File No. 170476 Committee Item No. 4
Board Item No. 31

COMMITTEE/BOARD OF SUPERVISORS

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Committee: Budget & Finance Sub-Committee **Date** May 4, 2017

Board of Supervisors Meeting **Date** May 16, 2017

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Completed by: Linda Wong **Date** April 28, 2017
Completed by: Linda Wong **Date** May 10, 2017

FILE NO. 170476 RESOLUTION NO.

[Apply for, Accept, and Expend Grant - U.S. Department of Housing and Urban Development - Emergency Solutions Grants Program - $1,484,425 - FY2017-2018]

Resolution approving the FY2017-2018 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 FY2017-2018 ESG Program entitlement from the U.S. Department of Housing and Urban Development, in the amount of $1,484,425 for an unspecified period starting July 1, 2017.

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 $1,484,425 in FY2017-2018 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. 170476; and

WHEREAS, The ESG Program funds will be used to provide for the rehabilitation or conversion of buildings for use as emergency shelters for the homeless, 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 FY2017-2018 ESG Program entitlement from HUD in accordance with the purposes and goals for the funding as generally set forth in the 2015-2019 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 FY2017-2018 ESG Program funding as set forth in the Expenditure Schedule for recipient agencies and departments, as well as provisions in the Expenditure Schedule for adjusting two expenditure line items to correspond to the final entitlement amount received from HUD; 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:

Olson Lee, Director

Approved:

Edwin M. Lee, Mayor

fos

for 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

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

4. **Grant Approval Status (check one):**

[ ] Approved by funding agency [x] Not yet app
roved

5. **Amount of Grant Funding Approved or Applied for:** $1,484,425

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 $1,484,425. The match requirement is $1,484,425.

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, 2017 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.

?. Any other significant grant requirements or comments: Project detail MOES18, 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:

ɔmments:

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

Eugene Flannery
(Name)

Environmental Compliance Manager
(Title)

Date Reviewed: 4-13-17

Eugene Flannery
(Signature Required)

Department Head or Designee Approval of Grant Information Form:

Olson Lee
(Name)

Director
(Title)

Date Reviewed: 04/13/17

Olson Lee
(Signature Required)

2017-2018 ESG Proposed Expenditure Schedule

The following is a list of proposed expenditures for the 2017-2018 ESG program. The list of recommended projects is organized by five-year objectives, priority needs and goals that are described in the 2015-2019 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 1B: Make Housing Affordable**
  - **Goal 1Biii. Increase access to rental and homeownership housing**

Agency Name	Project Description	ESG Funding Amount
Hamilton Families	Rental assistance to assist families avoid eviction and become stably housed	$170,607
	Subtotal	**$170,607**

Objective 1: Families and Individuals are Stably Housed

- **Priority Need 1C: Prevent and Treat Homelessness**
  - **Goal 1Ci. Reduced rate of evictions**

Agency Name	Project Description	ESG Funding Amount
AIDS Housing Alliance	Homeless prevention and rapid rehousing primarily for HIV+ persons	$150,000
Catholic Charities CYO	Tenant based rental assistance for at-risk or homeless persons	$190,000
Compass Family Services	Homeless and eviction prevention services and housing counseling for individuals and families	$40,000
	Subtotal	**$380,000**

Objective 1: Families and Individuals are Stably Housed

- **Priority Need 1C: Prevent and Treat Homelessness**
  - **Goal 1Ciii. Homeless people receive basic shelter and support services**

Agency Name	Project Description	ESG Funding Amount
Central City Hospitality House	Shelter services primarily for single men	$65,000
Community Awareness & Treatment Services	Shelter services primarily for women	$50,000
Compass Family Services	Shelter services for homeless families	$87,000
Dolores Street Community Services	Shelter services primarily for homeless men	$52,176

*The difference between the projected and actual 2017-2018 ESG entitlement amount that San Francisco receives from HUD will proportionally increase or decrease these two expenditure line items.

2017-2018 ESG Proposed Expenditure Schedule

Agency Name	Project Description	ESG Funding Amount
Episcopal Community Services of San Francisco	Shelter services for homeless persons	$81,116
Hamilton Families	Shelter services for homeless families	$50,000
Homeless Children's Network	Case management services for homeless families with children	$50,000
La Casa de las Madres	Shelter services primarily for Spanish speaking women who are victims of domestic violence	$123,322
Larkin Street Youth Services	Shelter services for homeless youth	$112,000
Mission Neighborhood Health Center	Leadership development and case management services for homeless persons	$46,873
Providence Foundation	Shelter services for homeless persons	$45,000
YMCA of San Francisco (Bayview)	Respite services for homeless persons	$50,000
	Subtotal	**$812,487**

Administration Costs

Agency Name	Project Description	ESG Funding Amount
Mayor's Office of Housing and Community Development	HMIS	$10,000*
Mayor's Office of Housing and Community Development	General ESG administration	$111,331*
	Subtotal	**$121,331**

TOTAL 2017-2018 ESG: $1,484,425

*The difference between the projected and actual 2017-2018 ESG entitlement amount that San Francisco receives from HUD will proportionally increase or decrease these two expenditure line items.

City and County of San Francisco

DRAFT 2017-2018 Action Plan

For Public Review Between April 6, 2017 and May 5, 2017

Please note that as of April 6, 2017 when this draft document was made available for public review and comment, the federal funding amounts for the CDBG, ESG, HOME and HOPWA programs for 2017-2018 were still pending Congressional approval and San Francisco had not yet received the program year 2017-2018 entitlement amounts for these four programs from HUD. These funding recommendations are based on estimates that reflect flat funding for the CDBG, ESG and HOME programs and an anticipated decrease to last year's actual funding amount for the HOPWA program, and therefore are contingent upon Congressional approval of the federal budget and HUD announcement of the 2017-2018 funding amounts for San Francisco for the CDBG, ESG, HOME and HOPWA programs.

Mayor's Office of Housing and Community Development
Office of Economic & Workforce Development

Welcome to San Francisco's DRAFT 2017-2018 Action Plan.

NOTES FOR PUBLIC REVIEW and COMMENT:

1) This draft document is available for public review and comment between April 6, 2017 and May 5, 2017.
2) You may review the on-line version or review a hard copy of the draft document at the following locations:
    - MOHCD, 1 South Van Ness Avenue, 5th Floor;
    - OEWD at City Hall, Room 448, 1 Dr. Carlton B. Goodlett Place and 1 South Van Ness Avenue, 5th Floor; and
    - Main Branch of the SF Public Library, 100 Larkin Street, 5th Floor, Government Information Center.
3) Staff welcomes your comments in writing. They may be directed to: MOHCD, Action Plan Staff, 1 South Van Ness Avenue, 5th Floor, San Francisco, CA 94103. Your comments will be directed to the appropriate agency. In your comment, please be specific about your issue and refer to a specific section of the Draft Plan, if appropriate.
4) The close of the public comment period is May 5, 2017.
5) The public is invited to provide testimony on the Draft Action Plan at a public hearing on Tuesday, April 18, 2017 at 5:00pm. The hearing will take place at 1 South Van Ness Avenue, 2nd Floor Atrium Conference Room.
6) Thank you in advance for your participation in this process.
7) For more information, please call (415) 701-5500.

Public Comment Form for Draft 2017-2018 Action Plan

Your Name (optional): _____

Phone # (optional): _____ Email address (optional): _____

Comments (Please refer to specific section(s) of the Draft Report, if appropriate):

Please send your comments to:
MOHCD – Action Plan Staff
1 South Van Ness Avenue, 5th Floor
San Francisco, CA 94103

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 of its CPD programs into one strategic plan, called the Consolidated Plan. The four federal grant programs included in the Consolidated Plan are 1) the Community Development Block Grant (CDBG) program, 2) the Emergency Solutions Grant (ESG) program; 3) the HOME Investment Partnerships (HOME) program 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, 2015 through June 30, 2020.

The 2017-2018 Action Plan addresses the goals established in the 2015-2019 Consolidated Plan and represents the annual implementation plan for the third year of the 2015-2019 Consolidated Plan. The Action Plan identifies specific programs and projects that have been recommended for funding for the 2017-2018 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 2015-2019 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 2015-2019 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. Summary of the objectives and outcomes identified in the Plan Needs Assessment Overview

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

1. Families and individuals are stably housed;
2. Communities have healthy physical, social and business infrastructure; and,
3. Families and individuals are resilient and economically self-sufficient.

3. Evaluation of past performance

In general, the community development and affordable housing activities that were implemented during the previous Consolidated Plans served the identified needs. The five-year performance measures matrix and the one-year annual 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

Two formal objectives of the planning process for the Consolidated Plan/Action Plan are to 1) promote citizen participation in the development of local priority needs and objectives; and 2) encourage

consultation with public and private agencies to identify shared needs and solutions to persistent community problems.

As part of the strategic planning process for the 2015-2019 Consolidated Plan, MOHCD and OEWD conducted a thorough needs assessment, collecting data from a variety of city stakeholders. In addition to providing forums for residents to comment on housing and community needs for the next five years, MOHCD and OEWD staff consulted with public and private agencies.

During the development of the 2017-2018 Action Plan, MOHCD and OEWD convened public hearings to receive public input. MOHCD and OEWD 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 2017-2018 program year, the CCCD, MOHCD and OEWD conducted a public hearing on November 17, 2016 to solicit feedback and ideas from residents and the community at large concerning the five-year Consolidated Plan. Notes from the November 17, 2016 community needs hearing can be found in the Citizen Participation Comments Attachment.

The Draft 2017-2018 Action Plan is available to the public for review and comment between April 6, 2017 and May 5, 2017. The City published a notice in the San Francisco Examiner on March 16, March 24, March 29, April 12 and April 26, 2017 informing the public of the availability of the draft document for review and comment. The public has access to review the document at the Main Branch of the Public Library and at the offices of MOHCD and OEWD. The document is also posted on the MOHCD and OEWD websites. The CCCD, MOHCD and OEWD will hold a public hearing on April 18, 2017 to receive comments on the Draft 2017-2018 Action Plan. Persons who cannot attend the public hearing or who do not want to speak at the public hearings are encouraged to provide written comments to MOHCD/OEWD.

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

Not applicable

7. Summary

The needs assessment data is one category of information that was reviewed as part of the strategic planning process. Other 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. All of 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. Describe agency/entity responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source

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	Mayor's Office of Housing and Community Development
HOPWA-C Administrator	SAN FRANCISCO	Mayor's Office of Housing and Community Development

Narrative

In San Francisco, the Mayor's Office of Housing and Community Development (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 the CDBG housing, public facility, non-workforce development public service and organizational planning/capacity building activities; and all HOME, HOPWA and ESG activities. The Office of Economic and Workforce Development (OEWD) is responsible for economic development and workforce development activities of the CDBG program.

MOHCD serves as the lead agency for the HOPWA program for the San Francisco EMSA, which consists of San Francisco and San Mateo Counties.

Consolidated Plan Public Contact Information

Gloria Woo, Director of Compliance and Data Analysis
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

Two formal objectives of the planning process are to 1) promote citizen participation in the development of local priority needs and objectives; and 2) encourage consultation with public and private agencies to identify shared needs and solutions to persistent community problems.

As part of the strategic planning process for the 2015-2019 Consolidated Plan, MOHCD and OEWD conducted a thorough needs assessment, collecting data from a variety of city stakeholders. San Francisco's approach to community engagement was multi-layered to ensure that the various sectors were provided the opportunity to raise their concerns and provide valuable insight. In addition to providing forums for residents to comment on housing and community needs for the next five years, MOHCD and OEWD staff consulted with public and private agencies. MOHCD and OEWD 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 on a weekly basis with the Director of Planning and the Director of Development for the Office of Economic and Workforce Development to discuss affordable and market-rate housing development issues citywide.

The City's HOPE SF initiative, focusing on the revitalization of four selected public housing sites at Hunters View, Alice Griffith, Sunnydale, and Potrero Terrace/Annex, brings together a bi-monthly Leadership Team consisting of deputy-level City staff representing health, human services, children and youth, workforce development, public housing, community development, affordable housing, and private philanthropy.

The MOHCD Director is a member of the Our Children, Our Families Council, an inter-agency body that is co-chaired by the Mayor and the Superintendent of the San Francisco Unified School District. The Our Children, Our Families Council consists of up to 42 members, with leaders from the City & County of San Francisco, the San Francisco Unified School District, and the community. The Mayor and Superintendent of SFUSD chair the Council. The Council is comprised of 13 City Department heads, up to 13 leaders from San Francisco Unified School District, and 14 community representatives appointed by the Mayor. The Council is charged with promoting coordination, increasing accessibility, and enhancing the effectiveness of programs and services for children, youth and families.

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

The City agencies also coordinate in the decision-making at the project level on affordable housing

developments in the City, including at the level of individual project funding decisions. The Citywide Affordable Housing Loan makes funding recommendations to the Mayor for affordable housing development throughout the City or to the OCII Commission for affordable housing under their jurisdiction. Committee Members consist of the directors or the director's representative from the Mayor's Office of Housing and Community Development, Department of Homelessness and Supportive Housing (DHSH) and the Office of Community Investment and Infrastructure as successor to the San Francisco Redevelopment Agency (OCII). MOHCD also works closely with OCII and DHSH to issue requests for proposals (RFPs) or notices of funding availability (NOFAs) on a regular basis to seek applications for particular types of developments. NOFAs are generally issued for projects to serve specific populations (family renters, single adults, seniors, people requiring supportive services, etc.), while RFPs are generally issued for specific development sites. Staff develops funding and general policy recommendations to the Loan Committee.

Staff from MOHCD, OCII, and DHSH also meets on a bi-monthly basis to coordinate the development and operation of the City's permanent supportive housing pipeline and portfolio. Like the Health and Human Services Cluster meeting, this bi-monthly convening provides a regular forum to discuss issues of services coordination, policy, new initiatives, funding opportunities, and emerging needs specific for permanent supportive housing funded by these departments.

The Mayor's Office of Housing and Community Development also is a member of the Long Term Care Coordinating Council (LTCCC). This body is charged to: (1) advise, implement, and monitor community-based long term care planning in San Francisco; and (2) facilitate the improved coordination of home, community-based, and institutional services for older adults and adults with disabilities. It is the single body in San Francisco that evaluates all issues related to improving community-based long-term care and supportive services. The LTCCC has 41 membership slots. Membership categories were created to ensure representation from a variety of consumers, advocates, and service providers (non-profit and public). The Mayor appoints people to fill 32 slots, which represent non-profit service provider organizations, consumers, and advocates. The additional 9 slots represent City and County departments including: Human Services, Aging and Adult Services, Public Health (two slots), Mayor's Office on Disability, Mayor's Office of Housing and Community Development, San Francisco Housing Authority, and the San Francisco Municipal Transportation Agency, plus one non-voting slot to enable representation of the Mayor's Office. The LTCCC evaluates how service delivery systems interact to serve people, and recommends ways to improve service coordination and system interaction. Workgroups responsible for carrying out the activities in the plan provide periodic progress reports through presentations to the LTCCC.

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 (Local Board) is the lead entity for the San Francisco Continuum of Care. The Local Board is staffed by the City's Human Services Agency (HSA). HSA staff has informed and updated the Local Board about the recent changes to the ESG program as a result of the HEARTH Act. The Mayor's Office of Housing and Community Development (MOHCD), the lead agency for the City's ESG program, has been working closely with HSA staff and the Local Board to align the city's ESG program with the intent of the Act. MOHCD staff consulted with the Local Board during the creation of the Consolidated Plan to get its specific feedback on housing and homeless issues, the

Local Board's priorities, and how the City's ESG programs and homeless housing programs can best align with the City's continuum of care.

The Mayor has also recently created the new department of Homeless and Supportive Housing. The new Department has approximately 110 staff members, largely transferring from the Department of Public Health and the Human Service Agency. This will bring together under one roof the multitude of City services from outreach – including the Homeless Outreach Team – to shelter and supportive housing. The Department of Homelessness and Supportive Housing's budget is approximately $165 million annually and was introduced as part of the Mayor's proposed FY 2016-17 and 2017-18 budget. It encompasses the majority of homeless spending in the City which is primarily expended through contracts to non-profits to provide services and interventions from outreach through supportive housing.

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

MOHCD staff meets regularly with staff of the newly formed Department of Homelessness and Supportive Housing (HSH) as HSH is overhauling the City's HMIS and Coordinated Entry systems to assist with prioritization and placement; capture performance standards and client outcomes of ESG sub-recipients; and to serve as a case management tool. The Human Services Agency (HSA) was the lead City department over homeless services prior to the formation of HSH, which consolidated all homeless services across City departments. MOHCD and HSA worked with a consultant in program year 2016 to develop both ESG and HMIS policies and procedures manuals. MOHCD has been assigned the responsibility to train all ESG sub-recipients in the requirements of HMIS required data fields, and has developed coordinated data collection systems that align HMIS to MOHCD's own internal contract monitoring system, and sub-recipient data management systems to ensure the capture of all relevant and required outcomes and outputs. MOHCD additionally met with the senior management of HSA prior to the formation of HSH during the creation of the Consolidated Plan to solicit input into MOHCD's homeless and homelessness prevention objectives and strategies, and convenes regular meetings of all HSH and MOHCD homeless service providers 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.

