be used for:

- Past due mortgage Payments
- Past due HOA monthly dues
- Past due property taxes
- HOA Special Assessments (renovation costs distributed among all owners)
- 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 youth 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 $15 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.

Our Children Our Families Initiative

In November 2014, San Francisco voters approved Proposition C, the Children and Families First Initiative, which created the OCOF Council with the purpose of aligning strategies across City agencies, the School District, and community partners to improve the lives of children, youth, and their families. Prop C outlines OCOF's mandates in addition to extending the Public Education Enrichment Fund and the Children's Fund for another 25 years respectively.

The OCOF Council knows that the challenges facing our children, youth and families; safety, housing stability, economic security, health, education, and employment, are interconnected and cannot be addressed in isolation. In order to achieve the impact we seek, all sectors must work in partnership. OCOF strategies involve a collective impact approach, working together in three key areas: data and research, training and capacity building and service delivery system improvement. These strategies will serve as a roadmap for collaboration across the City, District and Community.

<u>Data and Research</u>

Data and research is at the heart of OCOF's work. Data informs all decision making for OCOF's work and the Council works to encourage and promote the use of data across all child and family serving systems.

Focus Areas:

- Convene a Data and Research Advisory Group: The purpose of this group will be to serve as an advisory body to OCOF around measuring the outcomes in the framework, as well as identifying data and research projects that align with OCOF outcomes.
- Monitoring outcomes measures: Develop a plan for monitoring the measures in the Outcomes Framework and informing policy and practice change.

- Support use of shared data for policy and program development: OCOF will use targeted data sharing across the city, school district and community to improve research, policy and/or practice. Work with various experts and stakeholders to develop policies and protocols that facilitate data sharing, as well as identifying existing shared data projects across the city that align and advance OCOF outcomes.

Training and Capacity Building

Strengthening the existing workforce and developing a strong pipeline of new employees across San Francisco through curriculum designed to build capacity and skills of the workforce to understand the impact of trauma on the lives of children, youth and families and develop the skills to build resilience and connection is critical to impacting the outcomes we seek to improve.

Focus Areas:

- Develop curriculum and pilot implementation plans: Develop implementation plans for 5 Training and Capacity Building pillars with a primary focus on a Healing City and a Welcoming City.
- Establish an evaluation plan for each pilot: Along with each pilot plan, the development of an evaluation plan will be necessary to demonstrate the challenges and successes for each pilot. This will inform the scaling and sustainability of the pilot.

Service Delivery System Improvement

Service delivery system improvement is at the heart of much of OCOF's mission. The activities for this strategy will focus on changes to systems in addition to service delivery and programs.

Focus Areas:

- Advance strategies that support service navigation: The goals of the service navigation focus area are to identify gaps and redundancies in services and to help families and service providers easily access available services from all agencies. Within this focus area, there are two components: a service inventory for system navigators and a family friendly service navigating website – www.sffamilies.org**.**
- Coordinating budgets to achieve shared outcomes: The goal of ultimately coordinating budgets across systems is so that efforts are coordinated to generate additional funding and blended resources are integrated into budget planning. An integral part of achieving coordinated budgets will be the Citywide Spending Analysis, which will determine where resources are spent on child and family serving programs. This will include a landscape of services that link the identified spending categories to specific services.
- Identify and support family friendly City policies and protocols: The goal of advancing protocols and policies that designate San Francisco a "Family Friendly City" is so that families are put at the center of decision making across the city, school district and community.
- Improve Citywide service coordination: The goal of this focus area is to identify gaps and redundancies across various collective impact efforts working with vulnerable children, youth and families in order to improve connections and eliminate duplication of efforts. OCOF will lead and participate in efforts that bring together key decision makers to develop strategies to address service overlap and gaps related to service coordination within San Francisco.

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 few years, The Financial Justice Project has worked with dozens of community partners, city departments and the courts to enact a range of reforms such as eliminating administrative fees charged to people exiting jail and the criminal justice system; expanding access to free transit for people experiencing homelessness; allowing people struggling with homelessness to clear "quality of life" citations by receiving social services; and making it easier for lower-income people to pay traffic court fines and fees by basing them on people's ability to pay.

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.

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). This is especially true in 2020-2021, due to the COVID-19 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, posses 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.

Due to the COVID-19 pandemic, Workforce has decided to concentrate services on displaced workers in the hospitality sector in program year 2021-22. We have suspended investment in hospitality training for this program year.

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
San Francisco voters passed the "No Eviction Without Representation Act of 2018," then-known as Proposition F, on June 5, 2018. This local law went into effect on July 11, 2019. It establishes a policy that all residential tenants facing eviction have a right to legal representation, known as a tenant right to counsel. Through the City's budget process, the Mayor and Board of Supervisors have significantly increased funding for the TRC program since its passage. MOHCD plans to allocate over $10 million in Fiscal Year 21-22 (July 1, 2021-June 30, 2022) to the TRC program.

Legal representation is provided by a network of nine City-funded legal services organizations (with a combined 47 attorneys supported by social workers & paralegals) and is subject to availability.
The TRC program is providing full-scope legal representation to an unprecedented number of tenants facing eviction. Program-level data and other relevant studies suggest that full-scope legal representation get far superior results for clients than limited legal services. In San Francisco, approximately 67% of clients receiving full-scope legal representation stay in their homes, as compared to less than 40% of clients receiving limited-scope legal representation.

Actions planned to develop institutional structure

The large number of non-profit organizations serving low-income communities in San Francisco is both an asset and a challenge. With a long history of serving the community, the sheer number of non-profits leads to increased competition for limited resources. Conversely, the benefits of a rich variety of social

service organizations often translates to more community-based and culturally competent services for low-income residents. Lack of organizational capacity of non-profits is another gap in institutional structure. In response, the City is engaged in an ongoing effort to work with non-profits in organizational and programmatic capacity building to improve the effectiveness and efficiency of service delivery.

It is the City's policy to coordinate community development and housing activities among its departments. Because this works involves many City departments, coordination and information sharing across the various departments are challenges. City staff meets on a regular and as-needed basis with colleagues from other City departments to overcome gaps in institutional structure. For example, MOHCD participates with OEWD and the Arts Commission in a regular working group focused on the issues of nonprofit displacement through a number of OEWD-funded initiatives to stabilize nonprofits.

In the June, 2014, new local legislation was passed to coordinate and align workforce development services, establishing the Committee on City Workforce Alignment ("Alignment Committee") comprised of department heads across City departments and the Workforce Community Advisory Committee (WCAC), comprised of leadership from community-based organizations with deep specialization in community development.

The Alignment Committee includes one member designated by the Mayor, one member of the Board of Supervisors or a City employee designated by the Board, and the department heads of the following City departments: OEWD; HSA; DCYF; Public Utilities Commission; Public Works, Department of Human Resources, and Human Rights Commission. The Director of Workforce Development and Director of the Human Rights Commission co-chair the Alignment Committee.

The Alignment Committee and WCAC are charged with developing and submitting a Citywide Workforce Development Plan to the WISF for its review and comment, which was submitted and approved in late 2017. The five-year plan includes an assessment of the City's anticipated workforce development needs and opportunities and a strategy to meet the identified needs, which influences the City and County of San Francisco's CDBG decision-making around resource allocation. The plan will also include goals and strategies for all Workforce Development Services in San Francisco and a projection of the funding needed to achieve the goals, consistent with the Strategic Plan for Economic Development approved by the Board of Supervisors and the Local Plan approved by WISF.

The Alignment Committee and WCAC legislation sunset in 2019, and all members agreed to continue the work under good faith effort until the legislation is reauthorized.

In addition, staff of MOHCD and OEWD uses the Consolidated Plan/Action Plan development process as an opportunity to engage other departments in a dialogue about the current developments and priorities. This dialogue aids the City in being more strategic in the investment of Consolidated Plan dollars.

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

The Director of MOHCD meets weekly to discuss affordable and market-rate housing development issues citywide with the Director of Planning, the Director of Building Inspection, the Mayor's Director of

Housing Delivery, the Office of Community Investment and Infrastructure's (OCII) Executive Director and the Director of Development for OEWD.

MOHCD is a housing delivery agency, working with the Mayor's Director of Housing Delivery and the Housing Delivery Team and other housing delivery agencies (OEWD, OCII, Treasure Island Development Authority and the Port of San Francisco) to streamline the production of housing development in San Francisco. The Housing Delivery Team meets with housing coordinators, who are designated representatives of each City department involved in housing production, to coordinate and expedite each department's efforts to approve and permit new housing development. The Director of Housing Delivery, in collaboration with the housing delivery agencies, identifies and implements major process improvements, such as common master schedule review, permit tracking, electronic plan review and staffing planning.

The City agencies also coordinate in 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 MOHCD, HSH, the Controller's Office of Public Finance, and OCII as successor to the San Francisco Redevelopment Agency (SFRA). MOHCD works closely with OCII and HSH to issue requests for proposals (RFPs), requests for qualifications (RFQs), or notices of funding availability (NOFAs) on a regular basis for particular types of developments. NOFAs and are generally issued for projects that serve specific populations (family renters, single adults, seniors, people requiring supportive services, etc.), while RFPs and RFQs are generally issued for specific development sites. Staff develops funding and general policy recommendations for the Loan Committee.

The directors of MOHCD, OCII and HSH meet monthly to discuss permanent supportive housing issues. Staff from MOHCD, OCII, and HSH also meet monthly to coordinate the development and operation of the City's permanent supportive housing pipeline and portfolio. These monthly convenings provide 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 also coordinates with other City agencies around other affordable housing initiatives such as the City's Public Lands Initiative led by the San Francisco Municipal Transportation Agency (SFMTA), as the owner of much of the public land in San Francisco that can be developed for affordable housing. Other public agencies participating the Public Lands Initiative include the Public Utilities Commission (PUC). MOHCD participates in monthly meetings or calls with SFMTA along with staff from the Planning Department to coordinate the development of Public Land as affordable housing.

MOHCD takes a coordinating role in bringing transit funding from the State (through the Affordable Housing and Sustainable Communities grant program) to housing projects. To that end MOHCD meets regularly with SFMTA, the Department of Public Works (DPW), the regional transportation agency Bay Area Rapid Transit (BART), and other agencies responsible for implementing transit improvements that support residents of affordable housing, or provide surplus land for development.