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**	San Francisco Immigrant Legal and Education Network
	Agency/Group/Organization Type	Services-Immigrant Legal
	What section of the Plan was addressed by Consultation?	Market Analysis Non-housing Community Development Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes	MOHCD receives monthly grant reporting narratives which include progress of activities and outcomes, examples of impact/success and description on

	of the consultation or areas for improved coordination?	emerging trends.
2	Agency/Group/Organization	Transitional Age Youth Advisory Board and Youth Commission
	Agency/Group/Organization Type	Services-TAY
	What section of the Plan was addressed by Consultation?	Market Analysis Non-housing Community Development Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	MOHCD staff serves on a working group with members of these groups focusing on TAY Housing Public Service needs. MOHCD, in partnership with the Department of Public Health, recently completed an evaluation process for TAY housing stock and this working group aims to implement the recommendations created out of the evaluation's final report.
3	Agency/Group/Organization	HIV Community Planning Council
	Agency/Group/Organization Type	Services-Persons with HIV/AIDS
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs Market Analysis Non-housing Community Development Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	A MOHCD staff member is a full voting member of the HCPC and is designated the Housing Seat on the Council. At the bi-monthly meetings, emerging needs and responses are discussed.
4	Agency/Group/Organization	Housing Counseling Network
	Agency/Group/Organization Type	Services - Tenant Counseling/Eviction Prevention
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis Non-housing Community Development Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	MOHCD staff convenes and facilitates bi-monthly groups of legal service and tenant counseling services to coordinate services and better inform housing policy.
5	Agency/Group/Organization	Homeownership/Family Economic Success Coordinating Council
	Agency/Group/Organization Type	Services-Financial Literacy
	What section of the Plan was addressed by Consultation?	Anti-poverty Strategy Non-housing Community Development Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	MOHCD staff participates in quarterly FES Coordinating Council meetings, sharing best practices and information about new programs from governmental and nonprofit agencies focusing on financial education.
6	Agency/Group/Organization	HOPE SF Network
	Agency/Group/Organization Type	Services - Housing

	What section of the Plan was addressed by Consultation?	Public Housing Needs Market Analysis Non-housing Community Development Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	MOHCD staff participates in monthly HOPESF Network meetings. MOHCD staff facilitates the implementation of monthly newsletters and community calendars to encourage better coordination of services. MOHCD receives monthly grant reporting narratives which include progress of activities and outcomes.
7	Agency/Group/Organization	Homeownership SF
	Agency/Group/Organization Type	Housing
	What section of the Plan was addressed by Consultation?	Market Analysis Non-housing Community Development Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	MOHCD staff meets with Homeownership SF on a quarterly basis to help plan appropriate services to prepare low and moderate income San Franciscans to become homeowners.
8	Agency/Group/Organization	Neighborhood Economic Development Partners
	Agency/Group/Organization Type	Services - Small Business Technical Assistance
	What section of the Plan was addressed by Consultation?	Economic Development
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Pertinent issues and needs include cultural awareness/isolation; updating/modern tools to manage the business; education regarding resources for small businesses; proactive programs; financing (existing resources, understanding management of money, credit history); education about what landlords want in a space and how to negotiate with them to get a fair lease; business basics; language capacity issues; technical assistance for existing businesses; develop a 1 year plan for clients; City permitting process is challenging in starting a business-food safety handling training in Spanish is needed; legal issues are difficult to understand; small businesses and nonprofit agencies need lease negotiation and leasing services; technical assistance in Chinese; data on the development of SF businesses that hit the 3+ year mark after startup to track progress and additional technical assistance needs; better client tracking across agencies and services
9	Agency/Group/Organization	Long Term Care Coordinating Council Housing and Services Workgroup
	Agency/Group/Organization Type	Housing Services - Housing

		Services-Elderly Persons Services-Persons with Disabilities Services-Long Term Care
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Non-Homeless Special Needs Non-housing Community Development Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	MOHCD has a membership slot on this council, which works to improve community-based long term care and supportive services for older adults and adults with disabilities.
10	**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 - Veterans Homelessness Needs - Unaccompanied youth
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	A MOHCD staff member attends the monthly meetings of the LHCB, which is the governing board for the Continuum of Care (COC); and thus the MOHCD staff member is there as part of ongoing consultation with the COC.
11	**Agency/Group/Organization**	South of Market Community Advisory Committee
	Agency/Group/Organization Type	Housing Services – Housing Services – Elderly Services – Youth Services - Veterans Services - Workforce
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Non-Homeless Special Needs Non-housing Community Development Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	MOHCD attended monthly meetings to listen to community discussion of housing and non-housing community development needs, focusing on affordable housing, employment, community convening, youth services, infrastructure, and displacement.
12	**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 Non-Homeless Special Needs Non-housing Community Development Needs
	How was the	Met with Disability Council to describe development

	Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	of new online housing access portal to ensure equal access for people with disabilities to housing application process.
13	Agency/Group/Organization	Workforce Investment San Francisco
	Agency/Group/Organization Type	Services-Employment
	What section of the Plan was addressed by Consultation?	Market Analysis Non-housing Community Development Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Workforce Investment San Francisco (WISF) is designated as the City's Workforce Investment Board. The WISF plays an integral role in partnering with OEWD in overseeing and setting the direction for San Francisco's Workforce System. The mission of the WISF is to provide a forum where business, labor, education, government, community-based organizations and other stakeholders work together to increase their collective capacity to address the supply and demand challenges confronting the workforce. OEWD presents regular updates on the City's workforce services at quarterly WISF meetings.
14	Agency/Group/Organization	Department of Children, Youth and Their Families
	Agency/Group/Organization Type	Other government - Local
	What section of the Plan was addressed by Consultation?	Market Analysis Non-housing Community Development Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	MOHCD has ongoing conversations with DCYF for strategy development and better coordination of services.
15	Agency/Group/Organization	Department of Homelessness and Supportive Housing
	Agency/Group/Organization Type	Other government - Local
	What section of the Plan was addressed by Consultation?	Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth HOPWA Strategy Market Analysis Anti-poverty Strategy Non-housing Community Development Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	MOHCD has ongoing conversations with DHSH for strategy development and better coordination of services.
16	Agency/Group/Organization	Department of Public Health

	Agency/Group/Organization Type	Other government – Local
	What section of the Plan was addressed by Consultation?	HOPWA Strategy Market Analysis Non-housing Community Development Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	MOHCD has ongoing conversations with DPH for strategy development and better coordination of services.
17	Agency/Group/Organization	Department on the Status of Women
	Agency/Group/Organization Type	Other government – Local
	What section of the Plan was addressed by Consultation?	Market Analysis Non-housing Community Development Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	MOHCD staff consulted with DOSW staff to ensure appropriate domestic violence services targeting the Arab community to ensure continuity of services following the closure of a local community group serving this community.
18	Agency/Group/Organization	Department of Aging and Adult Services
	Agency/Group/Organization Type	Other government – Local
	What section of the Plan was addressed by Consultation?	Market Analysis Non-housing Community Development Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	MOHCD staff participated in interdepartmental discussions to ensure ongoing senior services to be provided in the Visitacion Valley area. MOHCD staff also consulted with senior organizations to help develop a home sharing program matching senior homeowners with potential tenants to support aging in place and supplement incomes for seniors.
19	Agency/Group/Organization	Office of Civic Engagement and Immigrant Affairs
	Agency/Group/Organization Type	Other government – Local
	What section of the Plan was addressed by Consultation?	Market Analysis Non-housing Community Development Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	MOHCD staff worked with OCEIA staff to ensure appropriate language access for interpretation and translation for monolingual non-English speakers and people with disabilities. Staff is also working closely with OCEIA staff to coordinate services for the immigrant community.
20	Agency/Group/Organization	Mission Action Plan
	Agency/Group/Organization Type	Other government – Local
	What section of the Plan was addressed by Consultation?	Market Analysis Non-housing Community Development Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for	Participate in government and community working group aiming to develop housing policies and resource development for Mission District residents.

	improved coordination?	
21	Agency/Group/Organization	Planning Department
	Agency/Group/Organization Type	Other government – Local
	What section of the Plan was addressed by Consultation?	Market Analysis Non-housing Community Development Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Ongoing conversations for strategy development and better coordination of responses to housing needs
22	Agency/Group/Organization	RAD Network
	Agency/Group/Organization Type	Services – Housing
	What section of the Plan was addressed by Consultation?	Public Housing Needs Market Analysis Non-housing Community Development Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Participate in monthly RAD Network meetings. Facilitate the implementation of monthly newsletters and community calendars to encourage better coordination of services. Receive monthly grant reporting narratives which include questions about progress of activities and outcomes.

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

MOHCD and OEWD 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 / 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	Human Services Agency (HSA)	The Local Homeless Board and this Consolidated plan identify similar strategies and needs for the targeted population.
HIV/AIDS Housing Plan	Mayor's Office of Housing and Community Development	This plan and the Consolidated plan are coordinating similar goals and objectives.
Child Services Allocation Plan 2013-2016	Department of Children Youth and their Families	To ensure that there wasn't a duplication of services and investment, this plan was considered and the Director of the Department was consulted.

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Community Health Improvement Plan	Department of Public Health	Open spaces, health and general community development goals overlap with our Consolidated Plan efforts.
Department of Aging Area Plan 2012-2016	Department of Aging and Adult Services	Seniors as a target population and the effort to improve technology in the SF Housing Authority ties to our Consolidated plan.
HSA 2014 Federal Budget and Legislative Priorities	Human Services Agency (HSA)	Target populations, workforce development goals and homeless strategies were deemed as informative and related to our Consolidated Plan formation.
Five-Year Strategic Plan of the SF LHCB, 2008-2013	HSA/Local Homeless Coordinating Board (LHCB)	Focus on homeless prevention, emergency shelters and transitional housing, supportive housing, service connection and financial education overlap with Consolidated plan goals and objectives.
LHCB Strategic Plan Framework, 2014-2019	HSA/Local Homeless Coordinating Board (LHCB)	Focus on affordable housing, employment-readiness, emergency shelters and transitional housing, and homeless prevention overlap with Consolidated plan goals and objectives.
San Francisco's Ten-Year Plan to End Chronic Homelessness: Anniversary Report Covering 2004-2014	Human Services Agency (HSA)	Focus on expanding permanent supportive housing, homeless prevention and rapid re-housing efforts overlap with Consolidated plan goals and objectives.
2012-2014 Comprehensive HIV Health Services Plan	Department of Public Health: HIV Health Services	Focus on enhanced services for homeless and marginally housed persons with HIV overlap with Consolidated plan goals and objectives.
2014 Violence Against Women Community Needs Assessment	Department on the Status of Women	Similar emphasis on transitional housing resources that are gender-responsive to the needs of women survivors, and continued support of case management services for domestic violence survivors.
San Francisco Public Safety Realignment and Post Release Community Supervision 2012 Implementation Plan	Adult Probation Department	Supports goals for partnerships for services focusing on homeless or temporarily housed individuals and providing job readiness services.
Reentry in San Francisco: Annual Report	Adult Probation Department	Supports overall focus on the needs of re-entry individuals.
Realignment in SF: Two Years in Review	Adult Probation Department	Supports recommendation to ensure fair housing access to permanent supportive rental housing.

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
San Francisco General Plan 2014 Housing Element	Planning Department	The Housing Element includes implementation strategies that preserve, develop and fund affordable housing for extremely low income, very low income and moderate income groups.
San Francisco's Workforce Strategic Plan for PY 2017-2021	Office of Economic and Workforce Development	Supports workforce strategies to improve access to Job Opportunities for Disadvantaged San Francisco Residents

Describe cooperation and coordination with other public entities, including the State and any adjacent units of general local government, in the implementation of the Consolidated Plan (91.215(l))

MOHCD works closely with the Office of Community Investment and Infrastructure (OCII), which is the Successor Agency to the San Francisco Redevelopment Agency, and the San Francisco Housing Authority on affordable housing activities.

In addition, the City and County of San Francisco works with the County of San Mateo on the use of HOPWA funds.

Narrative (optional):

Key takeaways from the consultation and citizen participation processes are:

- Increasing affordable housing is consistently identified as the top priority across all stakeholder groups and data collection formats.
- Apart from housing concerns, residents and service providers largely agree on what they consider to be other pressing concerns confronting the city. Issues frequently identified by both groups include the following: providing mental health and substance use services, addressing homelessness, and supporting transitional age youth (TAY).
- Staff members of other city agencies were the only stakeholder group to emphasize the importance of capital support and facilities improvement.

It is important to note that the activities proposed in the Consolidated Plan may not exactly mirror the issues identified through the needs assessment process. The needs assessment data is one category of information that was reviewed as part of the strategic planning. Other components include 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. Synthesizing all this information informed the goals, strategies, and objectives for the Consolidated Plan.

AP-12 Citizen Participation

1. Summary of citizen participation process/Efforts made to broaden citizen participation Summarize citizen participation process and how it impacted goal-setting

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

Public Input on Needs

In preparation for the development of the 2015-2019 Consolidated Plan, during the Spring of 2014, the Citizen's Committee on Community Development, MOHCD and OEWD convened four public hearings in key neighborhoods to collect more detailed resident input on specific community needs. All locations were accessible to persons with disabilities, and translation services were made available to the public. In addition to the public hearings, MOHD conducted an on-line survey of residents to assess their perspectives on the needs of their neighborhoods.

In preparation for the 2017-2018 program year, the CCCD, MOHCD and OEWD conducted a public hearing on November 17, 2016 to solicit feedback and ideas from residents and the community at large concerning the five-year Consolidated Plan. The public meeting was accessible to persons with disabilities and interpretation services were made available to the public.

Notice of the hearing was published in the San Francisco Examiner, in neighborhood-based newspapers, and on MOHCD's website. MOHCD also sent out a mass mailing of the public notice. The mailing list consisted of more than 900 non-profit organizations and neighborhood-based groups. The notice was translated into Chinese and Spanish and was distributed to public libraries and to other neighborhood organizations that serve low-income and hard-to-reach residents. Persons who did not want to speak at a public hearing were encouraged to provide written comments to MOHCD/OEWD.

Notes from the November 17, 2016 community needs hearing can be found in the Citizen Participation Comments Attachment.

Public Input on the Draft 2017-2018 Action Plan

The Draft 2017-2018 Action Plan is available to the public for review and comment between April 6, 2017 and May 5, 2017. The City published a notice in the San Francisco Examiner on March 16, March 24, March 29, April 12 and April 26, 2017 informing the public of the availability of the draft document for review and comment. The public has access to review the document at the Main Branch of the Public Library and at the offices of MOHCD and OEWD. The document is also posted on the MOHCD and OEWD websites. The CCCD, MOHCD and OEWD will hold a public hearing on April 18, 2017 to receive comments on the Draft 2017-2018 Action Plan. Persons who cannot attend the public hearing or who do not want to speak at the public hearings are encouraged to provide written comments to MOHCD/OEWD.

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 11/17/2016	Non-targeted/broad community	See Citizen Participation Comments Attachment	See Citizen Participation Comments Attachment	n/a	n/a
2	Draft Action Plan Public Meeting 4/18/2017	Non-targeted/ broad community	See Citizen Participation Comments Attachment	See Citizen Participation Comments Attachment	n/a	n/a

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

Introduction

For the 2017-2018 program year, 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 – Expected Resources – Priority Table

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 3				Expected Amount Available Reminder of ConPlan $	Narrative Description
			Annual Allocation: $	Program Income: $	Prior Year Resources: $	Total: $		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	16,485,875	2,296,949	0	18,782,824	31,540,083	Assumes approximately 5% reduction in entitlement funds each year and program income of $500k each year.

2408

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 3				Expected Amount Available Reminder of ConPlan $	Narrative Description
			Annual Allocation: $	Program Income: $	Prior Year Resources: $	Total: $		
HOME	public - federal	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership TBRA	4,158,751	100,000	0	4,258,751	7,754,086	Assumes approximately 5% reduction in entitlement funds each year and program income of $25k each year.

2409

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 3				Expected Amount Available Reminder of ConPlan $	Narrative Description
			Annual Allocation: $	Program Income: $	Prior Year Resources: $	Total: $		
HOPWA	public - federal	Permanent housing in facilities Permanent housing placement Short term or transitional housing facilities STRMU Supportive services TBRA	6,735,026	50,000	0	6,785,026	12,576,636	Assumes approximately 5% reduction in entitlement funds each year and program income of $50k each year.

2410

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 3				Expected Amount Available Reminder of ConPlan $	Narrative Description
			Annual Allocation: $	Program Income: $	Prior Year Resources: $	Total: $		
ESG	public - federal	Conversion and rehab for transitional housing Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Rental Assistance Services Transitional housing	1,484,425	0	0	1,484,425	2,749,897	Assumes approximately 5% reduction in entitlement funds each year and no program income.

2411

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 3				Expected Amount Available Reminder of ConPlan $	Narrative Description
			Annual Allocation: $	Program Income: $	Prior Year Resources: $	Total: $		
General Fund	public - local	Acquisition Financial Assistance Homebuyer assistance Housing Multifamily rental new construction Multifamily rental rehab Public Services Rapid re-housing (rental assistance) Services Supportive services	21,000,000	0	0	21,000,000	42,000,000	Investments in Public Services and Housing from the City General Fund budget. Estimated at $16,000,000 for services and $5,000,000 for HOPE SF Housing each year.

2412

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 3				Expected Amount Available Reminder of ConPlan $	Narrative Description
			Annual Allocation: $	Program Income: $	Prior Year Resources: $	Total: $		
Housing Trust Fund	public - local	Acquisition Admin and Planning Homebuyer assistance Housing Multifamily rental new construction Multifamily rental rehab Public Improvements Rental Assistance	31,200,000	0	0	31,200,000	70,800,000	Local Housing Trust Fund (HTF). Annual allocation increases $2.8MM each year.
Other Housing Impact Fees	public - local	Acquisition Admin and Planning Housing Multifamily rental new construction	311,000,000	0	0	311,000,000	273,000,000	Housing Impact Fees include Inclusionary In-Lieu fees, Jobs-Housing Linkage Fees, and Development Agreement Fees. Amount available in current year includes anticipated unspent balances from prior years.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 3				Expected Amount Available Reminder of ConPlan $	Narrative Description
			Annual Allocation: $	Program Income: $	Prior Year Resources: $	Total: $		
Other Low-Mod Income Housing Asset Fund	public - local	Acquisition Admin and Planning Homebuyer assistance Housing Multifamily rental new construction Multifamily rental rehab	4,000,000	0	0	4,000,000	8,000,000	Annual program income from former Redevelopment Agency assets
Other General Obligation Bond	public - local	Acquisition Admin and Planning Homebuyer assistance Housing Multifamily rental new construction Multifamily rental rehab	171,500,000	0	0	171,500,000	138,000,000	2015 General Obligation Bond for affordable housing

2414

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 3				Expected Amount Available Reminder of ConPlan $	Narrative Description
			Annual Allocation: $	Program Income: $	Prior Year Resources: $	Total: $		
Other OCII	public - local	Acquisition Admin and Planning Housing Multifamily rental new construction	17,500,000	0	0	17,500,000	241,000,000	OCII (Office of Community Investment and Infrastructure) housing development funding

2415

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 community development activities in various ways.

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.

The City has also successfully applied for and received state funds for Housing Related Parks Projects, enabling the department to fund capital improvements and public space improvements to community facilities and outdoor spaces in low-income neighborhoods that are near to qualifying housing developments.

The City's General Fund supports additional projects at MOHCD, primarily focusing on legal services for immigrants and for residents facing eviction; revitalization efforts in public housing, including HOPE SF and the City's RAD public housing conversion projects; increased support for neighborhood-based services; increased support for immigrant communities seeking additional training in foundational life skills and transitions to self-sufficiency, and community planning efforts with residents in low-income communities.

In addition to CDBG workforce dollars, OEWD leverages WIA and local funds to execute local workforce development strategies. WIA 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 with non-ESG funds that will be provided by ESG sub-recipients to support the emergency shelter, rapid re-housing and/or homeless prevention activities that are supported by 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.

If appropriate, describe publically 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 San Francisco Unified School District, the San Francisco Municipal Transportation Agency, and the Port of San Francisco.

Under this year's Action Plan, MOHCD will issue between two to four Request for Proposals for developing up to four sites owned or to be owned by MOHCD into affordable housing for low-income families or special need populations such as very low-income seniors or Transition-Age Youth. Specific sites to be made available for development through RFPs may include a site MOHCD is purchasing from the San Francisco Municipal Transportation Agency that will be above a new Central Subway station in the South of Market. Another site is land that a market rate developer is transferring to MOHCD in the South of Market in order to fulfill the market rate development's inclusionary housing requirements.

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 6 – Goals Summary

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Increased Supply of Affordable Housing	2015	2019	Affordable Housing Homeless Non-Homeless Special Needs	Tenderloin Chinatown South of Market Mission Bayview Hunters Point Visitacion Valley	Develop and Maintain Affordable Housing	See Table 7 – Five-Year Performance Measures Matrix	See Table 7 – Five-Year Performance Measures Matrix
2	Preserve and Maintain Affordable Housing Supply	2015	2019	Affordable Housing Public Housing Homeless Non-Homeless Special Needs	Tenderloin Chinatown South of Market Mission Bayview Hunters Point Visitacion Valley	Develop and Maintain Affordable Housing	See Table 7 – Five-Year Performance Measures Matrix	See Table 7 – Five-Year Performance Measures Matrix

2418

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
3	Increased Affordability of Rental Housing	2015	2019	Affordable Housing Homeless Non-Homeless Special Needs	Tenderloin Chinatown South of Market Mission Bayview Hunters Point Visitacion Valley	Make Housing Affordable	See Table 7 – Five-Year Performance Measures Matrix	See Table 7 – Five-Year Performance Measures Matrix
4	Increased Opportunities for Sustainable Homeownership	2015	2019	Affordable Housing	Tenderloin Chinatown South of Market Mission Bayview Hunters Point Visitacion Valley	Make Housing Affordable	See Table 7 – Five-Year Performance Measures Matrix	See Table 7 – Five-Year Performance Measures Matrix
5	Increase Access to Rental and Homeownership Housing	2015	2019	Affordable Housing Public Housing Homeless Non-Homeless Special Needs	Tenderloin Chinatown South of Market Mission Bayview Hunters Point Visitacion Valley	Make Housing Affordable	See Table 7 – Five-Year Performance Measures Matrix	See Table 7 – Five-Year Performance Measures Matrix

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
6	Reduced Rate of Evictions	2015	2019	Affordable Housing Homeless Non-Homeless Special Needs Non-Housing Community Development	Tenderloin Chinatown South of Market Mission Bayview Hunters Point Visitacion Valley	Prevent and End Homelessness	See Table 7 – Five-Year Performance Measures Matrix	See Table 7 – Five-Year Performance Measures Matrix
7	Transitional Housing is Available for Those Who Need It	2015	2019	Affordable Housing Homeless Non-Homeless Special Needs	Tenderloin Chinatown South of Market Mission Bayview Hunters Point Visitacion Valley	Prevent and End Homelessness	See Table 7 – Five-Year Performance Measures Matrix	See Table 7 – Five-Year Performance Measures Matrix
8	Homeless People Receive Basic Shelter and Support Services	2015	2019	Homeless Non-Housing Community Development	Tenderloin Chinatown South of Market Mission Bayview Hunters Point Visitacion Valley	Prevent and End Homelessness	See Table 7 – Five-Year Performance Measures Matrix	See Table 7 – Five-Year Performance Measures Matrix

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
9	Increased Access to Services for Public Housing Residents	2015	2019	Public Housing Non-Housing Community Development	Tenderloin Chinatown South of Market Mission Bayview Hunters Point Visitacion Valley	Provide Supportive Housing Services	See Table 7 – Five-Year Performance Measures Matrix	See Table 7 – Five-Year Performance Measures Matrix
10	Increased Access to Permanent Supportive Housing and Transitional Housing for PLWHA	2015	2019	Affordable Housing Non-Homeless Special Needs	Tenderloin Chinatown South of Market Mission Bayview Hunters Point Visitacion Valley	Provide Supportive Housing Services	See Table 7 – Five-Year Performance Measures Matrix	See Table 7 – Five-Year Performance Measures Matrix
11	Key Nonprofit Service Providers Have High Quality Facilities	2015	2019	Non-Housing Community Development	Tenderloin Chinatown South of Market Mission Bayview Hunters Point Visitacion Valley	Enhance Community Facilities and Spaces	See Table 7 – Five-Year Performance Measures Matrix	See Table 7 – Five-Year Performance Measures Matrix

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Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
12	Enhanced Public Spaces	2015	2019	Non-Housing Community Development	Tenderloin Chinatown South of Market Mission Bayview Hunters Point Visitacion Valley	Enhance Community Facilities and Spaces	See Table 7 – Five-Year Performance Measures Matrix	See Table 7 – Five-Year Performance Measures Matrix
13	Thriving, Locally-Owned Small Businesses	2015	2019	Non-Housing Community Development	Tenderloin Chinatown South of Market Mission Bayview Hunters Point Visitacion Valley	Strengthen Small Businesses and Commercial Corridors	See Table 7 – Five-Year Performance Measures Matrix	See Table 7 – Five-Year Performance Measures Matrix
14	Robust Commercial Corridors in Low-Income Neighborhoods	2015	2019	Non-Housing Community Development	Tenderloin Chinatown South of Market Mission Bayview Hunters Point Visitacion Valley	Strengthen Small Businesses and Commercial Corridors	See Table 7 – Five-Year Performance Measures Matrix	See Table 7 – Five-Year Performance Measures Matrix

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
15	Increased Supports for Residents to Convene and Build Social Capital	2015	2019	Non-Housing Community Development	Tenderloin Chinatown South of Market Mission Bayview Hunters Point Visitacion Valley	Increase Community Cohesion	See Table 7 – Five-Year Performance Measures Matrix	See Table 7 – Five-Year Performance Measures Matrix
16	Increased Capacity for Community-Based Organizations	2015	2019	Non-Housing Community Development	Tenderloin Chinatown South of Market Mission Bayview Hunters Point Visitacion Valley	Increase Community Cohesion	See Table 7 – Five-Year Performance Measures Matrix	See Table 7 – Five-Year Performance Measures Matrix
17	Increased Job Readiness	2015	2019	Non-Housing Community Development	Tenderloin Chinatown South of Market Mission Bayview Hunters Point Visitacion Valley	Promote Workforce Development	See Table 7 – Five-Year Performance Measures Matrix	See Table 7 – Five-Year Performance Measures Matrix

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Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
18	Increased Occupational Skills that Match Labor Market Needs	2015	2019	Non-Housing Community Development	Tenderloin Chinatown South of Market Mission Bayview Hunters Point Visitacion Valley	Promote Workforce Development	See Table 7 – Five-Year Performance Measures Matrix	See Table 7 – Five-Year Performance Measures Matrix
19	Access to Job Opportunities for Disadvantaged San Francisco Residents	2015	2019	Non-Housing Community Development	Tenderloin Chinatown South of Market Mission Bayview Hunters Point Visitacion Valley	Promote Workforce Development	See Table 7 – Five-Year Performance Measures Matrix	See Table 7 – Five-Year Performance Measures Matrix
20	Improved Service Connections	2015	2019	Non-Housing Community Development	Tenderloin Chinatown South of Market Mission Bayview Hunters Point Visitacion Valley	Promote Economic Advancement through Barrier Removal	See Table 7 – Five-Year Performance Measures Matrix	See Table 7 – Five-Year Performance Measures Matrix

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
21	Improved Foundational Competencies and Access to Job Training and Employment Opportunities for Disconnected Populations	2015	2019	Non-Housing Community Development	Tenderloin Chinatown South of Market Mission Bayview Hunters Point Visitacion Valley	Promote Economic Advancement through Barrier Removal	See Table 7 – Five-Year Performance Measures Matrix	See Table 7 – Five-Year Performance Measures Matrix
22	Increased Job Retention and Advancement Supports Through Legal and Other Related Services	2015	2019	Non-Housing Community Development	Tenderloin Chinatown South of Market Mission Bayview Hunters Point Visitacion Valley	Promote Economic Advancement through Barrier Removal	See Table 7 – Five-Year Performance Measures Matrix	See Table 7 – Five-Year Performance Measures Matrix
23	Improved Financial Literacy and Management	2015	2019	Non-Housing Community Development	Tenderloin Chinatown South of Market Mission Bayview Hunters Point Visitacion Valley	Promote Economic Advancement through Barrier Removal	See Table 7 – Five-Year Performance Measures Matrix	See Table 7 – Five-Year Performance Measures Matrix

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Table 7 – Five-Year Performance Measures Matrix

Goal 1A: Increased supply of affordable housing															
Funding Amount	Expected 5-year $ Amount	Actual 5-year $ Amount	5-year Actual % of Goal	Expected Year 1 $ Amount		Actual Year 1 $ Amount		Expected Year 2 $ Amount		Expected Year 3 $ Amount		Expected Year 4 $ Amount		Expected Year 5 $ Amount	
CDBG	$0	$0													
HOME	$14,101,664	$8,134,000	58%	$5,787,150		$8,134,000		$0		$2,214,514		$2,500,000		$3,600,000	
HOPWA	$0	$0													
ESG	$0	$0													
General Fund	$0	$0													
Housing Trust Fund	$55,838,759	$2,169,139	4%	$4,782,290		$2,169,139		$18,013,287		$9,866,007		$16,466,182		$6,710,993	
Housing Impact Fees	$420,993,088	$11,566,906	3%	$63,587,850		$11,566,906		$40,081,514		$308,869,694		$7,033,818		$1,420,212	
Low-Mod Income Housing Asset Fund	$4,205,679	$2,778,432	66%	$892,710		$2,778,432		$1,312,969		$0		$0		$2,000,000	
Other	$134,345,098	$12,641,612	9%	$1,200,000		$12,641,612		$92,230		$133,052,868		$0		$0	
OCII	$224,791,000	$24,677,477	11%	$107,350,000		$24,677,477		$3,015,000		$64,161,000		$44,235,000		$6,030,000	
Total	**$854,275,288**	**$61,967,566**	7%	**$183,600,000**		**$61,967,566**		**$62,515,000**		**$518,164,083**		**$70,235,000**		**$19,761,205**	
Performance Measures: Outcome Indicators	**5-year Goal**	**5-year Actual to Date**	**5-year Actual % of Goal**	**Expected Year 1**		**Actual Year 1**		**Expected Year 2**		**Expected Year 3**		**Expected Year 4**		**Expected Year 5**	
				Goal	**$ Amt**	**Actual #**	**Actual $ Amt**	**Goal**	**$ Amt**	**Goal**	**$ Amt**	**Goal**	**$ Amt**	**Goal**	**$ Amt**
Outcome Indicator 1A1. Number of affordable housing	4,164	924	22%	1,190	$183,600,000	924	$61,967,566	438	$62,515,000	1,612	##########	649	$70,235,000	275	$19,761,205

units created															
Performance Measures: Output Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Expected Year 1		Actual Year 1		Expected Year 2		Expected Year 3		Expected Year 4		Expected Year 5	
				Goal	$ Amt	Actual #	Actual $ Amt	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt
Output Indicator: Number of Permanent Supportive Housing units built for TAY (Parcel U, 17th & Folsom)	29	25	86%	12	$2,600,000	25	$6,114,474	-	$1,500,000	17	$9,120,000	-	$0	-	$0
Output Indicator: Number of Permanent Supportive Housing units built for seniors (24th St)	451	98	22%		$1,500,000	98	$2,169,139	35	$9,250,000	316	$80,298,277	100	$26,000,000	-	$0
Output Indicator: Number of Permanent Supportive Housing units built for veterans (MB53E)	50	50	100%	50	$24,000,000	50	$1,250,000	-	$0	-	$41,101,000	-	$0	-	$0
Output Indicator: Number of Permanent Supportive Housing units built for homeless	294	51	17%	110	$21,200,000	51	$5,824,585	41	$10,353,000	108	$27,150,000	20	$4,447,000	15	$3,353,000

families (20% set-aside for MB56E, Parcel O, 1950 Mission, SWL 322-1, MB56W)															
Output Indicator: Number of affordable housing units built for low-income households at or below 60% AMI (non-homeless units for homeless family projects listed above, plus Alice Griffith Ph 1-3, HP Block 49, MB57W, TB6, TB7)	2,276	420	18%	818	$134,300,000	420	$46,609,368	162	$41,412,000	907	######## ####	329	$39,788,000	60	$16,408,205
Output Indicator: Number of BMR housing units developed (884 MOHCD inclusionary + 214 OCII inclusionary)	1,000	280	28%	200		280		200		200.		200		200	

Output Indicator: Number of workforce housing units developed beyond BMR	TBD	0				0	$0			64	$19,920,000				

Goal 1A1 Preserve and Maintain Affordable Housing Supply															
Funding Amount	Expected 5-year $ Amount	Actual 5-year $ Amount	5-year Actual % of Goal	Expected Year 1 $ Amount		Actual Year 1 $ Amount		Expected Year 2 $ Amount		Expected Year 3 $ Amount		Expected Year 4 $ Amount		Expected Year 5 $ Amount	
CDBG	$28,859,899	$716,022	2%	$5,725,259		$716,022		$5,689,723		$8,727,614		$4,286,754		$4,430,549	
HOME	$9,700,000	$0	0%	$2,500,000		$0		$3,600,000		$0		$3,600,000			
HOPWA	$0	$0													
ESG	$0	$0													
General Fund	$6,834,815	$0	0%	$92,716		$0		$3,356,667		$0		$1,692,716		$1,692,716	
Housing Trust Fund	$70,434,811	$28,933,500	41%	$34,322,728		$28,933,500		$8,834,983		$4,330,000		$16,302,100		$6,645,000	
Housing Impact Fees	$92,876,109	$8,626,774	9%	$29,392,694		$8,626,774		$29,889,010		$23,284,105		$1,992,900		$8,317,400	
Low-Mod Income Housing Asset Fund	$13,796,251	$15,231,776	110%	$2,097,058		$15,231,776		$3,698,854		$2,000,339		$4,000,000		$2,000,000	
Other	$101,872,031	$18,914,939	19%	$35,135,458		$18,914,939		$0		$46,279,973		$7,600,000		$12,856,600	
OCII	$19,547,988	$0	0%	$2,500,000		$0		$17,047,988		$0		$0		$0	
Total	**$343,921,904**	**$72,423,011**	**21%**	**$111,765,913**		**$72,423,011**		**$72,117,225**		**$84,622,031**		**$39,474,470**		**$35,942,265**	
Performance Measures: Outcome Indicators	**5-year Goal**	**5-year Actual to Date**	**5-year Actual % of Goal**	**Expected Year 1**		**Actual Year 1**		**Expected Year 2**		**Expected Year 3**		**Expected Year 4**		**Expected Year 5**	
				Goal	**$ Amt**	**Actual #**	**Actual $ Amt**	**Goal**	**$ Amt**	**Goal**	**$ Amt**	**Goal**	**$ Amt**	**Goal**	**$ Amt**