MOHCD is also a member of San Francisco's Long-Term Care Coordinating Council (LTCCC). LTCCC advises the Mayor and City on policy, planning and service delivery issues for older adults and people

with disabilities to promote an integrated and accessible long-term care system. LTCCC has 40 membership slots that represent a variety of consumers, advocates and service providers (non-profit and public) and meets bi-monthly. LTCCC active workgroups include Palliative Care Workgroup, Social Engagement Workgroup and Behavioral Health Workgroup.

Affordable housing developers in San Francisco have formed the Council of Community Housing Organizations which 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.

Discussion:

See above.

Program Specific Requirements

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

Introduction:

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

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

1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed	5,850,000
2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan.	0
3. The amount of surplus funds from urban renewal settlements	0
4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan	0
5. The amount of income from float-funded activities	0
Total Program Income:	**5,850,000**

Other CDBG Requirements

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

HOME Investment Partnership Program (HOME)
Reference 24 CFR 91.220(l)(2)

1. A description of other forms of investment being used beyond those identified in Section 92.205 is as follows:

HOME funds are only being used for those eligible activities identified in 24 CFR 92.205. In addition to the HOME funds, MOHCD is also using local funds to supplement the HOME funds for HOME-eligible

activities, namely funds from San Francisco's Housing Trust Fund or from housing or job-linkage fees collected by the City and County of San Francisco.

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

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

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

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

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

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

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

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

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

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

The following standards have been developed by MOHCD in consultation with local CoC staff and with community-based organizations that serve individuals and families experiencing homelessness and those who are at imminent risk of experiencing homelessness.

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

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

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

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

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

Additionally, ESG sub-recipients shall document the following prior to providing ESG Homelessness Prevention or Rapid Re-Housing Rental Assistance:

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

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

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

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

Policies and procedures for admission, diversion, referral and discharge by emergency shelters assisted under ESG, including standards regarding length of stay, if any, and safeguards to meet the safety and shelter needs of special populations, e.g., victims of domestic violence, dating violence, sexual assault, and stalking; and individuals and families who have the highest barriers to housing and are likely to be homeless the longest
Admission to ESG Emergency Shelter facilities will be limited to those who meet the federal definition of *homeless* at 24 CFR 576.2. Upon initial contact at the point-of-entry, individuals and families will be screened by intake staff to determine appropriate response. Responses may range from immediate case management assistance in determining available and unutilized resources, to referrals for existing homelessness prevention and/or rapid re-housing programs.

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

service providers to arrange safe accommodations for those who are or may be facing a threat of violence. Those who are in danger of a violent crime or feel they may be will be entered into a secure database system that is comparable to the HMIS. All other Emergency Shelter admissions will be entered into HMIS.

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

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

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

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

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

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

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

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

coordination among CoC members and to the implementation of the Coordinated Assessment system.

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

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

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

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

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

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

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

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

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

pursuant to 24 CFR 85.25. Program income also includes any amount of a security or utility deposit returned to the ESG sub-recipient.
- See "standard policies and procedures for evaluating individuals' and families' eligibility for assistance under ESG" listed above for additional requirements.

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

Standards for determining how long a particular program participant will be provided with rental assistance and whether and how the amount of that assistance will be adjusted over time
Each ESG sub-recipient may set a maximum number of months that a program participant may receive rental assistance, or a maximum number of times that a program participant may receive rental assistance. The total period for which any program participant may receive ESG assistance shall not exceed 24 months in three years. However, no program participant may receive more than a cumulative total of 18 months of Rental Assistance, including up to 6 months of Rental Arrears.

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

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

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

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

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

Standards for determining the type, amount, and duration of housing stabilization and/or relocation services to provide a program participant, including the limits, if any, on the homelessness prevention or rapid re-housing assistance that each program participant may receive, such as the maximum amount of assistance; maximum number of months the program participant may receive assistance; or the maximum number of times the program participant may receive assistance.
Each ESG sub-recipient may set a maximum number of months that a program participant may receive Homelessness Prevention and Rapid Re-Housing assistance, or a maximum number of times that a program participant may receive such assistance. The total period for which any program participant may receive ESG assistance shall not exceed 24 months in three years. However, no program participant may receive more than a cumulative total of 18 months of Rental Assistance, including up to 6 months of Rental Arrears.

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

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

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

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

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

COVERAGE: CE system covers entire CoC (SF city/county) through accessible access points and outreach teams. Numerous dedicated access points for families and adult individuals exist to facilitate targeted services. 5 youth-dedicated access points opened in 2019 with strategic placement in underserved areas and locations where youth frequent. Targeted services for youth LGBTQ+ are also available. Those presenting at an access point for a different subpopulation receive an immediate referral to one that will better assist them.
LEAST LIKELY TO APPLY: Access to CE through 311 hotline and in ADA-compliant sites, centrally located and in underserved neighborhoods, reach the linguistically/culturally isolated. Multilingual mobile outreach teams target those unlikely to seek services for assessments on streets and in shelters, hospitals, and jails. In May 2019, the Homeless Outreach Team made 1,095 outreach attempts, had 830 successful engagements, made 1,264 referrals, and linked 423 individuals to services. Partnerships with schools, criminal justice, healthcare ensure referrals across systems. To ensure most hard to reach adults are located, CE team conducted an "assessment blitz" from August through October 2018.
PRIORITIZATION: Most vulnerable prioritized through initial assessment for eligibility/safety and offered flexible problem-solving interventions like reunification, eviction prevention, and connection to mainstream services/benefits. Further assessment uses SF CoC-specific tools weighing factors like current living situation, length/episodes of homelessness, use of crisis services, trauma, other vulnerabilities. Dynamic housing list identifies those with highest needs and prioritizes them for most intensive and immediate housing and services. As described above under the Written Standards for Emergency Shelter Activities section, all City-funded shelters for single adults are accessed through HSH Access Points.

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

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

In San Francisco, MOHCD is the lead agency responsible for allocating four federal funding sources, CDBG, ESG, HOME and HOPWA funds for community development and housing activities.

In accordance to HUD and CCSF procurement processes, ESG subaward allocations are selected by solicitation through competitive bids from eligible entities. HSH issues a request for qualifications (RFQs) to invite applications from qualified applicants to provide ESG eligible activities in outreach, shelter, prevention, rapid rehousing and data collection.

HSH completes the Minimum Qualification and Evaluation Panel review of applications submitted by providers seeking to become qualified to provide eligible activities of the ESG Program. The ESG Program interim rules require coordination and collaboration between Continuums of Care (CoC) and ESG recipients in order to ensure recipients effectively strategize about the systems of assistance needed to address homelessness and how their respective funding streams can support provision of that assistance. As such, HSH is required to take into consideration existing ESG services in the Homelessness Response System (HRS) as part of the coordination and collaboration requirement.

Panelists reviewed each application, RFQ materials, and rating guide, and assigned a rating to each application per service component. Based on the review from the Minimum Qualification and Evaluation Panel, funding recommendations are made to either award grants or augment existing grants. Funding recommendations for specific projects that will be implemented by non-profit organizations go through the San Francisco Board of Supervisors review process. The Board of Supervisors and the Mayor approve the funding recommendations.

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

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

5. **Describe performance standards for evaluating ESG.**

Consistent with 24 CFR 91.220(1)(4)(vi) and 91.320(k)(3)(v), San Francisco utilizes the following outputs to monitor ESG activities:

- Number of individuals/households served by homelessness prevention and rapid re-housing activities

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

Per HUD, ESG activities and performance indicators should complement the activities of the Continuum of Care Program and supports Housing First which are evidence-based practices that support the following tenets:

1. Targeting those who need the assistance most;
2. Reducing the number of people living on the streets or emergency shelters;
3. Shortening the time people spend homeless; and
4. Reducing each program participant's housing barriers or housing stability risks.

Performance targets will be developed for each ESG program component and put in place for the 2020 funding cycle. These performance standards will closely align to System Performance Standards required for Continuum of Care programs.

The CoC System Performance Measures measure these seven performance standards:

1. Length of homelessness: measures the change in the average and median length of time persons are homeless when in emergency shelter and transitional housing programs
2. Returns to homelessness: measures clients who exited emergency shelter, transitional housing, street outreach, and permanent housing programs to permanent housing destinations, measures how many of them returned to homelessness for up to 2 years' post-exit
3. Number of people served: specifically, this measure is related to the Point in Time, but also pulled from HMIS and this will consistently be a measure of data collected for all ESG programs
4. Employment and Income (maintaining and increasing income): This includes six tables capturing employment and non-employment income changes for those maintaining in programs and for those exiting programs
5. Number of persons becoming homeless for the first time: measures number of persons entering the homeless system through emergency shelter and transitional housing programs for the first time in the HMIS database
6. Homeless Prevention Measures (TBD)
7. Successful placements (percent of those exiting to permanent housing destinations): This one measures positive movement out of the homeless system and is divided into three tables, (1) Street Outreach, (2) movement into Permanent Housing situations from emergency shelter, transitional housing and rapid rehousing and (3) retention or exits to permanent housing situations

Discussion:

Identify the method for selecting HOPWA project sponsors.

The method for selecting HOPWA project sponsors is outlined below:

In partnership with the Citizens' Committee on Community Development (CCCD), MOHCD, OEWD and HSH conduct multiple public hearings to solicit citizen input on community needs for allocating funds from four federal sources, including HOPWA;

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

Citizen Participation Comments Attachment

Notes from February 25, 2021 Community Needs Meeting

English-Speaking Group Key Takeaways

What are the most important things for your community?

- The need for greater housing services (e.g. eviction prevention programs, increasing affordable housing units, etc.) for the following populations:
    - Transgender
    - Elderly
    - Black
    - Asian Pacific Islanders
    - LatinX
    - Undocumented populations
    - Arab
    - Working class residents
    - SRO residents
    - Immigrants
    - Domestic workers
- Empowering and representing immigrants culturally and legally.
- Addressing how COVID-19 is putting SRO residents at risk.
- Addressing the rising anti-Chinese racism during COVID-19.
- Increasing racial equity in our community and housing efforts.
- The need for housing affordability that actually addresses the affordability problem.
- Addressing economic, racial, and linguistic issues on both the tenant and landlord sides.
- The need for more funding for small site acquisitions and land banking in SOMA.
- Providing greater vaccine distribution to BIPOC communities.
- Addressing how domestic workers have negatively been impacted by COVID-19 (e.g. heavy job loss, lack of health and safety protections, etc.).

How would you prioritize them?

- Provide permanent funding for Trans services and housing services in-place of provisional funding.
- Help SRO residents move to safer housing to protect them from exploitation.
  and further evictions. Need to continue and expand subsidies that help move SRO families transition out of SROs.
- In response to the need for small site acquisitions, the city needs more acquisitions that don't just rely on SOMA Stabilization Fund for funding.
- Support immigrants by providing greater legal representation and information on cash assistance, back rent assistance, and COVID-19 vaccines.
- Provide resources to educate tenants on their rights.
- For the LatinX community, they need community education that protect their lives and greater housing support.

- Need more rental subsidies for SRO families/ affordable housing.
- Provide more small-business development opportunities and resources.
- The city should have a strategic plan and dedicated resources to uphold the rights of domestic workers.

Cantonese-Speaking Group Key Takeaways

What are the most important things for your community?

- The lack of affordable housing rental units. Residents have been waitlisted for affordable housing rentals for a long time. Affordable rental units do not seem to be available and residents are not seeing opportunity to move out of SRO living.
- Many SRO residents have issues meeting the low-income threshold to qualify for affordable rental/housing. Many SRO residents who work to make ends meet earn wages higher than the income limit.
- The need to come up with an equitable and fair system in providing affordable rental units. There are cases where new immigrants who were in line for 5 years to receive affordable rental units were provided housing while many SRO residents who were either in line or in application for 10 years still have not received housing.
- SRO residents need resources to be informed about rental/housing availabilities. Many SRO residents are not aware of availabilities and/or do not have access to community announcements.
- Most SRO units are not sanitary, which could have jeopardized the health of many residents, especially during this pandemic.

How would you prioritize them?

- Should create more affordable housing programs that will raises the current income threshold to qualify for housing/rental units.
- Should prioritize SRO residents who have been in line longer waiting for affordable rental housing over newer applicants.
- Better communicate to SROs residents whenever opportunities of low-income rental housing become available.
- Should provide more language assistance to non-English speaking SRO residents to inform them of when and if affordable rental/housing programs become available.
- Should make sure that owners of SRO dwellings/units meet the sanitary standards for their buildings.

Spanish-Speaking Group Key Takeaways

What are the most important things for your community?

- To improve the living conditions of families living residential hotels.
- Need support services for immigrant families who have lost jobs during COVID-19.
- Having more affordable housing options in low-income communities such as District 11.
- Providing more support to the homeless community.

- Providing more support for immigrants who are domestic workers.
- Concern over how domestic workers are been treated as they lack benefits, face high unemployment rates, and deal with health and safety concerns at their jobs.

How would you prioritize them?

- For families living in residential hotels, provide them more funding to move out, improve sanitary conditions, support family members with health problems and/ or disabilities, and amend their rent subsidies.
- Support immigrant families who have lost work during COVID-19 with rent payment extensions, housing assistance, and financial resources.
- Provide more housing support and legal representation for immigrants who are domestic workers.
- Provide greater accessibility to affording housing options and rent subsidies for immigrants, especially those with children.

Mayor's Office of Housing and Community Development
City and County of San Francisco

London N. Breed
Mayor

Eric D. Shaw
Director

TO: **Angela Calvillo, Clerk of the Board of Supervisors**

FROM: **Brian Cheu, Director of Community Development**

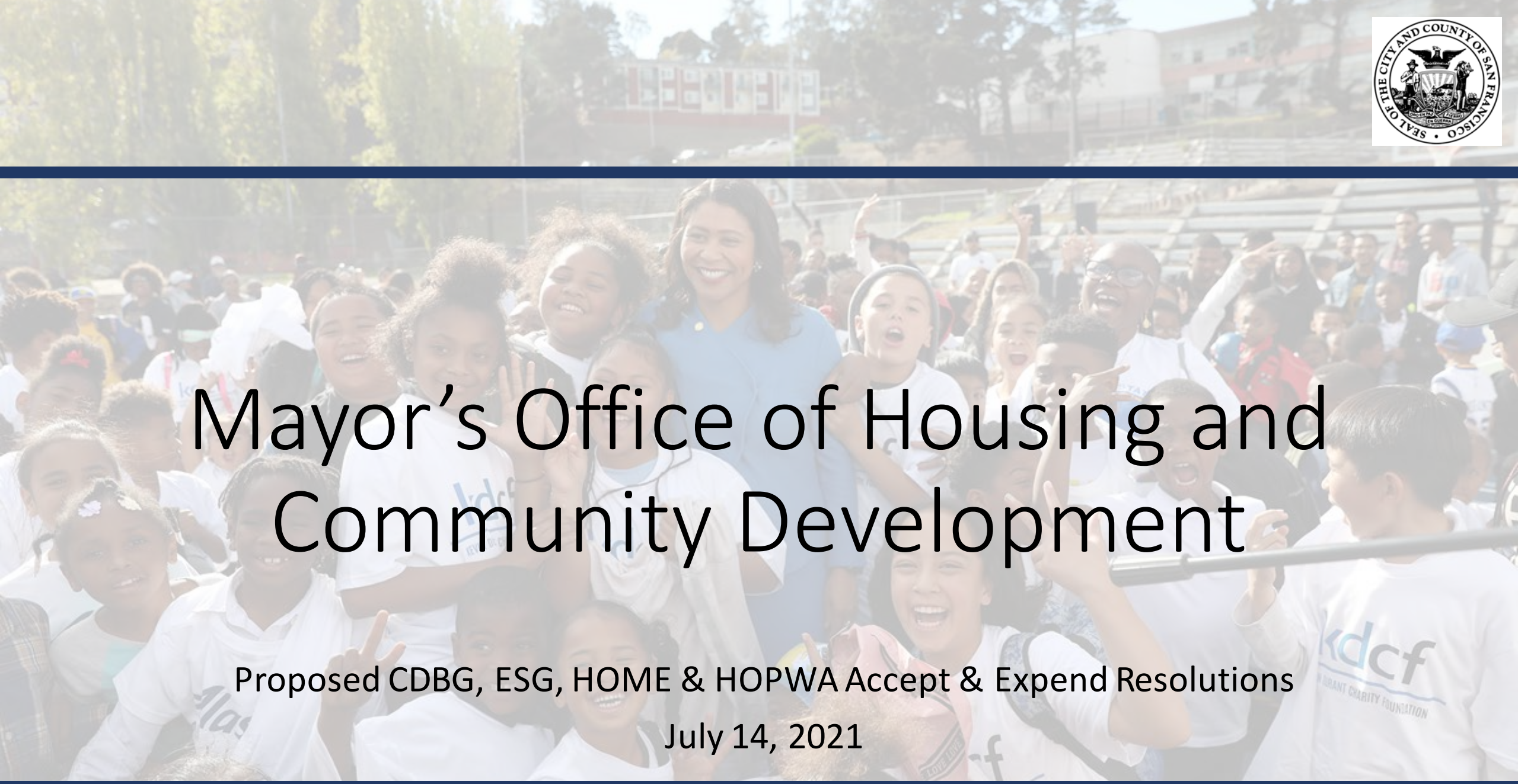
DATE: **July 8, 2021**

SUBJECT: **U.S. Department of Housing and Urban Development Community Development Block Grant Program (CDBG), Emergency Solutions Grants Program (ESG), HOME Investment Partnership Program (HOME), and Housing Opportunities for Persons with AIDS Program (HOPWA) – Retroactive Request (Files 210768, 210769, 210770, 210771)**

The U.S. Department of Housing and Urban Development provides annual CDBG, ESG, HOME and HOPWA grants to the City and County of San Francisco based on formula allocation.

For FY21-22 CDBG, ESG, HOME and HOPWA funding, we respectfully request retroactive approval to accept and expend the grants for period beginning July 1, 2021 through June 30, 2022 (Files 210768, 210769, 210770, 210771).

MOHCD received award letters from HUD on March 2, 2021. We are requesting retroactive approval because MOHCD finalized the proposed expenditure schedules for the FY 2021-22 CDBG, ESG, HOME and HOPWA programs in May and did not take the items to the Board of Supervisors during the City's budget hearings in June. MOHCD only took items that had strict project closing or funding deadlines to the Board in June.



Mayor's Office of Housing and Community Development

Proposed CDBG, ESG, HOME & HOPWA Accept & Expend Resolutions

July 14, 2021

Community Development Block Grant (CDBG)

Agency Name	Project Description	CDBG Funding Amount
Mayor's Office of Housing and Community Development	Housing development	$11,413,125
Mayor's Office of Housing and Community Development	Capital facility improvement pool	$481,201
Community Based Organizations	Community development program	$5,076,623
Community Based Organizations	Economic and workforce development programs	$3,178,898
MOHCD/OEWD Administration and Program Delivery	Administration and program delivery	$4,587,460

Total 2021-22 CDBG: $24,737,307

Emergency Solutions Grants (ESG)

Agency Name	Project Description	ESG Funding Amount
Community Based Organizations	Shelter and Rapid Rehousing Programs	$1,423,716
Department of Homelessness and Supportive Services	General ESG administration pool	$137,206
Mayor's Office of Housing and Community Development	General ESG administration	29,827

Total 2021-22 ESG: $1,590,740

HOME Investment Partnerships

Agency Name	Project Description	HOME Funding Amount
Mayor's Office of Housing and Community Development	Housing development grants pool for CHDOs	$150,000
Mayor's Office of Housing and Community Development	Housing development pool (Multi-Family)	$4,595,558
Mayor's Office of Housing and Community Development	General HOME administration pool	$516,173

Total 2021-2022 HOME: $5,261,731

Housing Opportunities for Persons with AIDS (HOPWA)

Agency Name	Project Description	HOPWA Funding Amount
Mayor's Office of Housing and Community Development	Housing development	$1,019,580
Mayor's Office of Housing and Community Development/Community Based Organizations	Subsidy programs	$3,466,707
Community Based Organizations	Residential programs	$7,483,458
Mayor's Office of Housing and Community Development	General HOPWA administration pool	$186,603
County of San Mateo	San Mateo programs and administration	$821,254

Total 2021-22 HOPWA: $12,977,602

Mayor's Office of Housing and Community Development
City and County of San Francisco

London N. Breed
Mayor

Eric D. Shaw
Director

TO: **Angela Calvillo, Clerk of the Board of Supervisors**

FROM: **Benjamin McCloskey, Deputy Director Mayor's Office of Housing and Community Development**

DATE: **June 29, 2021**

SUBJECT: **Accept and Expend Resolution for Emergency Solutions Grant (ESG)**

GRANT TITLE: Emergency Solutions Grant (ESG)

Attached please find the original and 2 copies of each of the following:

X Proposed resolution; original signed by Department, Mayor, Controller

X Grant information form

X Grant budget

X Ethics Form 126

_N/A Grant application

N/A Grant award letter from funding agency

_N/A_ Grant agreement

N/A Other (Explain):

Departmental representative to receive a copy of the adopted resolution:

Name:	Benjamin McCloskey	
Phone:	415-701-5575	
Interoffice Mail Address:	Benjamin.McCloskey@sfgov.org	
Certified copy required	Yes ☐	No ☒

(Note: certified copies have the seal of the City/County affixed and are occasionally required by funding agencies. In most cases ordinary copies without the seal are sufficient).