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Outcome Indicator: Number of affordable housing units preserved or maintained	3,510	1,327	38%	2,317	$109,891,443	1,327	$72,028,633	286	$70,242,755	526	$83,587,561	133	$37,600,000	248	$34,067,795
Performance Measures: Output Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Expected Year 1		Actual Year 1		Expected Year 2		Expected Year 3		Expected Year 4		Expected Year 5	
				Goal	$ Amt	Actual #	Actual $ Amt	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt
Output Indicator: Number of units where lead hazards are addressed	60	2	3%	60		2	$23,550								
Output Indicator: Number of public housing units converted to private ownership under the Rental Assistance Demonstration program	2,066	1,128	55%	2,066	$42,685,563	1,128	$53,084,699	-	$0	-	$2,000,339	-	$0	-	$0
Output Indicator: Number of single family homes rehabilitated	115	45	39%	23		45	$698,095	23		23		23		23	
Output Indicator:	743	134	18%	105	$21,705,880	134	$13,267,673	156	$32,194,767	403	$55,542,249	14	$3,500,000	65	$11,067,795

Number of multifamily units rehabilitated															
Output Indicator: Number of public housing units rebuilt under HOPE SF	526	18	3%	63	$45,500,000	18	$4,954,616	107	$38,047,988	100	$26,044,973	96	$34,100,000	160	$23,000,000
Priority Need 1B: Make Use of Affordable Housing Stock															
Goal 1B: Increased affordability of rental housing															

Funding Amount	Expected 5-year $ Amount	Actual 5-year $ Amount	5-year Actual % of Goal	Expected Year 1 $ Amount	Actual Year 1 $ Amount	Expected Year 2 $ Amount	Expected Year 3 $ Amount	Expected Year 4 $ Amount	Expected Year 5 $ Amount
CDBG	$0	$0							
HOME	$0	$0							
HOPWA	$0	$0							
ESG	$0	$0							
General Fund	$9,945,226	$127,953	1%	$1,385,119	$127,953	$542,052	$1,649,650	$5,640,083	$728,322
Housing Trust Fund	$0	$0							
Housing Impact Fees	$0	$0							
Low-Mod Income Housing Asset Fund	$0	$0							
Other	$0	$0							
Total	**$9,945,226**	**$127,953**	**1%**	**$1,385,119**	**$127,953**	**$542,052**	**$1,649,650**	**$5,640,083**	**$728,322**

Performance Measures: Outcome Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Expected Year 1		Actual Year 1		Expected Year 2		Expected Year 3		Expected Year 4		Expected Year 5	
				Goal	$ Amt	Actual #	Actual $ Amt	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt

Outcome Indicator: Number of lower income households served with the assistance of rental subsidies (LOSP)	290	0	0%	20	$1,385,119	0	$127,953	23	$542,052	30	$1,649,650	199	$5,640,083	18	$728,322
Performance Measures: Output Indicators	**5-year Goal**	**5-year Actual to Date**	**5-year Actual % of Goal**	**Expected Year 1**		**Actual Year 1**		**Expected Year 2**		**Expected Year 3**		**Expected Year 4**		**Expected Year 5**	
				Goal	**$ Amt**	**Actual #**	**Actual $ Amt**	**Goal**	**$ Amt**	**Goal**	**$ Amt**	**Goal**	**$ Amt**	**Goal**	**$ Amt**
Output Indicator: Number of units supported with rental subsidies (Shelter plus Care or VASH)	75	0	0%	0		0		0		0		75		0	
Goal 1B: Increased opportunities for sustainable homeownership															
Funding Amount	**Expected 5-year $ Amount**	**Actual 5-year $ Amount**	**5-year Actual % of Goal**	**Expected Year 1 $ Amount**		**Actual Year 1 $ Amount**		**Expected Year 2 $ Amount**		**Expected Year 3 $ Amount**		**Expected Year 4 $ Amount**		**Expected Year 5 $ Amount**	
CDBG	$1,533,916	$356,000	23%	$337,958		$356,000		$337,958		$286,000		$286,000		$286,000	
HOME	$0	$0													
HOPWA	$0	$0													
ESG	$0	$0													
General Fund	$1,516,084	$0	0%	$128,042		$0		$128,042		$420,000		$420,000		$420,000	
Housing Trust Fund	$17,030,375	$3,831,628	22%	$3,400,000		$3,831,628		$3,400,000		$3,410,125		$3,410,125		$3,410,125	
Housing Impact Fees	$0	$0													

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Low-Mod Income Housing Asset Fund	$0	$0														
Other	$1,775,187	$4,400,992	248%		$783,187		$4,400,992		$248,000		$248,000		$248,000		$248,000	
Total	$21,855,562	$8,588,620	39%		$4,649,187		$8,588,620		$4,114,000		$4,364,125		$4,364,125		$4,364,125	
Performance Measures: Outcome Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Expected Year 1		Actual Year 1		Expected Year 2		Expected Year 3		Expected Year 4		Expected Year 5		
				Goal	$ Amt	Actual	% of Goal	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt	
Outcome Indicator 1Bii. Number of new homeowners created	690	443	64%	180		443	246%			170		170		170		
Performance Measures: Output Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Expected Year 1		Actual Year 1		Expected Year 2		Expected Year 3		Expected Year 4		Expected Year 5		
				Goal	$ Amt	Actual	% of Goal	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt	
Output Indicator: Number of new COP holders	270	110	41%	60		110	183%	60		50		50		50		
Output Indicator: Number of new EAHP holders	250	165	66%	50		165	330%	50		50		50		50		
Output Indicator: Number of individuals receiving pre-purchase education and counseling	12,100	3,857	32%	800		3,857	482%	800		3,500		3,500		3,500		

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Output Indicator: Number of individuals receiving post-purchase education and counseling	1,265	339	27%	70		339	484%	70		375		375	375
Output Indicator: Number of households receiving downpayment assistance loans	500	139	28%	100		139	139%	100		100		100	100
Output Indicator: Number of households receiving loans to purchase shares in co-ops	50	0	0%	2		0	0%	10		12		12	14
Output Indicator: Number of new BMR owners	635	159	25%	150		159	106%	125		120		120	120
Output Indicator: Number of MCCs issued	250	49	20%	50		49	98%	50		50		50	50
Output Indicator: Number of individuals submitting an online application for BMR homeowne	4,000	0	0%	100		0	0%	975		975		975	975

rship housing																
Goal 1Bili. Increase access to rental and homeownership housing																
Funding Amount	Expected 5-year $ Amount	Actual 5-year $ Amount	5-year Actual % of Goal	Expected Year 1 $ Amount		Actual Year 1 $ Amount		Expected Year 2 $ Amount		Expected Year 3 $ Amount		Expected Year 4 $ Amount		Expected Year 5 $ Amount	
CDBG	$1,512,768	$231,844	15%	$186,384		$231,844		$186,384		$380,000		$380,000		$380,000	
HOME	$0	$0													
HOPWA	$224,202	$52,262	23%	$40,101		$52,262		$40,101		$48,000		$48,000		$48,000	
ESG	$578,487	$0	0%	$33,333				$33,333		$170,607		$170,607		$170,607	
General Fund	$2,440,744	$627,320	26%	$17,849		$627,320		$17,849		$801,682		$801,682		$801,682	
Housing Trust Fund	$18,410,732	$711,048	4%	$3,445,000		$711,048		$3,445,000		$3,840,244		$3,840,244		$3,840,244	
Housing Impact Fees	$0	$0													
Low-Mod Income Housing Asset Fund	$0	$0													
Other	$5,000,000	$0	0%	$3,107,606		$0		$473,000		$473,000		$473,000		$473,394	
Total	$28,166,933	$1,622,474	6%	$6,830,273		$1,622,474		$4,195,667		$5,713,533		$5,713,533		$5,713,927	
Performance Measures: Outcome Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Expected Year 1		Actual Year 1		Expected Year 2		Expected Year 3		Expected Year 4		Expected Year 5	
				Goal	$ Amt	Actual	% of Goal	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt
Outcome Indicator 1Bili. Number of households placed in BMR and affordable	1,000	524	52%	233		524	225%	190		190		190		197	

rental housing														
Performance Measures: Output Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Expected Year 1		Actual Year 1		Expected Year 2		Expected Year 3		Expected Year 4		Expected Year 5	
				Goal	$ Amt	Actual	% of Goal	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt
Output Indicator: Number of households submitting an online application for BMR rental housing	40,000	0	0%	4,000		0	0%	9000		9000		9000		9000	
Output Indicator: Number of households submitting an online application for affordable housing	10,000	0	0%	2,000		0	0%	2,000		2,000		2,000		2,000	
Output Indicator: Number of individuals receiving assistance in accessing housing, including preparing for successful rental application	12,200	2,348	19%	2,500		2,348	94%	2,500		2,400		2,400		2,400	
Output Indicator: Number of	500	172	34%	100		172	172%	100		100		100		100	

new and re-rental opportuniti es														
Output Indicator: Number of existing BMR rental units	6,408	1,145	18%	828		1,145	138%	1,245		1,345		1,445		1,545
Output Indicator: Number of new COP holders	270	110	41%	60		110	183%	60		50		50		50
Output Indicator: Number of new EAHP holders	250	165	66%	50		165	330%	50		50		50		50
Priority Need: Prevent and End Homelessness														
Goal 1C1: Reduced rate of evictions														

Funding Amount	Expected 5-year $ Amount	Actual 5-year $ Amount	5-year Actual % of Goal	Expected Year 1 $ Amount	Actual Year 1 $ Amount	Expected Year 2 $ Amount	Expected Year 3 $ Amount	Expected Year 4 $ Amount	Expected Year 5 $ Amount
CDBG	$1,052,346	$267,500	25%	$282,423	$267,500	$282,423	$162,500	$162,500	$162,500
HOME	$0	$0							
HOPWA	$0	$0							
ESG	$2,114,548	$470,607	22%	$487,274	$470,607	$487,274	$380,000	$380,000	$380,000
General Fund	$10,148,389	$3,154,830	31%	$1,462,832	$3,154,830	$1,462,832	$2,407,575	$2,407,575	$2,407,575
Housing Trust Fund	$11,518,490	$1,365,404	12%	$955,000	$1,365,404	$955,000	$3,202,830	$3,202,830	$3,202,830
Housing Impact Fees	$0	$0							
Low-Mod Income Housing Asset Fund	$0	$0							
Other	$600,000	$0					$200,000	$200,000	$200,000

Total	$25,433,773	$5,258,341	21%	$3,187,529		$5,258,341		$3,187,529		$6,352,905		$6,352,905		$6,352,905	
Performance Measures: Outcome Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Expected Year 1		Actual Year 1		Expected Year 2		Expected Year 3		Expected Year 4		Expected Year 5	
				Goal	$ Amt	Actual	% of Goal	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt
Outcome Indicator 1Cl. Number of individuals whose evictions have been prevented	11,500	3,614	31%	1,250		3,614	289%	1,250		3,000		3,000		3,000	
Performance Measures: Output Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Expected Year 1		Actual Year 1		Expected Year 2		Expected Year 3		Expected Year 4		Expected Year 5	
				Goal	$ Amt	Actual	% of Goal	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt
Output Indicator: Number of individuals receiving legal representation	13,400	5,075	38%	1,000		5,075	508%	1,000		3,800		3,800		3,800	
Output Indicator: Number of individuals receiving tenant education and counseling	10,900	2,373	22%	2,000		2,373	119%	2,000		2,300		2,300		2,300	
Output Indicator: Number of individuals receiving short-term	1,675	767	46%	260		767	295%	260		385		385		385	

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rental assistance													
Output Indicator: Number of individuals receiving financial assistance, including moving costs, security deposits, utilities, last month's rent	44	0	0%	22		0	0%	22		0		0		0	
Goal 1Cii. Transitional housing is available for those who need it													
Funding Amount	**Expected 5-year $ Amount**	**Actual 5-year $ Amount**	**5-year Actual % of Goal**	**Expected Year 1 $ Amount**		**Actual Year 1 $ Amount**		**Expected Year 2 $ Amount**		**Expected Year 3 $ Amount**		**Expected Year 4 $ Amount**	**Expected Year 5 $ Amount**
CDBG	$165,000	$0								$55,000		$55,000	$55,000
HOME	$0	$0											
HOPWA	$0	$0											
ESG	$110,000	$55,000	50%	$55,000		$55,000		$55,000					
General Fund	$0	$0											
Housing Trust Fund	$0	$0											
Housing Impact Fees	$0	$0											
Low-Mod Income Housing Asset Fund	$0	$0											
Other	$0	$0											
Total	**$275,000**	**$55,000**	**20%**	$55,000		$55,000		$55,000		$55,000		$55,000	$55,000
				Expected Year 1		**Actual Year 1**		**Expected Year 2**		**Expected Year 3**		**Expected Year 4**	**Expected Year 5**

Performance Measures: Outcome Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Goal	$ Amt	Actual	% of Goal	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt
Outcome Indicator 1CII. Number of individuals and/or families moving to permanent housing	31	5	16%	8		5	63%	8		5		5		5	
Performance Measures: Output Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Expected Year 1		Actual Year 1		Expected Year 2		Expected Year 3		Expected Year 4		Expected Year 5	
				Goal	$ Amt	Actual	% of Goal	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt
Output Indicator: Number of individuals and/or families placed in transitional housing	75	17	23%	15		17	113%	15		15		15		15	
Goal 1CII. Homeless people receive basic shelter and support services															
Funding Amount	Expected 5-year $ Amount	Actual 5-year $ Amount	5-year Actual % of Goal	Expected Year 1 $ Amount		Actual Year 1 $ Amount		Expected Year 2 $ Amount		Expected Year 3 $ Amount		Expected Year 4 $ Amount		Expected Year 5 $ Amount	
CDBG	$953,304	$161,873	17%	$201,135		$161,873		$201,135		$183,678		$183,678		$183,678	
HOME	$0	$0													
HOPWA	$0	$0													
ESG	$4,006,045	$834,292	21%	$784,292		$834,292		$784,292		$812,487		$812,487		$812,487	
General Fund	$21,476	$0	0%	$10,738				$10,738							

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Housing Trust Fund	$0	$0														
Housing Impact Fees	$0	$0														
Low-Mod Income Housing Asset Fund	$0	$0														
Other	$0	$0														
Total	**$4,980,825**	**$996,165**	**20%**		**$996,165**		**$996,165**		**$996,165**		**$996,165**		**$996,165**			
Performance Measures: Outcome Indicators	**5-year Goal**	**5-year Actual to Date**	**5-year Actual % of Goal**	**Expected Year 1**		**Actual Year 1**		**Expected Year 2**		**Expected Year 3**		**Expected Year 4**		**Expected Year 5**		
				Goal	**$ Amt**	**Actual**	**% of Goal**	**Goal**	**$ Amt**	**Goal**	**$ Amt**	**Goal**	**$ Amt**	**Goal**	**$ Amt**	
Outcome Indicator 1Ciii. Number of individuals moved into more stable housing	1,100	310	28%	220		310	141%	220		220		220		220		
Performance Measures: Output Indicators	**5-year Goal**	**5-year Actual to Date**	**5-year Actual % of Goal**	**Expected Year 1**		**Actual Year 1**		**Expected Year 2**		**Expected Year 3**		**Expected Year 4**		**Expected Year 5**		
				Goal	**$ Amt**	**Actual**	**% of Goal**	**Goal**	**$ Amt**	**Goal**	**$ Amt**	**Goal**	**$ Amt**	**Goal**	**$ Amt**	
Output Indicator: Number of individuals receiving rapid-rehousing services, including case management, and housing placement	3,080	207	7%	640		207	32%	640		600		600		600		

Output Indicator: Number of individuals receiving short-term rental assistance	310	61	20%	80		61	76%	80		50		50		50	
Output Indicator: Number of individuals receiving financial assistance, including moving costs, security deposits, utilities, last month's rent	320	169	53%	10		169	1690%	10		100		100		100	
Output Indicator: Number of individuals and families receiving shelter services	3,885	1,491	38%	900		1,491	166%	900		695		695		695	
Output Indicator: Number of units subsidized through LOSP	418	0	0%	20		0	0%	23		158		199		18	
[illegible]															
Goal 1D: Increased access to services for public housing residents															
Funding Amount	Expected 5-year $ Amount	Actual 5-year $ Amount	5-year Actual % of Goal	Expected Year 1 $ Amount		Actual Year 1 $ Amount		Expected Year 2 $ Amount		Expected Year 3 $ Amount		Expected Year 4 $ Amount		Expected Year 5 $ Amount	