President, District 10
BOARD of SUPERVISORS

City Hall
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102-4689
Tel. No. 554-6516
Fax No. 554-7674
TDD/TTY No. 554-6546

Shamann Walton

PRESIDENTIAL ACTION

Date: July 7, 2021

To: Angela Calvillo, Clerk of the Board of Supervisors

Madam Clerk,
Pursuant to Board Rules, I am hereby:

☐ Waiving 30-Day Rule (Board Rule No. 3.23)

File No. _____ _____ (Primary Sponsor)

Title. _____

☐ Transferring (Board Rule No 3.3)

File No. _____ _____ (Primary Sponsor)

Title. See the attached two trailing pages for a list of transferring files.

From: Government Audit & Oversight Committee

To: Budget & Finance Committee

☐ Assigning Temporary Committee Appointment (Board Rule No. 3.1)

Supervisor: _____ Replacing Supervisor: _____

For: _____ (Date) _____ (Committee) Meeting

Start Time: _____ End Time: _____

Temporary Assignment: ◉ Partial ○ Full Meeting

Shamann Walton, President
Board of Supervisors

210534 - Administrative Code and Amending Ordinance No. 49-17 - Deferring Payments to and Use of the 180 Jones Affordable Housing Fund

210635 - Lease Amendment No. 2 - Stellar Partners, Inc. - Boarding Area F Specialty Store Lease No. 12-0086 - Term Extension

210607 - Accept and Expend Grant - Retroactive - University of California San Francisco - Construction Community Outreach Program - $136,000

210608 - Accept and Expend Grant - Retroactive - Development of Commerce - CARES Act Recovery Assistance Revolving Loan Fund - $550,000

210675 - Lease Agreement - Genesco Partners Joint Ventures #11 - Harvey Milk Terminal 1 Retail Concession - $365,000 Minimum Annual Guarantee

210676 - Lease Agreement - Culinary Heights Hospitality - Harvey Milk Terminal 1 Food and Beverage Concession Leases in Phases 3 and 4 - Lease 13, Lease No. 20-0043 - $385,000 Minimum Annual Guarantee

210679 - Accept and Expend Grant - Retroactive - California Governor's Office of Emergency Services - Paul Coverdell Forensic Science Improvement Program - $61,437

210680 - Accept and Expend Grant - Retroactive - United States Homeland Security - California Office of Emergency Services - Bay Area Urban Areas Security Initiative - $33,012,500

210681 - Accept and Expend Grant - Retroactive - United States Homeland Security - Securing the Cities Program - FY2020 - $3,065,800

210682 - Accept and Expend Grant - Retroactive - California Governor’s Office of Emergency Services - FY2020 Community Power Resiliency Grant Program - $189,005

210683 - Accept and Expend Grant - Retroactive - Health Resources and Services Administration - Ending the Human Immunodeficiency Virus Epidemic: A Plan for America - Ryan White HIV/AIDS Program Parts A and B - $2,667,000

210685 - Accept and Expend Grant - Retroactive - California Governor’s Office of Emergency Services - Public Safety Power Shutoff Resiliency Allocation Program - FY2019 - $378,010

210693 - Accept and Expend Grant - Retroactive - Health Resources and Services Administration - Ending the Human Immunodeficiency Virus Epidemic: A Plan for America - Ryan White HIV/AIDS Program Parts A and B - $2,667,000

210713 - Professional Services Agreement Amendment - Calpine Energy Solutions, LLC - Community Choice Aggregation Program - Not to Exceed $32,645,425

210721 - Apply for Grants - FY2021, FY2022, and FY2023 Emergency Preparedness Grants

210735 - Lease Extension Modification - 2011 Lease and Use Agreement - TACA International Airlines, S.A. - Estimated Rent $4,301,668

210736 - Lease Agreement - ProperFood SFO Airport, LLC - Harvey Milk Terminal 1 Food and Beverage Concession Lease in Phases 3 and 4 - Lease 10, Lease No. 20-0041 - $275,000 Minimum Annual Guarantee

210737 - Real Property Lease Amendment - Townsend Associates, LLC - 650-5th Street - $159,200 Annual Base Rent

210738 - Real Property Lease Extension - Mattison Family Trust - 555-575 Polk Street - $500,364 Annual Base Rent

210740 - Health Service System Plans and Contribution Rates - Calendar Year 2022

210742 - Accept and Expend Grant - Retroactive - John D. and Catherine T. MacArthur Foundation - Safety and Justice Challenge - Amendment to the Annual Salary Ordinance for FYs 2020-2021 and 2021-2022 - $2,000,000

210743 - Accept and Expend Grant - Retroactive - U.S. Department of Justice - Justice Reinvestment Initiative - Amendment to Annual Salary Ordinance - FYs 2020-2021 and 2021-2022 - $1,000,000

210763 - Loan Agreement - 2550 Irving Associates, L.P. - 100% Affordable Housing at 2550 Irving Street - Not to Exceed $14,277,516

210764 - Loan Agreement - Ambassador Ritz Four Percent, L.P. - 55 Mason Street and 216 Eddy Street - Not to Exceed $44,465,000

210765 - Multifamily Housing Revenue Note - Ambassador Ritz Four Percent L.P. - 55 Mason Street and 216 Eddy Street - Not to Exceed $56,039,857

210766 - Multifamily Housing Revenue Bonds - 151 and 351 Friedell Street (Hunters Point Shipyard Phase 1 Blocks 52 and 54) - Not to Exceed $63,000,000

210767 - Multifamily Housing Revenue Bonds - 1500 Block of Sunnydale Avenue (Sunnydale HOPE SF Block 3B) - Not to Exceed $58,750,000

210768 - Apply for, Accept, and Expend Grant - Retroactive - U.S. Department of Housing and Urban Development - Community Development Block Grant Program (CDBG) - $24,737,307 - FY2021-2022

210769 - Apply for, Accept, and Expend Grant - Retroactive - U.S. Department of Housing and Urban Development - Emergency Solutions Grants (ESG) Program - $1,590,749 - FY2021-2022

210770 - Apply for, Accept, and Expend Grant - Retroactive - U.S. Department of Housing and Urban Development - HOME Investment Partnership Program - $5,261,731 - FY2021-2022

210771 - Apply for, Accept, and Expend Grant - Retroactive - U.S. Department of Housing and Urban Development - Housing Opportunities for Persons with AIDS (HOPWA) Program - $12,977,602 - FY2021-2022

210774 - Real Property Lease Extension - BC Capp, LLC - Homeless Resource Center - 165 Capp Street - $270,685 Annual Base Rent

210775 - Lease of Real Property - SFSPE TG, LLC, SFSPE T1, LLC, SFSPE MH, LLC and SFSPE OBI LLC - 1360 Mission Street - $644,404 Annual Base Rent - Up to $200,000 in Tenant Improvements

Agency Name	2021-2022 ESG
Catholic Charities CYO of the Archdiocese of San Francisco	$ 212,943
Central City Hospitality House	$ 73,000
Community Forward SF	$ 55,000
Compass Family Services	$ 149,944
Dolores Street Community Services	$ 55,000
Episcopal Community Services of San Francisco	$ 142,943
Hamilton Families	$ 246,943
Homelesss Children's Network	$ 55,000
La Casa de las Madres	$ 165,000
Larkin Street Youth Services	$ 112,000
Mission Nieghborhood Health Center	$ 55,943
Providence Foundation of San Francisco	$ 50,000
St. Vincent de Paul	$ 50,000
	$ 1,423,716

San Francisco Ethics Commission
25 Van Ness Avenue, Suite 220, San Francisco, CA 94102
Phone: 415.252.3100 . Fax: 415.252.3112
ethics.commission@sfgov.org . www.sfethics.org

Received On:

File #: 210769

Bid/RFP #:

Notification of Contract Approval

SFEC Form 126(f)4
(S.F. Campaign and Governmental Conduct Code § 1.126(f)4)
A Public Document

Each City elective officer who approves a contract that has a total anticipated or actual value of $100,000 or more must file this form with the Ethics Commission within five business days of approval by: (a) the City elective officer, (b) any board on which the City elective officer serves, or (c) the board of any state agency on which an appointee of the City elective officer serves. For more information, see: https://sfethics.org/compliance/city-officers/contract-approval-city-officers

1. FILING INFORMATION

TYPE OF FILING	DATE OF ORIGINAL FILING (*for amendment only*)
Original	
AMENDMENT DESCRIPTION – Explain reason for amendment	

2. CITY ELECTIVE OFFICE OR BOARD

OFFICE OR BOARD	NAME OF CITY ELECTIVE OFFICER
Board of Supervisors	Members

3. FILER'S CONTACT

NAME OF FILER'S CONTACT	TELEPHONE NUMBER
Angela Calvillo	415-554-5184
FULL DEPARTMENT NAME	**EMAIL**
Office of the Clerk of the Board	Board.of.Supervisors@sfgov.org

4. CONTRACTING DEPARTMENT CONTACT

NAME OF DEPARTMENTAL CONTACT	DEPARTMENT CONTACT TELEPHONE NUMBER
Dolly Sithounnolat	(415) 701-5565
FULL DEPARTMENT NAME	**DEPARTMENT CONTACT EMAIL**
MYR Mayor's Office of Housing and Comm Dev	dolly.sithounnolat@sfgov.org

5. CONTRACTOR	
NAME OF CONTRACTOR Catholic Charities CYO of the Archdiocese of SF	**TELEPHONE NUMBER** 415-972-1211
STREET ADDRESS (including City, State and Zip Code) 1555 39th Avenue San Francisco, Ca 94122	**EMAIL** moreinfo@CatholicCharitiesSF.org

6. CONTRACT		
DATE CONTRACT WAS APPROVED BY THE CITY ELECTIVE OFFICER(S)	**ORIGINAL BID/RFP NUMBER**	**FILE NUMBER (*If applicable*)** 210769
DESCRIPTION OF AMOUNT OF CONTRACT $1,635,519		
NATURE OF THE CONTRACT *(Please describe)* $212,943 ESG Grant for homelessness prevention services. $313,541 HOPWA Grant for Housing stability services for long-term rental subsidy households. $346,921 HOPWA Grant for Residential care facility for persons with HIV/AIDS. $762,114 HOPWA Grants for Residential care facility for persons with HIV/AIDS.		

7. COMMENTS

8. CONTRACT APPROVAL	
This contract was approved by:	
☐	**THE CITY ELECTIVE OFFICER(S) IDENTIFIED ON THIS FORM**
☒	**A BOARD ON WHICH THE CITY ELECTIVE OFFICER(S) SERVES** Board of Supervisors
☐	**THE BOARD OF A STATE AGENCY ON WHICH AN APPOINTEE OF THE CITY ELECTIVE OFFICER(S) IDENTIFIED ON THIS FORM SITS**

9. AFFILIATES AND SUBCONTRACTORS

List the names of (A) members of the contractor's board of directors; (B) the contractor's principal officers, including chief executive officer, chief financial officer, chief operating officer, or other persons with similar titles; (C) any individual or entity who has an ownership interest of 10 percent or more in the contractor; and (D) any subcontractor listed in the bid or contract.

#	LAST NAME/ENTITY/SUBCONTRACTOR	FIRST NAME	TYPE
1	McEligot	Kathleen	Board of Directors
2	McCarthy Allen	Sharon	Board of Directors
3	Bennett	Paula	Board of Directors
4	Borreomeo	Theodore	Board of Directors
5	Brigham	Martha	Board of Directors
6	Bullian	Gregory	Board of Directors
7	Cardinal	Kathleen	Board of Directors
8	Conners	Timothy	Board of Directors
9	Gelt	Jerilyn	Board of Directors
10	Grogan	Kathleen	Board of Directors
11	Conners	Timothy	Board of Directors
12	Hultman	David	Board of Directors
13	Kane	Steven	Board of Directors
14	Kostelni	Hugo	Board of Directors
15	Leupp	Jay Paul	Board of Directors
16	Markus	Maura	Board of Directors
17	McGrath	Robert	Board of Directors
18	McInerney	Maureen	Board of Directors
19	Mirek	Lori	Board of Directors

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#	LAST NAME/ENTITY/SUBCONTRACTOR	FIRST NAME	TYPE
20	Molinelli	Stephen	Board of Directors
21	Regan	D. Paul	Board of Directors
22	Sundby	George	Board of Directors
23	Theodore	Pierre	Board of Directors
24	Westray	Kenneth	Board of Directors
25	Whitney	Lori	Board of Directors
26	Wilch	Peter	Board of Directors
27	Cordileone	Salvatore	Board of Directors
28	Miller	Ann Gray	Board of Directors
29	Foedisch	Herbert	Board of Directors
30	Pautler	Michael	Board of Directors
31	Boerio	Joe	Board of Directors
32	Meneses	Jilma	CEO
33	Lopez	Charles	COO
34	Ewers	Cheryl	CFO
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#	**LAST NAME/ENTITY/SUBCONTRACTOR**	**FIRST NAME**	**TYPE**
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☐	Check this box if you need to include additional names. Please submit a separate form with complete information. Select "Supplemental" for filing type.		

10. VERIFICATION	
I have used all reasonable diligence in preparing this statement. I have reviewed this statement and to the best of my knowledge the information I have provided here is true and complete. **I certify under penalty of perjury under the laws of the State of California that the foregoing is true and correct.**	
SIGNATURE OF CITY ELECTIVE OFFICER OR BOARD SECRETARY OR CLERK BOS Clerk of the Board	**DATE SIGNED**

San Francisco Ethics Commission
25 Van Ness Avenue, Suite 220, San Francisco, CA 94102
Phone: 415.252.3100 . Fax: 415.252.3112
ethics.commission@sfgov.org . www.sfethics.org

Received On:

File #: 210769

Bid/RFP #:

Notification of Contract Approval

SFEC Form 126(f)4
(S.F. Campaign and Governmental Conduct Code § 1.126(f)4)
A Public Document

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1. FILING INFORMATION

TYPE OF FILING	DATE OF ORIGINAL FILING (*for amendment only*)
Original	
AMENDMENT DESCRIPTION – Explain reason for amendment	

2. CITY ELECTIVE OFFICE OR BOARD

OFFICE OR BOARD	NAME OF CITY ELECTIVE OFFICER
Board of Supervisors	Members

3. FILER'S CONTACT

NAME OF FILER'S CONTACT	TELEPHONE NUMBER
Angela Calvillo	415-554-5184
FULL DEPARTMENT NAME	**EMAIL**
Office of the Clerk of the Board	Board.of.Supervisors@sfgov.org

4. CONTRACTING DEPARTMENT CONTACT

NAME OF DEPARTMENTAL CONTACT	DEPARTMENT CONTACT TELEPHONE NUMBER
Dolly Sithounnolat	(415) 701-5565
FULL DEPARTMENT NAME	**DEPARTMENT CONTACT EMAIL**
MYR Mayor's Office of Housing and Comm Dev	dolly.sithounnolat@sfgov.org

5. CONTRACTOR	
NAME OF CONTRACTOR Central City Hospitality House	**TELEPHONE NUMBER** 415-749-2100
STREET ADDRESS (including City, State and Zip Code) 290 Turk Street, San Francisco, CA 94102	**EMAIL** jwilson@hospitalityhouse.org

6. CONTRACT		
DATE CONTRACT WAS APPROVED BY THE CITY ELECTIVE OFFICER(S)	**ORIGINAL BID/RFP NUMBER**	**FILE NUMBER (*If applicable*)** 210769
DESCRIPTION OF AMOUNT OF CONTRACT $408,000		
NATURE OF THE CONTRACT *(Please describe)* $73,000 ESG grant for case management for shelter residents. $335,000 CDBG grant for to provide individualized employment services to Bayview/Hunters Point residents.		

7. COMMENTS

8. CONTRACT APPROVAL	
This contract was approved by:	
☐	**THE CITY ELECTIVE OFFICER(S) IDENTIFIED ON THIS FORM**
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#	LAST NAME/ENTITY/SUBCONTRACTOR	FIRST NAME	TYPE
1	Bunker	Jeanie	Board of Directors
2	Rocchio	Maria	Board of Directors
3	Hampton	Michael	Board of Directors
4	Johnson	Jesse	Board of Directors
5	Zmuda	Monique	Board of Directors
6	Cutler	Kelly	Board of Directors
7	Go	Elaine	Board of Directors
8	Quinn	Dana Isaac	Board of Directors
9	D'Orazio	Marissa	Board of Directors
10	Boden	Paul	Board of Directors
11	Cavalez	Amber	Board of Directors
12	Wilson	Joseph	CEO
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I have used all reasonable diligence in preparing this statement. I have reviewed this statement and to the best of my knowledge the information I have provided here is true and complete. **I certify under penalty of perjury under the laws of the State of California that the foregoing is true and correct.**	
SIGNATURE OF CITY ELECTIVE OFFICER OR BOARD SECRETARY OR CLERK BOS Clerk of the Board	**DATE SIGNED**

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Board of Supervisors	Members

3. FILER'S CONTACT

NAME OF FILER'S CONTACT	TELEPHONE NUMBER
Angela Calvillo	415-554-5184
FULL DEPARTMENT NAME	**EMAIL**
Office of the Clerk of the Board	Board.of.Supervisors@sfgov.org

4. CONTRACTING DEPARTMENT CONTACT

NAME OF DEPARTMENTAL CONTACT	DEPARTMENT CONTACT TELEPHONE NUMBER
Dolly Sithounnolat	(415) 701-5565
FULL DEPARTMENT NAME	**DEPARTMENT CONTACT EMAIL**
MYR Mayor's Office of Housing and Comm Dev	dolly.sithounnolat@sfgov.org

5. CONTRACTOR	
NAME OF CONTRACTOR Community Awareness and Treatment Services, Inc.	**TELEPHONE NUMBER** 415-241-1184
STREET ADDRESS (including City, State and Zip Code) 1171 Mission Street, San Francisco, CA 94103	**EMAIL** Kara.Zordel@catsinc.org

6. CONTRACT		
DATE CONTRACT WAS APPROVED BY THE CITY ELECTIVE OFFICER(S)	**ORIGINAL BID/RFP NUMBER**	**FILE NUMBER (*If applicable*)** 210769
DESCRIPTION OF AMOUNT OF CONTRACT $55,000		
NATURE OF THE CONTRACT *(Please describe)* ESG grant for emergency shelter services and case management		

7. COMMENTS

8. CONTRACT APPROVAL	
This contract was approved by:	
☐	**THE CITY ELECTIVE OFFICER(S) IDENTIFIED ON THIS FORM**
☒	**A BOARD ON WHICH THE CITY ELECTIVE OFFICER(S) SERVES** Board of Supervisors
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#	LAST NAME/ENTITY/SUBCONTRACTOR	FIRST NAME	TYPE
1	Minot	John	Board of Directors
2	Johnson	Todd	Board of Directors
3	Benton	Raymond	Board of Directors
4	Del Castillo	Marta	Board of Directors
5	Truglio	Chris	Board of Directors
6	Burns	Rena	Board of Directors
7	Xu	Jichao	Board of Directors
8	Finetti	Roderick	Board of Directors
9	Zordel	Kara	CEO
10	Rayner	Sammie	COO
11	Uselman	John	CFO
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☐	Check this box if you need to include additional names. Please submit a separate form with complete information. Select "Supplemental" for filing type.		