CDBG	$4,388,932	$65,000	1%	$671,966		$65,000		$671,966		$1,015,000		$1,015,000		$1,015,000	
HOME	$0	$0													
HOPWA	$0	$0													
ESG	$0	$0													
General Fund	$7,604,08.6	$1,663,353	22%	$678,569		$1,663,353		$678,569		$2,082,316		$2,082,316		$2,082,316	
Housing Trust Fund	$900,000	$0								$300,000		$300,000		$300,000	
Housing Impact Fees	$0	$0													
Low-Mod Income Housing Asset Fund	$0	$0													
Other	$0	$0													
Total	**$12,893,018**	**$1,728,353**	**13%**	**$1,350,535**		**$1,728,353**		**$1,350,535**		**$3,397,316**		**$3,397,316**		**$3,397,316**	
Performance Measures: Outcome Indicators	**5-year Goal**	**5-year Actual to Date**	**5-year Actual % of Goal**	**Expected Year 1**		**Actual Year 1**		**Expected Year 2**		**Expected Year 3**		**Expected Year 4**		**Expected Year 5**	
				Goal	**$ Amt**	**Actual**	**% of Goal**	**Goal**	**$ Amt**	**Goal**	**$ Amt**	**Goal**	**$ Amt**	**Goal**	**$ Amt**
Outcome Indicator 1Di. Number of public housing residents that achieve 75% of their goals from their service plans	972	197	20%	147		197	134%	147		226		226		226	
Performance Measures: Output Indicators	**5-year Goal**	**5-year Actual to Date**	**5-year Actual % of Goal**	**Expected Year 1**		**Actual Year 1**		**Expected Year 2**		**Expected Year 3**		**Expected Year 4**		**Expected Year 5**	
				Goal	**$ Amt**	**Actual**	**% of Goal**	**Goal**	**$ Amt**	**Goal**	**$ Amt**	**Goal**	**$ Amt**	**Goal**	**$ Amt**

Output Indicator: Number of residents engaged in case management across four HOPE SF sites and beginning in 2016-2017 eight RAD sites	1,179	244	21%	210		244	116%	210	253	253	253	
Output Indicator: Number of resident service referrals across four HOPE SF sites and begining in 2016-2017 eight RAD sites	5,190	1,158	22%	645		1,158	180%	645	1,300	1,300	1,300	

Goal 1DII. Increased access to permanent supportive housing and transitional housing for PLWHA

Funding Amount	Expected 5-year $ Amount	Actual 5-year $ Amount	5-year Actual % of Goal	Expected Year 1 $ Amount	Actual Year 1 $ Amount	Expected Year 2 $ Amount	Expected Year 3 $ Amount	Expected Year 4 $ Amount	Expected Year 5 $ Amount
CDBG	$0	$0							
HOME	$0	$0							
HOPWA	$31,189,137	$6,820,223	22%	$6,670,425	$6,820,223	$6,670,425	$5,949,429	$5,949,429	$5,949,429
ESG	$0	$0							
General Fund	$6,700,209	$1,357,485	20%	$1,313,877	$1,357,485	$1,313,877	$1,357,485	$1,357,485	$1,357,485
Housing Trust Fund	$0	$0							
Housing Impact Fees	$0	$0							

Low-Mod Income Housing Asset Fund	$0	$0														
Other	$1,391,001	$0										$463,667		$463,667		$463,667
Total	$39,280,347	$8,177,708	21%		$7,984,302		$8,177,708		$7,984,302		$7,770,581		$7,770,581		$7,770,581	
Performance Measures: Outcome Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Expected Year 1		Actual Year 1		Expected Year 2		Expected Year 3		Expected Year 4		Expected Year 5		
				Goal	$ Amt	Actual	% of Goal	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt	
Outcome Indicator 1Dii: Number of individuals more stably housed	2,572	574	22%	500		574	115%	500		524		524		524		
Performance Measures: Output Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Expected Year 1		Actual Year 1		Expected Year 2		Expected Year 3		Expected Year 4		Expected Year 5		
				Goal	$ Amt	Actual	% of Goal	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt	
Output Indicator: Number of individuals housed in long-term residential care facilities	712	161	23%	113		161	142%	113		162		162		162		
Output Indicator: Number of individuals housed in permanent facilities	340	68	20%	68		68	100%	68		68		68		68		
Output Indicator: Number of individuals	88	18	20%	11		18	164%	11		22		22		22		

housed in transitional facilities													
Output Indicator : Number of individuals receiving shallow rental subsidies	330	101	31%	90		101	112%	45		65		65		65	
Output indicator : Number of individuals receiving long-term deep rental subsidies	1,101	226	21%	240		226	94%	240		207		207		207	
[redacted]													
[redacted]													
Goal 2A: Key nonprofit service providers have high quality facilities													

Funding Amount	Expected 5-year $ Amount	Actual 5-year $ Amount	5-year Actual % of Goal	Expected Year 1 $ Amount	Actual Year 1 $ Amount	Expected Year 2 $ Amount	Expected Year 3 $ Amount	Expected Year 4 $ Amount	Expected Year 5 $ Amount
CDBG	$11,276,567	$2,675,718	24%	$2,568,721	$2,675,718	$2,568,721	$2,046,375	$2,046,375	$2,046,375
HOME	$0	$0							
HOPWA	$0	$402,986			$402,986				
ESG	$0	$0							
General Fund	$2,204,260	$950,000	43%	$1,637,130	$950,000	$537,130	$10,000	$10,000	$10,000
Housing Trust Fund	$0	$177,379			$177,379				
Housing Impact Fees	$0	$0							
Low-Mod Income Housing Asset Fund	$0	$0							

Other	$1,000,000	$2,592,300	259 %	$1,000,000		$2,592,300										
Total	$14,480,827	$6,798,383	47%	$5,205,851		$6,798,383		$3,105,851		$2,056,375		$2,056,375		$2,056,375		
Performance Measures: Outcome Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Expected Year 1		Actual Year 1		Expected Year 2		Expected Year 3		Expected Year 4		Expected Year 5		
				Goal	$ Amt	Actual	% of Goal	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt	
Outcome Indicator 2Ai. Number of individuals with increased access to community facilities	60,000	59,882	100 %	12,000		59,882	499%	12,000		12,000		12,000		12,000		
Outcome Indicator 2Ai(2). Improved capacity of nonprofit service providers to plan and secure resources for capital improvements	60	30	50%	12		30	250%	12		12		12		12		
Performance Measures: Output Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Expected Year 1		Actual Year 1		Expected Year 2		Expected Year 3		Expected Year 4		Expected Year 5		
				Goal	$ Amt	Actual	% of Goal	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt	
Output Indicator: Number of nonprofit service providers receiving	60	30	50%	12		30	250%	12		12		12		12		

capital improvements to their facilities														
Output Indicator: Number of nonprofit service providers receiving Capital Needs Assessments	60	16	27%	12		16	133%	12		12		12		12	
Goal 2All Enhanced public spaces															
Funding Amount	Expected 5-year $ Amount	Actual 5-year $ Amount	5-year Actual % of Goal	Expected Year 1 $ Amount		Actual Year 1 $ Amount		Expected Year 2 $ Amount		Expected Year 3 $ Amount		Expected Year 4 $ Amount		Expected Year 5 $ Amount	
CDBG	$0	$70,230				$70,230									
HOME	$0	$0													
HOPWA	$0	$0													
ESG	$0	$0													
General Fund	$0	$0													
Housing Trust Fund	$5,450,000	$996,380	18%	$1,700,000		$996,380		1,500,000		750,000		750,000		750,000	
Housing Impact Fees	$0	$0													
Low-Mod Income Housing Asset Fund	$0	$0													
Other	$0	$0													
Total	$5,450,000	$1,066,610	20%	$1,700,000		$1,066,610		$1,500,000		$750,000		$750,000		$750,000	
Performance Measures: Outcome Indicators	5-year Goal	5-year Actual to Date	5-year Actual %	Expected Year 1		Actual Year 1		Expected Year 2		Expected Year 3		Expected Year 4		Expected Year 5	
				Goal	$ Amt	Actual	% of Goal	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt

			of Goal											
Outcome Indicator 2AIII. Number of individuals with increased access to community and public spaces	375,000	217,378	58%	75,000		217,378	290%	75,000		75,000		75,000		75,000	
Performance Measures: Output Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Expected Year 1		Actual Year 1		Expected Year 2		Expected Year 3		Expected Year 4		Expected Year 5	
				Goal	$ Amt	Actual	% of Goal	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt
Output Indicator: Number of community and public spaces improved through capital investments	25	9	36%	5		9	180%	5		5		5		5	
Priority Need 2A: Strengthen small businesses and commercial corridors															
Goal 2Bi: Thriving, locally-owned small businesses															
Funding Amount	Expected 5-year $ Amount	Actual 5-year $ Amount	5-year Actual % of Goal	Expected Year 1 $ Amount		Actual Year 1 $ Amount		Expected Year 2 $ Amount		Expected Year 3 $ Amount		Expected Year 4 $ Amount		Expected Year 5 $ Amount	
CDBG	$6,848,485	$1,238,322	18%	$1,121,561		$1,238,322		$950,000		$1,592,308		$1,592,308		$1,592,308	
HOME	$0	$0													
HOPWA	$0	$0													
ESG	$0	$0													
General Fund	$2,575,000	$130,302	5%	$365,000		$130,302		$365,000		$615,000		$615,000		$615,000	

Housing Trust Fund	$0	$0														
Housing Impact Fees	$0	$0														
Low-Mod Income Housing Asset Fund	$0	$0														
Other	$0	$254,000					$254,000									
Total	$9,423,485	$1,622,624	17%		$1,486,561		$1,622,624		$1,315,000		$2,207,308		$2,207,308		$2,207,308	
Performance Measures: Outcome Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Expected Year 1		Actual Year 1		Expected Year 2		Expected Year 3		Expected Year 4		Expected Year 5	
				Goal	$ Amt	Actual	% of Goal	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt
Outcome Indicator 2Bi. Number of jobs created via business technical assistance	900	307	34%	150		307	205%	150		200		200		200	
Outcome Indicator 2Bi(2). Number of jobs created and retained via loans funded	775	709	91%	125		709	567%	125		175		175		175	
Outcome Indicator 2Bi(3). Number of jobs retained via business technical assistance	1,125	366	33%	225		366	163%	225		225		225		225	

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Outcome Indicator 2BI(5). Number of new businesses established via technical assistance provided	625	261	42%	50		261	522%	50		175		175		175	
Outcome Indicator 2BI(6). Number of borrowers that graduate to convention al lending	45	3	7%	10		3	30%	10		5		10		10	
Performanc e Measures: Output Indicators	5-year Goal	5-year Actual to Date	5-year Actu al % of Goal	Expected Year 1		Actual Year 1		Expected Year 2		Expected Year 3		Expected Year 4		Expected Year 5	
				Goal	$ Amt	Actual	% of Goal	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt
Output Indicator: # of startup businesses assisted	1,450	267	18%	300		267	89%	300		250		300		300	
Output Indicator: # of existing businesses assisted	1,950	953	49%	400		953	238%	400		350		400		400	
Output Indicator: # of partners that engage non-English speakers as clients	64	13	20%	10		13	130%	12		12		15		15	
Output Indicator: # of long-term	500	136	27%	75		136	181%	75		100		125		125	

businesses in neighborhood commercial corridors assisted														
Output Indicator: # of loans funded	475	154	32%	125		154	123%	125		75		75		75
Output Indicator: total dollar amount value of loans issued	20,500,000	14,460,070	71%	$3,500,000		$ 14,460,070	413%	$4,000,000		$4,000,000		$4,000,000		$5,000,000
Output Indicator: % of loan repaid	90%	96%		90%		96%	107%	90%		90%		90%		90%
Output Indicator: # of Section 108 funded projects	1	0	0%	1		0	0%	0		0		0		0

Goal: ZB11 Robust commercial corridors in low-income neighborhoods:

Funding Amount	Expected 5-year $ Amount	Actual 5-year $ Amount	5-year Actual % of Goal	Expected Year 1 $ Amount	Actual Year 1 $ Amount	Expected Year 2 $ Amount	Expected Year 3 $ Amount	Expected Year 4 $ Amount	Expected Year 5 $ Amount
CDBG	$1,894,945	$445,983	24%	$390,131	$445,983	$390,131	$371,561	$371,561	$371,561
HOME	$0	$0							
HOPWA	$0	$0							
ESG	$0	$0							
General Fund	$15,800,000	$2,576,000	16%	$2,576,000	$2,576,000	$1,731,000	$3,831,000	$3,831,000	$3,831,000
Housing Trust Fund	$0	$0							
Housing Impact Fees	$0	$0							

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Low-Mod Income Housing Asset Fund	$0	$0														
Other	$0	$0														
Total	$17,694,945	$3,021,983	17%	$2,966,131		$3,021,983		$2,121,131		$4,202,561		$4,202,561		$4,202,561		
Performance Measures: Outcome Indicators	**5-year Goal**	**5-year Actual to Date**	**5-year Actual % of Goal**	**Expected Year 1**		**Actual Year 1**		**Expected Year 2**		**Expected Year 3**		**Expected Year 4**		**Expected Year 5**	
				Goal	**$ Amt**	**Actual**	**% of Goal**	**Goal**	**$ Amt**	**Goal**	**$ Amt**	**Goal**	**$ Amt**	**Goal**	**$ Amt**
Outcome Indicator 2Bii. Number of jobs created	110	21	19%	25		21	84%	25		20		20		20	
Outcome Indicator 2Bii(2). Number of jobs retained	115	10	9%	40		10	25%	40		10		10		15	
Outcome Indicator 2Bii(3). Number of existing leases strengthened and businesses stabilized	200	55	28%	20		55	275%	30		50		50		50	
Performance Measures: Output Indicators	**5-year Goal**	**5-year Actual to Date**	**5-year Actual % of Goal**	**Expected Year 1**		**Actual Year 1**		**Expected Year 2**		**Expected Year 3**		**Expected Year 4**		**Expected Year 5**	
				Goal	**$ Amt**	**Actual**	**% of Goal**	**Goal**	**$ Amt**	**Goal**	**$ Amt**	**Goal**	**$ Amt**	**Goal**	**$ Amt**
Output Indicator: # of existing businesses assisted	575	225	39%	100		225	225%	100		125		125		125	

Output Indicator: # of openings and expansions assisted	57	106	186 %	10		106	1060%	10		10		12		15
Output Indicator: # of organizations that achieved some development benchmark including formalization, 501(c)(3) status, new paid staff, sustainable funding source	16	0	0%	5		0	0%	5		2		2		2
Output Indicator: # of façade improvement projects approved for grant funding	100	29	29%	10		29	290%	15		20		25		30
Output Indicator: # of completed façade improvement projects	36	15	42%	6		15	250%	6		8		8		8
Output Indicator: Total funds deployed for active and completed projects	2,500,000	606,689	24%	$500,000		$606,689	121%	$500,000		$500,000		$500,000		$500,000

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Output Indicator: # of ADA workshops provided	35	5 merchant walks		10		5 merchant walks		10		5		5		5	
Output Indicator: # of grants made to fund accessibility improvements	85	30	35%	20		30	150%	20		25		10		10	
Output Indicator: # of businesses assisted with ADA compliance	675	72	11%	125		72	58%	125		125		150		150	
Output Indicator: # of catalytic projects that achieve entitlement, groundbreaking, or grand opening	8	0	0%	1		0	0%	1		2		2		2	
Output Indicator: # of customized service plans developed or updated	40	25	63%	20		25	125%	20		0		0		0	
Priority Need 2C: Increased community resilience and investment															
Goal 2Ci: Increased supports for residents to convene and build social capital															
Funding Amount	Expected 5-year $ Amount	Actual 5-year $ Amount	5-year Actual %	Expected Year 1 $ Amount		Actual Year 1 $ Amount		Expected Year 2 $ Amount		Expected Year 3 $ Amount		Expected Year 4 $ Amount		Expected Year 5 $ Amount	

			of Goal											
CDBG	$195,000	$50,000			$0		$50,000				$65,000		$65,000		$65,000
HOME	$0	$0												
HOPWA	$0	$0												
ESG	$0	$0												
General Fund	$7,558,447	$1,147,830	15%		$1,400,000		$1,147,830		$1,400,000		$1,586,149		$1,586,149		$1,586,149
Housing Trust Fund	$0	$49,393					$49,393								
Housing Impact Fees	$0	$0													
Low-Mod Income Housing Asset Fund	$0	$0													
Other	$0	$221,749					$221,749								
Total	**$7,753,447**	**$1,468,972**	**19%**		**$1,400,000**		**$1,468,972**		**$1,400,000**		**$1,651,149**		**$1,651,149**		**$1,651,149**
Performance Measures: Outcome Indicators	**5-year Goal**	**5-year Actual to Date**	**5-year Actual % of Goal**	**Expected Year 1**		**Actual Year 1**		**Expected Year 2**		**Expected Year 3**		**Expected Year 4**		**Expected Year 5**	
				Goal	**$ Amt**	**Actual**	**% of Goal**	**Goal**	**$ Amt**	**Goal**	**$ Amt**	**Goal**	**$ Amt**	**Goal**	**$ Amt**
Outcome Indicator 2Cl. Number of residents engaged in opportunities for neighborhood involvement	2,870	908	32%	340		908	267%	340		730		730		730	
Performance Measures: Output Indicators	**5-year Goal**	**5-year Actual to Date**	**5-year Actual % of Goal**	**Expected Year 1**		**Actual Year 1**		**Expected Year 2**		**Expected Year 3**		**Expected Year 4**		**Expected Year 5**	
				Goal	**$ Amt**	**Actual**	**% of Goal**	**Goal**	**$ Amt**	**Goal**	**$ Amt**	**Goal**	**$ Amt**	**Goal**	**$ Amt**

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Output Indicator: Number of planning processes completed	17	15	88%	1		15	1500%	1		5		5		5	
Output Indicator: Number of residents participatin g in community building activities across four HOPE SF sites and beginning in 2016-17 eight RAD sites	3,127	1,517	49%	326		1,517	465%	326		825		825		825	
Output Indicator: Number of community based organizatio ns receiving grants through community grantmakin g process	70	96	137 %	14		96	686%	14		14		14		14	
Output Indicator: Number of residents engaged in the community grantmakin g process	75		0%	15			0%	15		15		15		15	
Goal 2Cii. Increased capacity for community-based organizations															

Funding Amount	Expected 5-year $ Amount	Actual 5-year $ Amount	5-year Actual % of Goal	Expected Year 1 $ Amount	Actual Year 1 $ Amount	Expected Year 2 $ Amount	Expected Year 3 $ Amount	Expected Year 4 $ Amount	Expected Year 5 $ Amount
CDBG	$794,230	$226,039	28%	$167,000	$226,039	$167,000	$153,410	$153,410	$153,410
HOME	$0	$0							
HOPWA	$0	$0							
ESG	$0	$0							
General Fund	$2,313,424	$2,790,237	121%	$350,000	$2,790,237	$350,000	$537,808	$537,808	$537,808
Housing Trust Fund	$720,000	$0	0%	$360,000	$0	$360,000			
Housing Impact Fees	$0	$0							
Low-Mod Income Housing Asset Fund	$0	$0							
Other	$0	$55,000			$55,000				
Total	**$3,827,654**	**$3,071,276**	**80%**	**$877,000**	**$3,071,276**	**$877,000**	**$691,218**	**$691,218**	**$691,218**

Performance Measures: Outcome Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Expected Year 1		Actual Year 1		Expected Year 2		Expected Year 3		Expected Year 4		Expected Year 5	
				Goal	$ Amt	Actual	% of Goal	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt
Outcome indicator 2CII: Number of community based organizations benefiting from technical assistance and capacity building	350	159	45%	70		159	227%	70		70		70		70	
				Expected Year 1		Actual Year 1		Expected Year 2		Expected Year 3		Expected Year 4		Expected Year 5	

Performance Measures: Output Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Goal	$ Amt	Actual	% of Goal	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt
Output Indicator: Number of community based organizations receiving technical assistance and capacity building	350	159	45%	70		159	227%	70		70		70		70	
Objective: Enhance Quality of Life and Promote Resilient Neighborhoods															
Priority Need: Anti-Poverty Workforce Development															
Goal 3A1: Increased job readiness															

Funding Amount	Expected 5-year $ Amount	Actual 5-year $ Amount	5-year Actual % of Goal	Expected Year 1 $ Amount	Actual Year 1 $ Amount	Expected Year 2 $ Amount	Expected Year 3 $ Amount	Expected Year 4 $ Amount	Expected Year 5 $ Amount
CDBG	$2,010,000	$409,166	20%	$397,500	$409,166	$397,500	$405,000	$405,000	$405,000
HOME	$0	$0							
HOPWA	$0	$0							
ESG	$0	$0							
General Fund	$195,000	$565,757			$565,757		$65,000	$65,000	$65,000
Housing Trust Fund	$0	$0							
Housing Impact Fees	$0	$0							
Low-Mod Income Housing Asset Fund	$0	$0							
Other	$0	$0							

Total	$2,205,000	$974,923	44%		$397,500		$974,923		$397,500		$470,000		$470,000		$470,000
Performance Measures: Outcome Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Expected Year 1		Actual Year 1		Expected Year 2		Expected Year 3		Expected Year 4		Expected Year 5	
				Goal	$ Amt	Actual	% of Goal	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt
Outcome Indicator 3Ai. Number of low-income SF residents who received job readiness services (includes job search)	4,570	615	13%	914		615	67%	914		914		914		914	
Performance Measures: Output Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Expected Year 1		Actual Year 1		Expected Year 2		Expected Year 3		Expected Year 4		Expected Year 5	
				Goal	$ Amt	Actual	% of Goal	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt
Number of participants who complete one or more of the following: resume, mock interview, cover letter	4,570	615	13%	914		615	67%	914		914		914		914	
Goal 3Aii. Increased occupational skills that match labor market needs															
Funding Amount	Expected 5-year $ Amount	Actual 5-year $ Amount	5-year Actual % of Goal	Expected Year 1 $ Amount		Actual Year 1 $ Amount		Expected Year 2 $ Amount		Expected Year 3 $ Amount		Expected Year 4 $ Amount		Expected Year 5 $ Amount	
CDBG	$2,320,000	$586,667	25%	$575,000		$586,667		$575,000		$390,000		$390,000		$390,000	

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HOME	$0	$0														
HOPWA	$0	$0														
ESG	$0	$0														
General Fund	$0	$565,758					$565,758									
Housing Trust Fund	$0	$0														
Housing Impact Fees	$0	$0														
Low-Mod Income Housing Asset Fund	$0	$0														
Other	$0	$0														
Total	**$2,320,000**	**$1,152,425**	**50%**		**$575,000**		**$1,152,425**		**$575,000**		**$390,000**		**$390,000**		**$390,000**	
Performance Measures: Outcome Indicators	**5-year Goal**	**5-year Actual to Date**	**5-year Actual % of Goal**	**Expected Year 1**		**Actual Year 1**		**Expected Year 2**		**Expected Year 3**		**Expected Year 4**		**Expected Year 5**	
				Goal	**$ Amt**	**Actual**	**% of Goal**	**Goal**	**$ Amt**	**Goal**	**$ Amt**	**Goal**	**$ Amt**	**Goal**	**$ Amt**
Outcome Indicator 3Aii. Number of occupational training graduates placed into employment	1,600	463	29%	330		463	140%	330		280		330		330	
Performance Measures: Output Indicators	**5-year Goal**	**5-year Actual to Date**	**5-year Actual % of Goal**	**Expected Year 1**		**Actual Year 1**		**Expected Year 2**		**Expected Year 3**		**Expected Year 4**		**Expected Year 5**	
				Goal	**$ Amt**	**Actual**	**% of Goal**	**Goal**	**$ Amt**	**Goal**	**$ Amt**	**Goal**	**$ Amt**	**Goal**	**$ Amt**
Number of participants enrolled into occupational training	2,900	790	27%	600		790	132%	600		500		600		600	
Goal 3Aiii. Access to job opportunities for disadvantaged San Francisco residents															

Funding Amount	Expected 5-year $ Amount	Actual 5-year $ Amount	5-year Actual % of Goal	Expected Year 1 $ Amount	Actual Year 1 $ Amount	Expected Year 2 $ Amount	Expected Year 3 $ Amount	Expected Year 4 $ Amount	Expected Year 5 $ Amount
CDBG	$3,314,087	$528,667	16%	$517,000	$528,667	$517,000	$760,029	$760,029	$760,029
HOME	$0	$0							
HOPWA	$0	$0							
ESG	$0	$0							
General Fund	$0	$565,758			$565,758				
Housing Trust Fund	$0	$0							
Housing Impact Fees	$0	$0							
Low-Mod Income Housing Asset Fund	$0	$0							
Other	$0	$0							
Total	**$3,314,087**	**$1,094,425**	**33%**	**$517,000**	**$1,094,425**	**$517,000**	**$760,029**	**$760,029**	**$760,029**

Performance Measures: Outcome Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Expected Year 1		Actual Year 1		Expected Year 2		Expected Year 3		Expected Year 4		Expected Year 5	
				Goal	$ Amt	Actual	% of Goal	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt
Outcome Indicator 3Aiii. Number of low income San Francisco residents who secure employment	4,360	1,123	26%	872		1,123	129%	872		872		872		872	

Performance Measures:	5-year Goal	5-year Actual to Date	5-year Actual %	Expected Year 1		Actual Year 1		Expected Year 2		Expected Year 3		Expected Year 4		Expected Year 5	
				Goal	$ Amt	Actual	% of Goal	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt

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Output Indicators			of Goal													
Output Indicator: Number of low income SF residents that enrolled into workforce services	6,885	1,666	24%	1,377		1,666	121%	1,377		1,377		1,377		1,377		
Priority Need 3B: Promote Economic Advancement Through Barrier Removal																
Goal 3B1 Improved service connections																
Funding Amount	Expected 5-year $ Amount	Actual 5-year $ Amount	5-year Actual % of Goal	Expected Year 1 $ Amount		Actual Year 1 $ Amount		Expected Year 2 $ Amount		Expected Year 3 $ Amount		Expected Year 4 $ Amount		Expected Year 5 $ Amount		
CDBG	$1,626,990	$375,000	23%	$355,995		$375,000		$355,995		$305,000		$305,000		$305,000		
HOME	$0	$0														
HOPWA	$0	$0														
ESG	$0	$0														
General Fund	$8,066,317	$3,099,985	38%	$859,571		$3,099,985		$859,571		$2,115,725		$2,115,725		$2,115,725		
Housing Trust Fund	$0	$0														
Housing Impact Fees	$0	$0														
Low-Mod Income Housing Asset Fund	$0	$0														
Other	$300,000	$0	0%	$300,000		$0										
Total	$9,993,307	$3,474,985	35%	$1,515,566		$3,474,985		$1,215,566		$2,420,725		$2,420,725		$2,420,725		
Performance Measures: Outcome Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Expected Year 1		Actual Year 1		Expected Year 2		Expected Year 3		Expected Year 4		Expected Year 5		
				Goal	$ Amt	Actual	% of Goal	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt	

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Outcome Indicator 3Bi. Number of individuals who achieve at least 75% of their service plan	2,660	958	36%	280		958	342%	280		700		700		700	
Performance Measures: Output Indicators	**5-year Goal**	**5-year Actual to Date**	**5-year Actual % of Goal**	**Expected Year 1**		**Actual Year 1**		**Expected Year 2**		**Expected Year 3**		**Expected Year 4**		**Expected Year 5**	
				Goal	**$ Amt**	**Actual**	**% of Goal**	**Goal**	**$ Amt**	**Goal**	**$ Amt**	**Goal**	**$ Amt**	**Goal**	**$ Amt**
Output Indicator: Number of individuals connected to one or more service(s)	8,400	3,717	44%	600		3,717	620%	600		2,400		2,400		2,400	
Output Indicator: Number of individuals receiving case management as an element of service connection	3,958	1,256	32%	500		1,256	251%	500		986		986		986	
Goal 3BII. Improved foundational competencies and access to job training and employment opportunities for disconnected populations.															
Funding Amount	**Expected 5-year $ Amount**	**Actual 5-year $ Amount**	**5-year Actual % of Goal**	**Expected Year 1 $ Amount**		**Actual Year 1 $ Amount**		**Expected Year 2 $ Amount**		**Expected Year 3 $ Amount**		**Expected Year 4 $ Amount**		**Expected Year 5 $ Amount**	
CDBG	$3,881,886	$775,000	20%	$778,443		$775,000		$778,443		$775,000		$775,000		$775,000	
HOME	$0	$0													
HOPWA	$0	$0													

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ESG	$0	$0													
General Fund	$3,663,850	$963,107	26%		$118,652		$963,107		$118,652		$1,142,182		$1,142,182		$1,142,182
Housing Trust Fund	$0	$0													
Housing Impact Fees	$0	$0													
Low-Mod Income Housing Asset Fund	$0	$0													
Other	$300,000	$88,333	29%		$300,000		$88,333								
Total	**$7,845,736**	**$1,826,440**	**23%**		**$1,197,095**		**$1,826,440**		**$897,095**		**$1,917,182**		**$1,917,182**		**$1,917,182**
Performance Measures: Outcome Indicators	**5-year Goal**	**5-year Actual to Date**	**5-year Actual % of Goal**	**Expected Year 1**		**Actual Year 1**		**Expected Year 2**		**Expected Year 3**		**Expected Year 4**		**Expected Year 5**	
				Goal	**$ Amt**	**Actual**	**% of Goal**	**Goal**	**$ Amt**	**Goal**	**$ Amt**	**Goal**	**$ Amt**	**Goal**	**$ Amt**
Outcome Indicator 3Bii. Number of individuals with increased foundational competencies	4,100	1,282	31%	250		1,282	513%	250		1200		1200		1200	
Outcome Indicator 3Bii(2). Number of individuals receiving high school diploma, GED, and/or enrolling in post-secondary education	376	123	33%	20		123	615%	20		112		112		112	
				Expected Year 1		**Actual Year 1**		**Expected Year 2**		**Expected Year 3**		**Expected Year 4**		**Expected Year 5**	

Performance Measures: Output Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Goal	$ Amt	Actual	% of Goal	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt
Output Indicator: Number of individuals trained in foundational competencies	7,000	1,486	21%	500		1,486	297%	500		2,000		2,000		2,000	
Goal 3B: Increased job retention and advancement supports through legal and other related services															
Funding Amount	Expected 5-year $ Amount	Actual 5-year $ Amount	5-year Actual % of Goal	Expected Year 1 $ Amount		Actual Year 1 $ Amount		Expected Year 2 $ Amount		Expected Year 3 $ Amount		Expected Year 4 $ Amount		Expected Year 5 $ Amount	
CDBG	$3,498,511	$925,111	26%	$721,589		$925,111		$721,589		$685,111		$685,111		$685,111	
HOME	$0	$0													
HOPWA	$0	$0													
ESG	$0	$0													
General Fund	$17,931,332	$4,230,450	24%	$2,986,009		$4,230,450		$2,986,009		$3,986,438		$3,986,438		$3,986,438	
Housing Trust Fund	$0	$0													
Housing Impact Fees	$0	$0													
Low-Mod Income Housing Asset Fund	$0	$0													
Other	$0	$0													
Total	**$21,429,843**	**$5,155,561**	**24%**	**$3,707,598**		**$5,155,561**		**$3,707,598**		**$4,671,549**		**$4,671,549**		**$4,671,549**	
Performance Measures: Outcome Indicators	5-year Goal	5-year Actual to Date	5-year Actual %	Expected Year 1		Actual Year 1		Expected Year 2		Expected Year 3		Expected Year 4		Expected Year 5	
				Goal	$ Amt	Actual	% of Goal	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt

			of Goal												
Outcome Indicator 3Blii. Number of individuals with increased knowledge of their rights as determined by pre- and post-assessments	1,849	106	6%	800		106	13%	800		83		83		83	
Outcome Indicator 3Bili(2). Number of individuals that with positive outcome indicators for their legal cases	3,550	1,052	30%	275		1,052	383%	275		1000		1000		1000	
Performance Measures: Output Indicators	**5-year Goal**	**5-year Actual to Date**	**5-year Actual % of Goal**	**Expected Year 1**		**Actual Year 1**		**Expected Year 2**		**Expected Year 3**		**Expected Year 4**		**Expected Year 5**	
				Goal	**$ Amt**	**Actual**	**% of Goal**	**Goal**	**$ Amt**	**Goal**	**$ Amt**	**Goal**	**$ Amt**	**Goal**	**$ Amt**
Output Indicator: Number of individuals receiving legal representation	8,200	1,719	21%	1,400		1,719	123%	1,400		1,800		1,800		1,800	
Output Indicator: Number of individuals receiving	1,051	129	12%	350		129	37%	350		117		117		117	

education about workers' rights																
Goal 3Biv. Improved financial literacy and management																
Funding Amount	Expected 5-year $ Amount	Actual 5-year $ Amount	5-year Actual % of Goal	Expected Year 1 $ Amount		Actual Year 1 $ Amount		Expected Year 2 $ Amount		Expected Year 3 $ Amount		Expected Year 4 $ Amount		Expected Year 5 $ Amount	
CDBG	$1,788,004	$395,000	22%	$346,502		$395,000		$346,502		$365,000		$365,000		$365,000	
HOME	$0	$0													
HOPWA	$0	$0													
ESG	$0	$0													
General Fund	$801,996	$251,000	31%	$183,498		$251,000		$168,498		$150,000		$150,000		$150,000	
Housing Trust Fund	$0	$0													
Housing Impact Fees	$0	$0													
Low-Mod Income Housing Asset Fund	$0	$0													
Other	$675,284	$282,471	42%	$324,818		$282,471		$127,518		$74,316		$74,316		$74,316	
Total	$3,265,284	$928,471	28%	$854,818		$928,471		$642,518		$589,316		$589,316		$589,316	
Performance Measures: Outcome Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Expected Year 1		Actual Year 1		Expected Year 2		Expected Year 3		Expected Year 4		Expected Year 5	
				Goal	$ Amt	Actual	% of Goal	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt
Outcome Indicator 3Biv. Number of individuals that increase their savings by	2,000	242	12%	800		242	30%	300		300		300		300	