10. VERIFICATION	
I have used all reasonable diligence in preparing this statement. I have reviewed this statement and to the best of my knowledge the information I have provided here is true and complete. **I certify under penalty of perjury under the laws of the State of California that the foregoing is true and correct.**	
SIGNATURE OF CITY ELECTIVE OFFICER OR BOARD SECRETARY OR CLERK BOS Clerk of the Board	**DATE SIGNED**

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OFFICE OR BOARD	NAME OF CITY ELECTIVE OFFICER
Board of Supervisors	Members

3. FILER'S CONTACT

NAME OF FILER'S CONTACT	TELEPHONE NUMBER
Angela Calvillo	415-554-5184
FULL DEPARTMENT NAME	**EMAIL**
Office of the Clerk of the Board	Board.of.Supervisors@sfgov.org

4. CONTRACTING DEPARTMENT CONTACT

NAME OF DEPARTMENTAL CONTACT	DEPARTMENT CONTACT TELEPHONE NUMBER
Dolly Sithounnolat	(415) 701-5565
FULL DEPARTMENT NAME	**DEPARTMENT CONTACT EMAIL**
MYR Mayor's Office of Housing and Comm Dev	dolly.sithounnolat@sfgov.org

5. CONTRACTOR	
NAME OF CONTRACTOR Compass Family Services	**TELEPHONE NUMBER** 415-644-0504
STREET ADDRESS (including City, State and Zip Code) 37 Grove Street, San Francisco, CA 94102	**EMAIL** ekisch@compass-sf.org

6. CONTRACT		
DATE CONTRACT WAS APPROVED BY THE CITY ELECTIVE OFFICER(S)	**ORIGINAL BID/RFP NUMBER**	**FILE NUMBER (*If applicable*)** 210769
DESCRIPTION OF AMOUNT OF CONTRACT $149,944		
NATURE OF THE CONTRACT *(Please describe)* $96,000 ESG grant for emergency shelter services and case management $53,944 ESG grant for prevention and rapid re-housing for families.		

7. COMMENTS

8. CONTRACT APPROVAL	
This contract was approved by:	
☐	**THE CITY ELECTIVE OFFICER(S) IDENTIFIED ON THIS FORM**
☒	**A BOARD ON WHICH THE CITY ELECTIVE OFFICER(S) SERVES** Board of Supervisors
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#	LAST NAME/ENTITY/SUBCONTRACTOR	FIRST NAME	TYPE
1	Wagner	Christopher	Board of Directors
2	Engel	Alison	Board of Directors
3	Daoro	Roberty	Board of Directors
4	Goelz	Doug	Board of Directors
5	Cain	Jeff	Board of Directors
6	Dyer	Chad	Board of Directors
7	Field	Nancy	Board of Directors
8	Gibbons	Dennis	Board of Directors
9	Harris	Meghan	Board of Directors
10	McCarthy	Michael	Board of Directors
11	McInerney	Brian	Board of Directors
12	Moatz	Krista	Board of Directors
13	Moffet	Tim	Board of Directors
14	Odyneic	Lisa	Board of Directors
15	Parrish	Anne	Board of Directors
16	Severt	Laurel	Board of Directors
17	Christie	Jennifer	Board of Directors
18	Traina	Katie	Board of Directors
19	Zeppa	Stephanie	Board of Directors

9. AFFILIATES AND SUBCONTRACTORS

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#	LAST NAME/ENTITY/SUBCONTRACTOR	FIRST NAME	TYPE
20	Dinkelspiel	Steven	Board of Directors
21	Gracia Houts	Valerie	Board of Directors
22	Issanda	Carine	Board of Directors
23	Kowal	Lauren	Board of Directors
24	Matthews	Ashara	Board of Directors
25	Tait	Adam	Board of Directors
26	Kirsch	Erica	CEO
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☐	Check this box if you need to include additional names. Please submit a separate form with complete information. Select "Supplemental" for filing type.		

10. VERIFICATION	
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Original	
AMENDMENT DESCRIPTION – Explain reason for amendment	

2. CITY ELECTIVE OFFICE OR BOARD

OFFICE OR BOARD	NAME OF CITY ELECTIVE OFFICER
Board of Supervisors	Members

3. FILER'S CONTACT

NAME OF FILER'S CONTACT	TELEPHONE NUMBER
Angela Calvillo	415-554-5184
FULL DEPARTMENT NAME	**EMAIL**
Office of the Clerk of the Board	Board.of.Supervisors@sfgov.org

4. CONTRACTING DEPARTMENT CONTACT

NAME OF DEPARTMENTAL CONTACT	DEPARTMENT CONTACT TELEPHONE NUMBER
Dolly Sithounnolat	(415) 701-5565
FULL DEPARTMENT NAME	**DEPARTMENT CONTACT EMAIL**
MYR Mayor's Office of Housing and Comm Dev	dolly.sithounnolat@sfgov.org

5. CONTRACTOR	
NAME OF CONTRACTOR Dolores Street Community Services, Inc.	**TELEPHONE NUMBER** 718-915-0121
STREET ADDRESS (including City, State and Zip Code) 938 Valencia St. San Francisco, CA 94110	**EMAIL** laura@dscs.org

6. CONTRACT		
DATE CONTRACT WAS APPROVED BY THE CITY ELECTIVE OFFICER(S)	**ORIGINAL BID/RFP NUMBER**	**FILE NUMBER (*If applicable*)** 210769
DESCRIPTION OF AMOUNT OF CONTRACT $454,481		
NATURE OF THE CONTRACT *(Please describe)* $55,000 ESG grant for case management for shelter residents $399,481 HOPWA grant for residential care facility for persons with HIV/AIDS		

7. COMMENTS

8. CONTRACT APPROVAL	
This contract was approved by:	
☐	**THE CITY ELECTIVE OFFICER(S) IDENTIFIED ON THIS FORM**
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#	LAST NAME/ENTITY/SUBCONTRACTOR	FIRST NAME	TYPE
1	Winn	Michael	Board of Directors
2	Avila	Rocio	Board of Directors
3	Hernandez	Pedro	Board of Directors
4	Lin	Kani	Board of Directors
5	Cameron	Anjali	Board of Directors
6	Penfold	Ward	Board of Directors
7	Bhakta	Chirag	Board of Directors
8	Leonard-Wookey	Anat	Board of Directors
9	Valdez	Laura	CEO
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SIGNATURE OF CITY ELECTIVE OFFICER OR BOARD SECRETARY OR CLERK BOS Clerk of the Board	**DATE SIGNED**

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Each City elective officer who approves a contract that has a total anticipated or actual value of $100,000 or more must file this form with the Ethics Commission within five business days of approval by: (a) the City elective officer, (b) any board on which the City elective officer serves, or (c) the board of any state agency on which an appointee of the City elective officer serves. For more information, see: https://sfethics.org/compliance/city-officers/contract-approval-city-officers

1. FILING INFORMATION

TYPE OF FILING	DATE OF ORIGINAL FILING (*for amendment only*)
Original	
AMENDMENT DESCRIPTION – Explain reason for amendment	

2. CITY ELECTIVE OFFICE OR BOARD

OFFICE OR BOARD	NAME OF CITY ELECTIVE OFFICER
Board of Supervisors	Members

3. FILER'S CONTACT

NAME OF FILER'S CONTACT	TELEPHONE NUMBER
Angela Calvillo	415-554-5184
FULL DEPARTMENT NAME	**EMAIL**
Office of the Clerk of the Board	Board.of.Supervisors@sfgov.org

4. CONTRACTING DEPARTMENT CONTACT

NAME OF DEPARTMENTAL CONTACT	DEPARTMENT CONTACT TELEPHONE NUMBER
Dolly Sithounnolat	(415) 701-5565
FULL DEPARTMENT NAME	**DEPARTMENT CONTACT EMAIL**
MYR Mayor's Office of Housing and Comm Dev	dolly.sithounnolat@sfgov.org

5. CONTRACTOR	
NAME OF CONTRACTOR Episcopal Community Services of San Francisco	**TELEPHONE NUMBER** 415-487-3300
STREET ADDRESS (including City, State and Zip Code) 165 8th Street, 3rd Floor, San Francisco, CA 94103	**EMAIL** Bstokes@ecs-sf.org

6. CONTRACT		
DATE CONTRACT WAS APPROVED BY THE CITY ELECTIVE OFFICER(S)	**ORIGINAL BID/RFP NUMBER**	**FILE NUMBER (*If applicable*)** 210769
DESCRIPTION OF AMOUNT OF CONTRACT $206,943		
NATURE OF THE CONTRACT *(Please describe)* $89,000 ESG grant for emergency shelter services $53,943 ESG grant for rapid re-housing for adults $64,000 CDBG grant for skill building, primarily for homeless residents of District 6		

7. COMMENTS

8. CONTRACT APPROVAL	
This contract was approved by:	
☐	**THE CITY ELECTIVE OFFICER(S) IDENTIFIED ON THIS FORM**
☒	**A BOARD ON WHICH THE CITY ELECTIVE OFFICER(S) SERVES** Board of Supervisors
☐	**THE BOARD OF A STATE AGENCY ON WHICH AN APPOINTEE OF THE CITY ELECTIVE OFFICER(S) IDENTIFIED ON THIS FORM SITS**

9. AFFILIATES AND SUBCONTRACTORS

List the names of (A) members of the contractor's board of directors; (B) the contractor's principal officers, including chief executive officer, chief financial officer, chief operating officer, or other persons with similar titles; (C) any individual or entity who has an ownership interest of 10 percent or more in the contractor; and (D) any subcontractor listed in the bid or contract.

#	LAST NAME/ENTITY/SUBCONTRACTOR	FIRST NAME	TYPE
1	Tatsuno	Yvonne	Board of Directors
2	Clark-King	Rev. Ellen	Board of Directors
3	Clayter	Todd	Board of Directors
4	Geeslin	Keith	Board of Directors
5	Gill	Richard	Board of Directors
6	Dienst	Sedge	Board of Directors
7	Jones	Dr. Martin	Board of Directors
8	Knapp	Frederic	Board of Directors
9	Mouton-Patterson	Rita	Board of Directors
10	Ketcham	Susan	Board of Directors
11	Robershotte	Megan	Board of Directors
12	Singer,PHD	Rev Sussanna	Board of Directors
13	Springwater	Richard	Board of Directors
14	Todd	Kirby Brooks	Board of Directors
15	Zaidi	S. Hassan	Board of Directors
16	Andrus	Rev. Marc Handley	Board of Directors
17	Stokes	Beth	CEO
18	Callandrillo	Christopher	COO
19	Larra	Eric	CFO

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#	**LAST NAME/ENTITY/SUBCONTRACTOR**	**FIRST NAME**	**TYPE**
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☐	Check this box if you need to include additional names. Please submit a separate form with complete information. Select "Supplemental" for filing type.		