2% of net income														
Outcome Indicator 3Biv(2). Number of individuals that improve their credit score by at least 35 points	2,150	267	12%	800		267	33%	300		350		350		350	
Performance Measures: Output Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Expected Year 1		Actual Year 1		Expected Year 2		Expected Year 3		Expected Year 4		Expected Year 5	
				Goal	$ Amt	Actual	% of Goal	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt	Goal	$ Amt
Output Indicator: Number of individuals opening up savings accounts and/or IDAs	970	240	25%	250		240	96%	180		180		180		180	
Output Indicator: Number of individuals receiving credit counseling and repair services	1,800	687	38%	300		687	229%	300		400		400		400	
Output Indicator: Number of individuals receiving financial counseling and education	5,600	1,424	25%	2,000		1,424	71%	600		1000		1000		1000	

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Goal Descriptions

Table 8 – Goal Descriptions

1	Goal Name	Increased Supply of Affordable Housing
	Goal Description	New affordable and permanent supportive housing units will be developed.
2	Goal Name	Preserve and Maintain Affordable Housing Supply
	Goal Description	Existing affordable housing units will be preserved or maintained through remediating lead-based paint hazards, rehabilitating multiunit and single family homes; rehabilitation and conversion of public housing to nonprofit ownership and management under the RAD Program; and rebuilding dilapidated public housing under HOPE SF.
3	Goal Name	Increased Affordability of Rental Housing
	Goal Description	Pursue long-term rental support to provide deep affordability for permanent supportive housing.
4	Goal Name	Increased Opportunities for Sustainable Homeownership
	Goal Description	Programs to assist potential and existing homeowners will be expanded with education programs, down payment assistance and the continuation of successful homeownership programs.
5	Goal Name	Increase Access to Rental and Homeownership Housing
	Goal Description	Improve housing application system and the capacity of community-based organizations that assist clients find rental and homeownership opportunities.
6	Goal Name	Reduced Rate of Evictions
	Goal Description	Legal services and counseling will be provided to counsel individuals before a notice of unlawful detainer is filed, and full-scope representation will be offered to individuals who need legal services after having received notice.
7	Goal Name	Transitional Housing is Available for Those Who Need It
	Goal Description	Operating support will be provided to transitional housing facilities as appropriate, with priority given to vulnerable populations such as survivors of domestic violence.
8	Goal Name	Homeless People Receive Basic Shelter and Support
	Goal Description	Homeless individuals, particularly those in emergency shelters, will be provided supportive services focusing on providing foundational skills and transitioning them to more stable housing.
9	Goal Name	Increased Access to Services for Public Housing Residents
	Goal Description	Provide support services for public housing residents to assist them with transition of their public housing from housing authority control to nonprofit ownership and management under the RAD or HOPE SF programs.
10	Goal Name	Increased Access to Permanent Supportive Housing and Transitional Housing for PLWHA

	Goal Description	Operating support and program support will be provided to residential care facilities for the chronically ill serving PLWHA, and to transitional housing specifically targeting PLWHA.
11	Goal Name	Key Nonprofit Service Providers Have High Quality Facilities
	Goal Description	Capital funds will be made available for rehabilitation, tenant improvements, and new construction for community facilities, as well as providing service providers with capital needs assessments and asset reserve analyses to ensure long-term sustainability of these facilities.
12	Goal Name	Enhanced Public Spaces
	Goal Description	Funding will be made available to enhance public spaces, focusing on greening efforts in low-income communities and enhancements to neighborhoods impacted by increased housing density.
13	Goal Name	Thriving, Locally-Owned Small Businesses
	Goal Description	Community Development Block Grants will be utilized to provide a variety of support for small businesses and entrepreneurs in San Francisco. Central to this support is technical assistance for entrepreneurs who want to establish a new microenterprise or small business, and for owners who seek to strengthen or expand their existing small business.
14	Goal Name	Robust Commercial Corridors in Low-Income Neighborhoods
	Goal Description	Community Development Block Grants will be utilized to strengthen commercial corridors in low- and moderate-income areas. Activities fall in a variety of categories including business attraction, physical improvements to businesses and in neighborhoods, and capacity-building to help neighborhood stakeholders manage and improve commercial districts.
15	Goal Name	Increased Supports for Residents to Convene and Build Social Capital
	Goal Description	Community planning efforts will be supported that bring together residents to build social capital in low-income communities, including programming that allows residents to invest directly in community building grant opportunities.
16	Goal Name	Increased Capacity for Community-Based Organizations
	Goal Description	Community based organizations will be supported by strategic capacity building and technical assistance.
17	Goal Name	Increased Job Readiness
	Goal Description	Individuals will be provided with services that help build job search competencies.
18	Goal Name	Increased Occupational Skills that Match Labor Market Needs
	Goal Description	Individuals will be provided with job-driven, sector-specific occupational skills training.
19	Goal Name	Access to Job Opportunities for Disadvantaged San Francisco Residents
	Goal Description	Individuals will be provided with priority access to potential job opportunities.
20	Goal Name	Improved Service Connections

	Goal Description	Community centers that serve as neighborhood and constituency hubs will be enhanced through service connection resources that allow residents to better access the existing social service infrastructure citywide and in their neighborhoods
21	Goal Name	Improved Foundational Competencies and Access to Job Training and Employment Opportunities for Disconnected Populations
	Goal Description	Individuals will be provided with foundational competencies that will move them into the City's workforce development system and provide them skills towards achieving economic self-sufficiency
22	Goal Name	Increased Job Retention and Advancement Supports Through Legal and Other Related Services
	Goal Description	Individuals will be provided with legal services and other tools that will allow them to maintain their residency and employment and feel safe where they are living to ensure their ability to move towards self-sufficiency
23	Goal Name	Improved Financial Literacy and Management
	Goal Description	Individuals and families will be provided with financial literacy skills linked to key financial events in their lives that will promote asset building and increase housing stability

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 91.215(b):

MOHCD will assist approximately ___ extremely low-income, low-income, and moderate-income families with affordable housing under this Action Plan.

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Projects

AP-35 Projects – 91.220(d)

Introduction

San Francisco's 2017-2018 proposed projects are listed in AP-38 Project Summary.

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. San Francisco has identified eight overarching challenges that have a widespread effect on the well-being of its residents. Some are common to urban cities and counties. Some are especially significant for San Francisco. The eight challenges are:

- Lack of affordable housing;
- Concentration of low-income communities;
- Income disparity;
- Linguistic and cultural isolation;
- Education disparity;
- Immigrant workforce;
- Digital divide; and
- Lack of asset building opportunities.

AP-38 Project Summary

Project Summary Information

The proposed projects are listed by funding source (i.e., CDBG, ESG, HOPWA, and HOME) and then by Consolidated Plan goals. Proposed projects that are funded by more than one funding source will be listed separately under each of the funding sources. Please note that projects funded with local funding sources (i.e., General Fund and Housing Trust Fund) are not included in this draft document.

2017-2018 CDBG Projects

This list of proposed CDBG-funded projects is organized by five-year objectives, priority needs and goals that are described in the 2015-2019 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 1A: Develop and Maintain Affordable Housing**

- **Goal 1Aii. Preserve and Maintain Affordable Housing Supply**

Agency Name	Project Description	CDBG Funding Amount
Asian Neighborhood Design	Provide Architectural Technical Assistance for affordable housing projects	$51,000
Mayor's Office of Housing and Community Development	Housing development pool - CDBG (includes $1,500,000 of CDBG program income in a revolving loan pool)	$4,110,207
Mayor's Office of Housing and Community Development	Housing program delivery	$675,000
Mayor's Office of Housing and Community Development	Housing development grant funding pool	$623,470
Rebuilding Together San Francisco	Critical home repairs for homeowners	$30,000
	Subtotal	**$5,489,677**

Objective 1: Families and Individuals are Stably Housed

➢ **Priority Need 1B: Make Housing Affordable**

- **Goal 1Bii. Increased opportunities for sustainable homeownership**

Agency Name	Project Description	CDBG Funding Amount
Consumer Credit Counseling Service of San Francisco	Pre-purchase homeownership counseling and information and referral services	$50,000
Housing and Economic Rights Advocates	Foreclosure intervention services through legal counseling and representation	$50,000
San Francisco Community Land Trust	Education and technical assistance for residents and boards of existing and proposed co-ops	$36,000
San Francisco Housing Development Corporation	Pre- and post-purchase homebuyer education counseling and information and referral services	$100,000
SF LGBT Community Center	Pre-purchase homebuyer education and counseling services	$50,000
	Subtotal	**$286,000**

Objective 1: Families and Individuals are Stably Housed

➢ Priority Need 1B: Make Housing Affordable

- Goal 1Biii. Increase access to rental and homeownership housing

Agency Name	Project Description	CDBG Funding Amount
Homeless Prenatal Program, Inc.	Short-term financial assistance and workshops to help families obtain and retain safe housing	$65,000
Independent Living Resource Center of SF	Rental housing counseling, financial management education and application assistance services for primarily disabled persons	$35,000
Mayor's Office of Housing and Community Development	Housing stabilization programs	$230,000
Self-Help for the Elderly	Housing counseling and placement assistance	$50,000
	Subtotal	$380,000

Objective 1: Families and Individuals are Stably Housed

➢ Priority Need 1C: Prevent and Treat Homelessness

- Goal 1Ci. Reduced rate of evictions

Agency Name	Project Description	CDBG Funding Amount
Chinatown Community Development Center	Tenant counseling primarily for monolingual Chinese households	$50,000
Justice & Diversity Center of the Bar Association of San Francisco	Eviction prevention legal services, including services focused on individuals with mental health disabilities	$10,000
San Francisco Study Center - Housing Rights Committee of San Francisco	Tenant counseling, advocacy and education for renters to ensure housing stability and avoid eviction	$60,000
Tenderloin Housing Clinic, Inc.	Legal counseling and representation for tenants threatened with eviction	$42,500
	Subtotal	$162,500

Objective 1: Families and Individuals are Stably Housed

➢ Priority Need 1C: Prevent and Treat Homelessness

- Goal 1Cii. Transitional housing is available for those who need it

Agency Name	Project Description	CDBG Funding Amount
Gum Moon Residence Hall	Shelter beds in a comprehensive transitional housing program primarily for Asian immigrant women who are survivors of domestic violence and sexual assault	$55,000
	Subtotal	**$55,000**

Objective 1: Families and Individuals are Stably Housed

➢ Priority Need 1C: Prevent and Treat Homelessness

- Goal 1Ciii. Homeless people receive basic shelter and support services

Agency Name	Project Description	CDBG Funding Amount
Asian Women's Shelter	Shelter services primarily for Asian and Pacific Islander women who are victims of domestic violence	$102,000
Friendship House Association of American Indians	Recovery services primarily for homeless Native Americans	$55,000
La Casa de las Madres	Shelter services primarily for Spanish speaking women who are victims of domestic violence	$26,678
	Subtotal	**$183,678**

Objective 1: Families and Individuals are Stably Housed

➢ Priority Need 1D: Provide Supportive Housing Services

- Goal 1Di. Increased access to services for public housing residents

Agency Name	Project Description	CDBG Funding Amount
APA Family Support Services/YMCA of San Francisco (Bayview)	Service connection for primarily public housing residents in Sunnydale-Velasco and greater Visitacion Valley	$45,000
Chinatown Community Development Center	RAD Workforce Services at Ping Yuen and Ping Yuen North	$150,000
Mayor's Office of Housing and Community Development	HOPE SF program delivery	$75,000

Agency Name	Project Description	CDBG Funding Amount
Mayor's Office of Housing and Community Development	Academic support and case management services for HOPE SF residents	$350,000
San Francisco Housing Development Corporation	RAD Workforce Services at Westbrook	$150,000
YMCA of San Francisco (Bayview)	Community building and service connection for primarily public housing residents in Hunters View and greater Bayview/Hunters Point	$245,000
	Subtotal	**$1,015,000**

Objective 2: Communities Have Healthy Physical, Social, and Business Infrastructure

- **Priority Need 2A: Enhance Community Facilities and Spaces**
  - **Goal 2Ai. Key nonprofit service providers have high quality facilities**

Agency Name	Project Description	CDBG Funding Recommendation
Asian Neighborhood Design	Architectural/planning services for MOHCD funded capital projects	$35,000
Mayor's Office of Housing and Community Development	Capital program delivery	$327,512
Mayor's Office of Housing and Community Development	Capital grant pool - CDBG	$1,463,863
Mayor's Office of Housing and Community Development	Repayment of Section 108 loan for the Boys and Girls Clubs of San Francisco facility in Hunter's Point	$220,000
	Subtotal	**$2,046,375**

Objective 2: Communities Have Healthy Physical, Social, and Business Infrastructure

- **Priority Need 2B: Strengthen Small Businesses and Commercial Corridors**
  - **Goal 2Bi. Thriving, locally-owned small businesses**

Agency Name	Project Description	CDBG Funding Amount
La Cocina	Kitchen incubator and technical assistance for food based microentrepreneurs	$50,000
Lawyers' Committee for Civil Rights of the San Francisco Bay Area	Legal services for entrepreneurs	$100,000
Mission Asset Fund	Building credit and access to capital for microentrepreneurs	$50,000

Agency Name	Project Description	CDBG Funding Amount
Mission Economic Development Agency	Technical assistance for Mission Street (16th-25th) and Mission Bernal commercial corridor businesses	$75,000
Mission Economic Development Agency	Technical assistance in English and Spanish for microentrepreneurs	$75,000
Northeast Community Federal Credit Union	Business technical assistance on ADA compliance	$100,000
Office of Economic and Workforce Development	Section 108 repayment contingency	$262,308
Office of Economic and Workforce Development	Small business loans (funded with CDBG program income in a revolving loan pool)	$250,000
Pacific Community Ventures	Access to capital and technical assistance for small businesses	$45,000
Renaissance Entrepreneurship Center	Technical assistance for microentrepreneurs	$75,000
Renaissance Entrepreneurship Center	Technical assistance in English and Spanish to women entrepreneurs	$40,000
San Francisco Small Business Development Center	Technical assistance for small businesses	$200,000
SF LGBT Community Center	Technical assistance, credit building microloans, workshops and mentorship	$35,000
SFMade	Technical assistance for local manufacturers	$65,000
Southeast Asian Community Center	Technical assistance for Larkin Street/Little Saigon and Sunset commercial corridor businesses	$50,000
Southeast Asian Community Center	Technical assistance in English and Chinese for small businesses citywide	$75,000
Wu Yee Children's Services	Technical assistance for child care businesses	$45,000
	Subtotal	**$1,592,308**

Objective 2: Communities Have Healthy Physical, Social, and Business Infrastructure

- **Priority Need 2B: Strengthen Small Businesses and Commercial Corridors**
  - **Goal 2Bii. Robust commercial corridors in low-income neighborhoods**

Agency Name	Project Description	CDBG Funding Amount
Asian Neighborhood Design	Architectural services for Invest in Neighborhoods small businesses	$11,561
Bay Area Community Resource/Excelsior Action Group	Excelsior commercial corridor revitalization	$70,000

Agency Name	Project Description	CDBG Funding Amount
Bay Area Community Resource/Portola Neighborhood Association	Portola San Bruno Avenue commercial corridor revitalization	$70,000
North of Market Neighborhood Improvement Corp.	Tenderloin commercial corridor revitalization	$90,000
Ocean Avenue Association	Ocean Avenue commercial corridor revitalization and technical assistance	$30,000
Renaissance Entrepreneurship Center	Technical assistance BizFitSF for Third Street and Leland Avenue commercial corridor small businesses	$100,000
	Subtotal	**$371,561**

Objective 2: Communities Have Healthy Physical, Social, and Business Infrastructure

➢ **Priority Need 2C: Increase Community Cohesion**

- **Goal 2Ci. Increased supports for residents to convene and build social capital**

Agency Name	Project Description	CDBG Funding Amount
Mercy Housing California	Community engagement and services for primarily public housing residents in Sunnydale-Velasco and greater Visitacion Valley	$65,000
	Subtotal	**$65,000**

Objective 2: Communities Have Healthy Physical, Social, and Business Infrastructure

➢ **Priority Need 2C: Increase Community Cohesion**

- **Goal 2Cii. Increased capacity for community-based organizations**

Agency Name	Project Description	CDBG Funding Amount
HomeownershipSF	Capacity building for a collaborative of five agencies that provide homeownership assistance	$45,000
Northern California Community Loan Fund	Asset management planning for CDBG/HOPWA-eligible facilities	$70,410
Richmond District Neighborhood Center	Organizational capacity building through participation in SF Neighborhood Centers Together, which offers training and peer support to Executive Directors	$38,000
	Subtotal	**$153,410**

Objective 3: Families and Individuals are Resilient and Economically Self-Sufficient