10. VERIFICATION	
I have used all reasonable diligence in preparing this statement. I have reviewed this statement and to the best of my knowledge the information I have provided here is true and complete. **I certify under penalty of perjury under the laws of the State of California that the foregoing is true and correct.**	
SIGNATURE OF CITY ELECTIVE OFFICER OR BOARD SECRETARY OR CLERK BOS Clerk of the Board	**DATE SIGNED**

San Francisco Ethics Commission
25 Van Ness Avenue, Suite 220, San Francisco, CA 94102
Phone: 415.252.3100 . Fax: 415.252.3112
ethics.commission@sfgov.org . www.sfethics.org

Received On:

File #: 210769

Bid/RFP #:

Notification of Contract Approval

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2. CITY ELECTIVE OFFICE OR BOARD

OFFICE OR BOARD	NAME OF CITY ELECTIVE OFFICER
Board of Supervisors	Members

3. FILER'S CONTACT

NAME OF FILER'S CONTACT	TELEPHONE NUMBER
Angela Calvillo	415-554-5184
FULL DEPARTMENT NAME	**EMAIL**
Office of the Clerk of the Board	Board.of.Supervisors@sfgov.org

4. CONTRACTING DEPARTMENT CONTACT

NAME OF DEPARTMENTAL CONTACT	DEPARTMENT CONTACT TELEPHONE NUMBER
Dolly Sithounnolat	415-701-5565
FULL DEPARTMENT NAME	**DEPARTMENT CONTACT EMAIL**
MYR Mayor's Office of Housing and Comm Dev	dolly.sithounnolat@sfgov.org

5. CONTRACTOR	
NAME OF CONTRACTOR Hamilton Families	**TELEPHONE NUMBER** 415-409-2100
STREET ADDRESS (including City, State and Zip Code) 1631 Hayes Street, San Francisco, CA 94117	**EMAIL** contact-us@hamiltonfamilies.org

6. CONTRACT		
DATE CONTRACT WAS APPROVED BY THE CITY ELECTIVE OFFICER(S)	**ORIGINAL BID/RFP NUMBER**	**FILE NUMBER (*If applicable*)** 210769
DESCRIPTION OF AMOUNT OF CONTRACT $246,943		
NATURE OF THE CONTRACT *(Please describe)* $55,000 ESG grant for emergency shelter services and case management $19,1943 ESG grant for rapid re-housing for families		

7. COMMENTS

8. CONTRACT APPROVAL	
This contract was approved by:	
☐	**THE CITY ELECTIVE OFFICER(S) IDENTIFIED ON THIS FORM**
☒	**A BOARD ON WHICH THE CITY ELECTIVE OFFICER(S) SERVES** Board of Supervisors
☐	**THE BOARD OF A STATE AGENCY ON WHICH AN APPOINTEE OF THE CITY ELECTIVE OFFICER(S) IDENTIFIED ON THIS FORM SITS**

9. AFFILIATES AND SUBCONTRACTORS

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#	LAST NAME/ENTITY/SUBCONTRACTOR	FIRST NAME	TYPE
1	Goldin	David	Board of Directors
2	Miller	Paige	Board of Directors
3	Morena	Karina	Board of Directors
4	Basler	Julian	Board of Directors
5	Barnett	Anne Cherry	Board of Directors
6	Beckwith	Ebony	Board of Directors
7	Bernstein	Ruth	Board of Directors
8	Iannuccillo	Ann	Board of Directors
9	Kurtze	DJ	Board of Directors
10	Lane	Jessica	Board of Directors
11	Maidenberg	Ted	Board of Directors
12	Picazo	Rene	Board of Directors
13	Scott	Mary	Board of Directors
14	Sudsky	Clayton	Board of Directors
15	Toland	Susan	Board of Directors
16	Noon	Kyriell	CEO
17	Martinez	Rosa	CFO
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☐	Check this box if you need to include additional names. Please submit a separate form with complete information. Select "Supplemental" for filing type.		

10. VERIFICATION	
I have used all reasonable diligence in preparing this statement. I have reviewed this statement and to the best of my knowledge the information I have provided here is true and complete. **I certify under penalty of perjury under the laws of the State of California that the foregoing is true and correct.**	
SIGNATURE OF CITY ELECTIVE OFFICER OR BOARD SECRETARY OR CLERK BOS Clerk of the Board	**DATE SIGNED**

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Board of Supervisors	Members

3. FILER'S CONTACT

NAME OF FILER'S CONTACT	TELEPHONE NUMBER
Angela Calvillo	415-554-5184
FULL DEPARTMENT NAME	**EMAIL**
Office of the Clerk of the Board	Board.of.Supervisors@sfgov.org

4. CONTRACTING DEPARTMENT CONTACT

NAME OF DEPARTMENTAL CONTACT	DEPARTMENT CONTACT TELEPHONE NUMBER
Dolly Sithounnolat	415-701-5565
FULL DEPARTMENT NAME	**DEPARTMENT CONTACT EMAIL**
MYR Mayor's Office of Housing and Comm Dev	dolly.sithounnolat@sfgov.org

5. CONTRACTOR	
NAME OF CONTRACTOR Homeless Children's Network	**TELEPHONE NUMBER** 415-437-3990
STREET ADDRESS (including City, State and Zip Code) 3450 3rd Street, San Francisco, CA 94124	**EMAIL** april@hcnkids.org

6. CONTRACT		
DATE CONTRACT WAS APPROVED BY THE CITY ELECTIVE OFFICER(S)	**ORIGINAL BID/RFP NUMBER**	**FILE NUMBER (*If applicable*)** 210769
DESCRIPTION OF AMOUNT OF CONTRACT $55,000		
NATURE OF THE CONTRACT *(Please describe)* ESG grant for Case Management for Shelter residents		

7. COMMENTS

8. CONTRACT APPROVAL	
This contract was approved by:	
☐	**THE CITY ELECTIVE OFFICER(S) IDENTIFIED ON THIS FORM**
☒	**A BOARD ON WHICH THE CITY ELECTIVE OFFICER(S) SERVES** Board of Supervisors
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#	LAST NAME/ENTITY/SUBCONTRACTOR	FIRST NAME	TYPE
1	Williams	Lisa	Board of Directors
2	Claire	Peterson	Board of Directors
3	Vicas	Natalie	Board of Directors
4	Evans	Michael	Board of Directors
5	Cooke	Alexandra	Board of Directors
6	Herrera	Francisco	Board of Directors
7	Silas	April	CEO
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☐	Check this box if you need to include additional names. Please submit a separate form with complete information. Select "Supplemental" for filing type.		

10. VERIFICATION	
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SIGNATURE OF CITY ELECTIVE OFFICER OR BOARD SECRETARY OR CLERK BOS Clerk of the Board	**DATE SIGNED**

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OFFICE OR BOARD	NAME OF CITY ELECTIVE OFFICER
Board of Supervisors	Members

3. FILER'S CONTACT

NAME OF FILER'S CONTACT	TELEPHONE NUMBER
Angela Calvillo	415-554-5184
FULL DEPARTMENT NAME	**EMAIL**
Office of the Clerk of the Board	Board.of.Supervisors@sfgov.org

4. CONTRACTING DEPARTMENT CONTACT

NAME OF DEPARTMENTAL CONTACT	DEPARTMENT CONTACT TELEPHONE NUMBER
Dolly Sithounnolat	415-701-5565
FULL DEPARTMENT NAME	**DEPARTMENT CONTACT EMAIL**
MYR Mayor's Office of Housing and Comm Dev	dolly.sithounnolat@sfgov.org

5. CONTRACTOR	
NAME OF CONTRACTOR La Casa de las Madres	**TELEPHONE NUMBER** 415-503-0500
STREET ADDRESS (including City, State and Zip Code) 1269 Howard Street, San Francisco, CA 94103	**EMAIL** Kathy@lacasa.org

6. CONTRACT		
DATE CONTRACT WAS APPROVED BY THE CITY ELECTIVE OFFICER(S)	**ORIGINAL BID/RFP NUMBER**	**FILE NUMBER (*If applicable*)** 210769
DESCRIPTION OF AMOUNT OF CONTRACT $165,000		
NATURE OF THE CONTRACT *(Please describe)* ESG Grant for emergency shelter services and case management		

7. COMMENTS

8. CONTRACT APPROVAL	
This contract was approved by:	
☐	**THE CITY ELECTIVE OFFICER(S) IDENTIFIED ON THIS FORM**
☒	**A BOARD ON WHICH THE CITY ELECTIVE OFFICER(S) SERVES** Board of Supervisors
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9. AFFILIATES AND SUBCONTRACTORS			
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#	**LAST NAME/ENTITY/SUBCONTRACTOR**	**FIRST NAME**	**TYPE**
1	Zauss	Michelle	Board of Directors
2	Omata	Christine	Board of Directors
3	Sanchez	Carmen	Board of Directors
4	Esecson	Austin	Board of Directors
5	Hale	Katie	Board of Directors
6	Jolivet	Melanie	Board of Directors
7	Lee	Dora	Board of Directors
8	McCurtis	Kiesha	Board of Directors
9	Creary	Betty Miller	Board of Directors
10	Sjogren	Karl	Board of Directors
11	Steel	Shawn	Board of Directors
12	Tsai	Carolyn	Board of Directors
13	Tucker	Nanci	Board of Directors
14	Black	Kathy	CEO
15	DeCastro	Cynthia	CFO
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9. AFFILIATES AND SUBCONTRACTORS			
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Board of Supervisors	Members

3. FILER'S CONTACT

NAME OF FILER'S CONTACT	TELEPHONE NUMBER
Angela Calvillo	415-554-5184
FULL DEPARTMENT NAME	**EMAIL**
Office of the Clerk of the Board	Board.of.Supervisors@sfgov.org

4. CONTRACTING DEPARTMENT CONTACT

NAME OF DEPARTMENTAL CONTACT	DEPARTMENT CONTACT TELEPHONE NUMBER
Dolly Sithounnolat	415-701-5565
FULL DEPARTMENT NAME	**DEPARTMENT CONTACT EMAIL**
MYR Mayor's Office of Housing and Comm Dev	dolly.sithounnolat@sfgov.org

5. CONTRACTOR	
NAME OF CONTRACTOR Larkin Street Youth Services	**TELEPHONE NUMBER** 415-673-0911
STREET ADDRESS (including City, State and Zip Code) 134 Golden Gate Avenue, San Francisco, CA 94102	**EMAIL** sadams@larkinstreetyouth.org

6. CONTRACT		
DATE CONTRACT WAS APPROVED BY THE CITY ELECTIVE OFFICER(S)	**ORIGINAL BID/RFP NUMBER**	**FILE NUMBER (*If applicable*)** 210769
DESCRIPTION OF AMOUNT OF CONTRACT $309,044		
NATURE OF THE CONTRACT *(Please describe)* $112,000 ESG grant for emergency shelter services and case management $197,044 HOPWA grant for residential care facility for persons with HIV/AIDS		

7. COMMENTS

8. CONTRACT APPROVAL	
This contract was approved by:	
☐	**THE CITY ELECTIVE OFFICER(S) IDENTIFIED ON THIS FORM**
☒	**A BOARD ON WHICH THE CITY ELECTIVE OFFICER(S) SERVES** Board of Supervisors
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#	LAST NAME/ENTITY/SUBCONTRACTOR	FIRST NAME	TYPE
1	Alexander	Susan	Board of Directors
2	Wysocki	Allison	Board of Directors
3	Moise	Adam	Board of Directors
4	Newton, Jr	Willis	Board of Directors
5	Cody	Daniel	Board of Directors
6	Grossman	Blake	Board of Directors
7	Shapiro	Sally	Board of Directors
8	Adms	Sherilyn	Board of Directors
9	Avenier	Jeremy	Board of Directors
10	Barnett	Fiona	Board of Directors
11	Berg	Siri	Board of Directors
12	Brahm	Jennifer	Board of Directors
13	Cameron	Cecily	Board of Directors
14	Davis	Matthew	Board of Directors
15	Elias	Marice	Board of Directors
16	Famulener	Conor	Board of Directors
17	Foo	Catherine	Board of Directors
18	Garlick	Jeff	Board of Directors
19	Hicks	John	Board of Directors

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#	LAST NAME/ENTITY/SUBCONTRACTOR	FIRST NAME	TYPE
20	Hoecker	Anne	Board of Directors
21	Horn	Tim	Board of Directors
22	Johnson	Eric	Board of Directors
23	Kerzic	Richard	Board of Directors
24	Kiss	Patrick	Board of Directors
25	Hatvany	Nina	Board of Directors
26	Roos	Eric	Board of Directors
27	Schwartz	Aaron	Board of Directors
28	Valentine	D.	Board of Directors
29	Viola	John	Board of Directors
30	Adams	Sherilyn	CEO
31	Hunter	Carol	COO
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☐	Check this box if you need to include additional names. Please submit a separate form with complete information. Select "Supplemental" for filing type.		

10. VERIFICATION	
I have used all reasonable diligence in preparing this statement. I have reviewed this statement and to the best of my knowledge the information I have provided here is true and complete. **I certify under penalty of perjury under the laws of the State of California that the foregoing is true and correct.**	
SIGNATURE OF CITY ELECTIVE OFFICER OR BOARD SECRETARY OR CLERK BOS Clerk of the Board	**DATE SIGNED**

San Francisco Ethics Commission
25 Van Ness Avenue, Suite 220, San Francisco, CA 94102
Phone: 415.252.3100 . Fax: 415.252.3112
ethics.commission@sfgov.org . www.sfethics.org

Received On:

File #: 210769

Bid/RFP #:

Notification of Contract Approval

SFEC Form 126(f)4
(S.F. Campaign and Governmental Conduct Code § 1.126(f)4)
A Public Document

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1. FILING INFORMATION

TYPE OF FILING	DATE OF ORIGINAL FILING (*for amendment only*)
Original	
AMENDMENT DESCRIPTION – Explain reason for amendment	

2. CITY ELECTIVE OFFICE OR BOARD

OFFICE OR BOARD	NAME OF CITY ELECTIVE OFFICER
Board of Supervisors	Members

3. FILER'S CONTACT

NAME OF FILER'S CONTACT	TELEPHONE NUMBER
Angela Calvillo	415-554-5184
FULL DEPARTMENT NAME	**EMAIL**
Office of the Clerk of the Board	Board.of.Supervisors@sfgov.org

4. CONTRACTING DEPARTMENT CONTACT

NAME OF DEPARTMENTAL CONTACT	DEPARTMENT CONTACT TELEPHONE NUMBER
Dolly Sithounnolat	(415) 701-5565
FULL DEPARTMENT NAME	**DEPARTMENT CONTACT EMAIL**
MYR Mayor's Office of Housing and Comm Dev	dolly.sithounnolat@sfgov.org

5. CONTRACTOR	
NAME OF CONTRACTOR Mission Neighborhood Health Center	**TELEPHONE NUMBER** (415) 552-1013
STREET ADDRESS (including City, State and Zip Code) 240 Shotwell Street, San Francisco, CA 94110	**EMAIL** BrendaStorey@mnhc.org

6. CONTRACT		
DATE CONTRACT WAS APPROVED BY THE CITY ELECTIVE OFFICER(S)	**ORIGINAL BID/RFP NUMBER**	**FILE NUMBER (*If applicable*)** 210769
DESCRIPTION OF AMOUNT OF CONTRACT $55,943		
NATURE OF THE CONTRACT *(Please describe)* ESG Grant for Homeless prevention for individuals.		

7. COMMENTS

8. CONTRACT APPROVAL	
This contract was approved by:	
☐	**THE CITY ELECTIVE OFFICER(S) IDENTIFIED ON THIS FORM**
☒	**A BOARD ON WHICH THE CITY ELECTIVE OFFICER(S) SERVES** Board of Supervisors
☐	**THE BOARD OF A STATE AGENCY ON WHICH AN APPOINTEE OF THE CITY ELECTIVE OFFICER(S) IDENTIFIED ON THIS FORM SITS**

9. AFFILIATES AND SUBCONTRACTORS

List the names of (A) members of the contractor's board of directors; (B) the contractor's principal officers, including chief executive officer, chief financial officer, chief operating officer, or other persons with similar titles; (C) any individual or entity who has an ownership interest of 10 percent or more in the contractor; and (D) any subcontractor listed in the bid or contract.

#	LAST NAME/ENTITY/SUBCONTRACTOR	FIRST NAME	TYPE
1	Martinez	Amelia	Board of Directors
2	Franklin	Rita	Board of Directors
3	Moser, MD	Charles	Board of Directors
4	Garcia	Francisco	Board of Directors
5	Bach-y-Rita, MD	George	Board of Directors
6	Contreras	Marcia	Board of Directors
7	Mora	Sandra E.	Board of Directors
8	Wohler	Ricardo	Board of Directors
9	Decker	Luz	Board of Directors
10	Ponce	MaryLou	Board of Directors
11	Molinero	Maria	Board of Directors
12	Storey	Brenda	CEO
13	Caplan	Patty	COO
14	Salako	Sade	CFO
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3. FILER'S CONTACT

NAME OF FILER'S CONTACT	TELEPHONE NUMBER
Angela Calvillo	415-554-5184
FULL DEPARTMENT NAME	**EMAIL**
Office of the Clerk of the Board	Board.of.Supervisors@sfgov.org

4. CONTRACTING DEPARTMENT CONTACT

NAME OF DEPARTMENTAL CONTACT	DEPARTMENT CONTACT TELEPHONE NUMBER
Dolly Sithounnolat	415-7011-5565
FULL DEPARTMENT NAME	**DEPARTMENT CONTACT EMAIL**
MYR Mayor's Office of Housing and Comm Dev	dolly.sithounnolat@sfgov.org

5. CONTRACTOR	
NAME OF CONTRACTOR Providence Foundation of San Francisco	**TELEPHONE NUMBER** 415-206-0263
STREET ADDRESS (including City, State and Zip Code) 4601 Third Street, San Francisco 94124	**EMAIL** pndoyle22@gmail.com

6. CONTRACT		
DATE CONTRACT WAS APPROVED BY THE CITY ELECTIVE OFFICER(S)	**ORIGINAL BID/RFP NUMBER**	**FILE NUMBER (*If applicable*)** 210769
DESCRIPTION OF AMOUNT OF CONTRACT $50,000		
NATURE OF THE CONTRACT *(Please describe)* ESG grant for emergency shelter services and case management		

7. COMMENTS

8. CONTRACT APPROVAL	
This contract was approved by:	
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1	Blanding	James	Board of Directors
2	Anthony	Bernadetta	Board of Directors
3	Buie	Alpha	Board of Directors
4	Williams	Lanita	Board of Directors
5	Doyle	Patricia	CEO
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Dolly Sithounnolat	415-701-5565
FULL DEPARTMENT NAME	**DEPARTMENT CONTACT EMAIL**
MYR Mayor's Office of Housing and Comm Dev	dolly.sithounnolat@sfgov.org

5. CONTRACTOR	
NAME OF CONTRACTOR St. Vincent de Paul of San Francisco	**TELEPHONE NUMBER** 415-977-1270
STREET ADDRESS (including City, State and Zip Code) 1175 Howard Street San Francisco, CA 94103	**EMAIL** swooldridge@svdp-sf.org

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2	Vega	Belina	Board of Directors
3	Cooney	Joseph	Board of Directors
4	Fourre	Kathleen	Board of Directors
5	Brosnahan	Brian	Board of Directors
6	Bryan	Gregpry	Board of Directors
7	Gatewood	Jackie	Board of Directors
8	Germano	Aleece	Board of Directors
9	Wooldridge	Shari	CEO
10	Balauro	Estella	CFO
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SIGNATURE OF CITY ELECTIVE OFFICER OR BOARD SECRETARY OR CLERK BOS Clerk of the Board	**DATE SIGNED**

From:	Peacock, Rebecca (MYR)
To:	BOS Legislation, (BOS)
Cc:	Kittler, Sophia (MYR); Chan, Amy (MYR); Owens, Morgan (MYR)
Subject:	Mayor -- [Resolution] -- [Apply for, Accept, and Expend Grant – U.S. Department of Housing and Urban Development Emergency Solutions Grants Program - $1,590,749- FY2021-2022]
Date:	Tuesday, June 29, 2021 4:17:23 PM
Attachments:	A&E_MOHCD_ESG HUD Grants.zip

Attached for introduction to the Board of Supervisors is a **resolution approving the FY2021-2022 Emergency Solutions Grants (ESG) Program; and authorizing the Mayor, on behalf of the City and County of San Francisco, to apply for, accept, and expend the City's FY2021-2022 ESG Program entitlement from the U.S. Department of Housing and Urban Development, in the amount of $1,590,749 for an unspecified period starting July 1, 2021.**

Please let me know if you have any questions.

Rebecca Peacock (they/them)
(415) 554-6982 | Rebecca.Peacock@sfgov.org
Office of Mayor London N. Breed
City & County of San Francisco