➢ **Priority Need 3A: Promote Workforce Development**

- **Goal 3Ai. Increased job readiness**

Agency Name	Project Description	CDBG Funding Amount
Central City Hospitality House	Job Readiness Services	$100,000
Community Housing Partnership	Job Readiness Services	$75,000
Compass Family Services	Job Readiness Services	$75,000
Five Keys Charter School	Job Readiness Services	$70,000
Mujeres Unidas Activas	Job Readiness Services	$10,000
San Francisco LGBT Center	Job Readiness Services	$75,000
	Subtotal	**$405,000**

Objective 3: Families and Individuals are Resilient and Economically Self-Sufficient

➢ **Priority Need 3A: Promote Workforce Development**

- **Goal 3Aii. Increased occupational skills that match labor market needs**

Agency Name	Project Description	CDBG Funding Amount
City College of San Francisco	Healthcare Bridge Services	$150,000
Office of Economic and Workforce Development	Workforce development services	$90,000
The Arc San Francisco	Disability focused Specialized Access Point	$50,000
Toolworks	Disability focused Specialized Access Point	$100,000
	Subtotal	**$390,000**

Objective 3: Families and Individuals are Resilient and Economically Self-Sufficient

➢ **Priority Need 3A: Promote Workforce Development**

- **Goal 3Aiii. Access to job opportunities for disadvantaged San Francisco residents**

Agency Name	Project Description	CDBG Funding Amount
America Works of California, Inc.	Reentry focused Specialized Access Point	$180,000
Central City Hospitality House	Neighborhood Access Point	$200,000
Positive Resource Center	Disability focused Specialized Access Point	$100,000
Success Center San Francisco	Neighborhood Access Point	$50,000
Young Community Developers, Inc.	Neighborhood Access Point	$230,029
	Subtotal	**$760,029**

Objective 3: Families and Individuals are Resilient and Economically Self-Sufficient

- Priority Need 3B: Promote Economic Advancement Through Barrier Removal
  - Goal 3Bi. Improved service connections

Agency Name	Project Description	CDBG Funding Amount
APA Family Support Services/SCDC	Service connection in housing assistance, immigration and naturalization, employment, senior services, advocacy, information and referrals and outreach primarily for Samoan and Pacific Islander communities	$50,000
Community Youth Center-San Francisco (CYC-SF)	Culturally competent and linguistically acceptable social services primarily for Asian residents in the Bayview, including access to employment, family support, childcare services, education, financial literacy, housing counseling and other supportive services	$50,000
Hearing and Speech Center of Northern California	Increase the early identification of hearing loss, support participants in accepting this loss, and connect them to services that can provide treatment and help them to thrive	$50,000
Lavender Youth Rec. & Info. Ct.(LYRIC)	Youth advocacy and case management services primarily for LGBTQQ transitional age youth between ages 18 and 24 to connect them to urgently needed resources, build their capacity to improve their lives and support them in moving toward self sufficiency	$50,000
Tides Center / Arab Resource and Organizing Center	Service connection primarily for the Arab community	$50,000
United Playaz	Case management and support services to direct youth away from influences that sustain at risk behavior and towards strengthening skills for self sufficency and becoming agents of change for their community	$55,000
	Subtotal	**$305,000**

Objective 3: Families and Individuals are Resilient and Economically Self-Sufficient

- Priority Need 3B: Promote Economic Advancement Through Barrier Removal
  - Goal 3Bii. Improved foundational competencies and access to job training and employment opportunities for disconnected populations

Agency Name	Project Description	CDBG Funding Amount
Community Youth Center-San Francisco (CYC-SF)	Academic assistance, life skills building and support for at-risk, underserved young adults to enhance their educational/career outlook	$50,000
Donaldina Cameron House	ESL and job readiness classes primarily for immigrants	$50,000
Episcopal Community Services of San Francisco	Foundational competencies programming, primarily for homeless adults	$70,000
Homies Organizing the Mission to Empower Youth (HOMEY)	Foundational competencies programmming, primarily for individuals re-entering from the correctional system.	$50,000
Mayor's Office of Housing and Community Development	Program delivery for direct services	$45,000
Mission Language and Vocational School, Inc.	Foundational academic competencies, primarily for adults in the Mission District	$50,000
Mission Neighborhood Centers	Academic foundational competencies programming and GED preparation for transitional aged youth	$55,000
Positive Resource Center	Employment and academic foundational competencies programming, primarily for people with HIV/AIDS or mental health disabilities	$50,000
San Francisco Conservation Corps	Academic foundational competencies programming for transitional aged youth	$50,000
Sunset District Comm. Develop. Corp. dba Sunset Youth Services	Foundational competencies programming and intensive case management on youths at risk or involved with the juvenile justice system	$50,000
The Arc San Francisco	Foundational competencies programming for adults with developmental disabilities	$50,000
Vietnamese Youth Development Center	Academic foundational competencies programming, primarily for immigrants and transitional aged youth in the Tenderloin	$50,000
YMCA of San Francisco (Bayview)	Foundational competencies programming and case management, primarily for transitional aged youth in Bayview	$55,000
YMCA of San Francisco (Bayview)/Together United Recommitted Forever (T.U.R.F.)	Foundational competencies programming and case management, primarily for transitional aged youth in Sunnydale	$100,000
	Subtotal	**$775,000**

Objective 3: Families and Individuals are Resilient and Economically Self-Sufficient

- **Priority Need 3B: Promote Economic Advancement Through Barrier Removal**
  - **Goal 3Biii. Increased access to job retention and advancement supports through legal and other related services**

Agency Name	Project Description	CDBG Funding Amount
AIDS Legal Referral Panel of the SF Bay Area	Legal services primarily for people with HIV, including immigrants	$82,000
Asian Americans Advancing Justice - Asian Law Caucus	Legal services primarily for immigrants	$52,000
Bay Area Legal Aid	Legal representation and counseling regarding housing issues, economic self-sufficiency and issues faced by survivors of domestic violence	$100,000
Central American Resource Center (CARECEN)	Legal services primarily for immigrants	$80,000
Dolores Street Community Services	Legal services primarily for African immigrants	$50,000
Instituto Laboral de la Raza	Legal services primarily for immigrant workers	$60,000
La Raza Centro Legal	Legal services primarily for immigrants	$50,000
La Raza Community Resource Center	Legal services primarily for immigrants	$80,000
Positive Resource Center	Legal representation and advocacy regarding SSI benefits	$50,000
Swords to Plowshares Veterans Rights Organization	Legal services to secure VA benefits for homeless and low-income veterans	$81,111
	Subtotal	**$685,111**

Objective 3: Families and Individuals are Resilient and Economically Self-Sufficient

- **Priority Need 3B: Promote Economic Advancement Through Barrier Removal**
  - **Goal 3Biv. Improved financial literacy and management**

Agency Name	Project Description	CDBG Funding Amount
Consumer Credit Counseling Service of San Francisco	Provide high-volume, quality, one-on-one financial counseling services to low-income San Franciscans through targeted referral systems developed in partnership with the Office of Economic Empowerment and partner city agencies	$100,000
Mission Asset Fund	Financial education, coaching and access to loans for primarily immigrants	$65,000

Agency Name	Project Description	CDBG Funding Amount
Mission Economic Development Agency	Financial education and coaching through workshops and individual counseling for primarily Spanish-speaking families	$50,000
My Path	Financial coaching and credit-building services to reduce and eliminate barriers to asset building	$50,000
Northeast Community Federal Credit Union	Financial education and credit building/repair counseling services primarily for the unbanked population	$50,000
San Francisco Housing Development Corporation	Financial education counseling and coaching services primarily for Bayview Hunters Point, Visitacion Valley, Potrero Hill and Western Additional residents	$50,000
	Subtotal	**$365,000**

Administration Costs

Agency Name	Project Description	CDBG Funding Amount
Mayor's Office of Housing and Community Development	General CDBG administration and planning	$3,297,175
	Subtotal	**$3,297,175**

TOTAL 2017-2018 CDBG: $18,782,824

2017-2018 ESG Projects

This list of proposed ESG-funded projects is organized by five-year objectives, priority needs and goals that are described in the 2015-2019 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 1B: Make Housing Affordable**
  - **Goal 1Biii. Increase access to rental and homeownership housing**

Agency Name	Project Description	ESG Funding Amount
Hamilton Families	Rental assistance to assist families avoid eviction and become stably housed	$170,607
	Subtotal	**$170,607**

Objective 1: Families and Individuals are Stably Housed

- **Priority Need 1C: Prevent and Treat Homelessness**
  - **Goal 1Ci. Reduced rate of evictions**

Agency Name	Project Description	ESG Funding Amount
AIDS Housing Alliance	Homeless prevention and rapid rehousing primarily for HIV+ persons	$150,000
Catholic Charities CYO	Tenant based rental assistance for at-risk or homeless persons	$190,000
Compass Family Services	Homeless and eviction prevention services and housing counseling for individuals and families	$40,000
	Subtotal	**$380,000**

Objective 1: Families and Individuals are Stably Housed

- **Priority Need 1C: Prevent and Treat Homelessness**
  - **Goal 1Ciii. Homeless people receive basic shelter and support services**

Agency Name	Project Description	ESG Funding Amount
Central City Hospitality House	Shelter services primarily for single men	$65,000
Community Awareness & Treatment Services	Shelter services primarily for women	$50,000
Compass Family Services	Shelter services for homeless families	$87,000

Agency Name	Project Description	ESG Funding Amount
Dolores Street Community Services	Shelter services primarily for homeless men	$52,176
Episcopal Community Services of San Francisco	Shelter services for homeless persons	$81,116
Hamilton Families	Shelter services for homeless families	$50,000
Homeless Children's Network	Case management services for homeless families with children	$50,000
La Casa de las Madres	Shelter services primarily for Spanish speaking women who are victims of domestic violence	$123,322
Larkin Street Youth Services	Shelter services for homeless youth	$112,000
Mission Neighborhood Health Center	Leadership development and case management services for homeless persons	$46,873
Providence Foundation	Shelter services for homeless persons	$45,000
YMCA of San Francisco (Bayview)	Respite services for homeless persons	$50,000
	Subtotal	**$812,487**

Administration Costs

Agency Name	Project Description	ESG Funding Amount
Mayor's Office of Housing and Community Development	HMIS	$10,000
Mayor's Office of Housing and Community Development	General ESG administration	$111,331
	Subtotal	**$121,331**

TOTAL 2017-2018 ESG: $1,484,425

2017-2018 HOPWA Projects

MOHCD serves as the lead agency for the HOPWA program for the San Francisco EMSA, which consists of San Francisco and San Mateo Counties.

San Francisco HOPWA Projects

This list of proposed HOPWA-funded projects is organized by five-year objectives, priority needs and goals that are described in the 2015-2019 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 1B: Make Housing Affordable**
  - **Goal 1Biii. Increase access to rental and homeownership housing**

Agency Name	Project Description	HOPWA Funding Amount
Mayor's Office of Housing and Community Development	Housing information and referral project	$13,000
San Francisco AIDS Foundation	Housing information and referral project	$35,000
	Subtotal	**$48,000**

Objective 1: Families and Individuals are Stably Housed

- **Priority Need 1D: Provide Supportive Housing Services**
  - **Goal 1Dii. Increased access to permanent supportive housing and transitional housing for PLWHA**

Agency Name	Project Description	HOPWA Funding Amount
Catholic Charities CYO	Partial rental subsidy program for people with HIV/AIDS	$75,000
Catholic Charities CYO	RCF-CI (Residential Care Facility for the Chronically Ill) for people with HIV/AIDS	$1,683,973
Catholic Charities CYO	RCF-CI (Residential Care Facility for the Chronically Ill) for people with HIV/AIDS	$758,187
Department of Aging and Adult Services	Eligibility screening for HIV Housing Waitlist	$50,000
Dolores Street Community Services	RCF-CI (Residential Care Facility for the Chronically Ill) for people with HIV/AIDS	$479,350
Larkin Street Youth Services	RCF-CI (Residential Care Facility for the Chronically Ill) for people with HIV/AIDS	$348,144

Agency Name	Project Description	HOPWA Funding Amount
Maitri Compassionate Care	RCF-CI (Residential Care Facility for the Chronically Ill) for people with HIV/AIDS	$492,167
Mayor's Office of Housing and Community Development	Capital pool - HOPWA (includes $50,000 in HOPWA program income)	$109,433
Mercy Housing CA XVII	Operating costs for a residence for persons with HIV/AIDS	$50,000
Rafiki Coalition for Health and Wellness	Transitional housing for persons with HIV/AIDS	$50,000
San Francisco Human Services Agency	Housing advocacy for persons with HIV/AIDS	$257,494
San Francisco Human Services Agency	Rental assistance for persons with HIV/AIDS	$1,595,681
	Subtotal	**$5,949,429**

Administration Costs

Agency Name	Project Description	HOPWA Funding Amount
Mayor's Office of Housing and Community Development	General HOPWA administration	$183,941
	Subtotal	**$183,941**

TOTAL SAN FRANCISCO 2017-2018 HOPWA: $6,181,370

San Mateo HOPWA Projects

Agency Name	Project Description	2017-2018 Funding Amount
San Mateo: Mental Health Association of San Mateo	Housing information referrals and assistance with locating affordable/appropriate housing units for very low-income persons living with HIV/AIDS	$28,350
San Mateo: Mental Health Association of San Mateo	Project sponsor administrative expenses	$37,690
San Mateo: Mental Health Association of San Mateo	HUD-defined move-in costs (e.g., deposits) for very low-income persons living with HIV/AIDS	$25,000
San Mateo: Mental Health Association of San Mateo	Short-term housing subsidies, including pre- and post-placement housing advocacy services for very low-income persons living with HIV/AIDS	$485,085
San Mateo: San Mateo County STD/HIV Program	Comprehensive case management and community based services for very low-income persons with HIV/AIDS	$27,531
	Subtotal	**$603,656**

TOTAL SAN MATEO 2017-2018 HOPWA: $603,656

TOTAL 2017-2018 HOPWA: $6,785,026

2017-2018 HOME Projects

This list of proposed HOME-funded projects is organized by five-year objectives, priority needs and goals that are described in the 2015-2019 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 1A: Develop and Maintain Affordable Housing**
  - **Goal 1Ai. Increased supply of affordable housing**

Agency Name	Project Description	HOME Funding Amount
Mayor's Office of Housing and Community Development	Housing development pool - HOME (includes $100,000 in HOME program income)	$3,842,876
	Subtotal	**$3,842,876**

General Administration

Agency Name	Project Description	HOME Funding Amount
Mayor's Office of Housing and Community Development	General HOME administration	$415,875
	Subtotal	**$415,875**

TOTAL 2017-2018 HOME: $4,258,751

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 minority concentration, and Invest in Neighborhoods Commercial 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; child care and public service support.

MOHCD respectfully requests renewal for all six of the current NRSA designations as provided for at 24 CFR 91.215 (e) (2) and CPD Notice 96.01.

MOHCD compliance with HUD criteria:

- ***Boundaries:*** MOHCD has provided census tract boundaries to specifically define each neighborhood according to year 2010 census data;
- ***Demographic Criteria:*** Each of the designated neighborhoods meets or exceeds the requirement that it be primarily residential and contain a percentage for low- and moderate-income residents that is equal to the "upper quartile percentage" (as computed by HUD pursuant to 24 CFR 570.208(a)(1)(ii) or 70%, whichever is less, but not less than 51%);
- ***Consultation:*** Strategic plans were developed for all six neighborhoods in consultation with the area's key stakeholders, including residents, owners/operators of businesses and financial institutions, non-profit organizations, and community groups that are in or serve the neighborhood;
- ***Assessment:*** Each strategic plan includes an assessment of the economic situation in each area and economic development improvement opportunities and problems likely to be encountered;
- ***Economic Empowerment***: MOHCD has a realistic development strategy and implementation plan to promote the area's economic progress focusing on activities to create meaningful jobs for the unemployed and low- and moderate-income residents of the area as well as activities to promote the substantial revitalization of the neighborhood; and
- ***Performance Measurement:*** MOHCD has developed a program matrix that identifies reliable

indicators including physical improvements, social initiatives and economic development activities, which are measurable over time.

In addition to the HUD guidelines, MOHCD has taken the additional step of reviewing each of the neighborhood strategic plans and is committed to achieving very specific outcomes over the next five years. The table above provides a supplemental snapshot of neighborhood assets, persistent needs and five-year opportunities for each neighborhood.

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 2013 American Community Survey 5-Year Estimates, 58.2% of the City's population is identified as being composed of minorities, and therefore any census tract in which 78.2% of the population is classified as minority would qualify as an Area of Minority Concentration. See Map 1.

Invest In Neighborhoods Commercial Districts

Our neighborhood economic development strategy focuses on strengthening small businesses and key commercial neighborhood corridors that contribute to the local fabric of communities and are the backbone of our local economy. CDBG resources are a key component of this strategy, they fund our community based organizations (CBO's) to provide business technical assistance and support local commercial corridors. Our CBO's serve to provide services that are accessible at the neighborhood level and are culturally, ethnically and linguistically tailored for startup and existing businesses. While CDBG allows us to provide basic business assistance, we leverage these services by combining them with city programs that address the existing economic development needs in a strategic way. In 2012 as part of Mayor Ed Lee's 17 points jobs, he created the Invest In Neighborhoods (IIN) initiative, which has become our approach to neighborhood economic development. The basic principal of the initiative is to provide customized assistance that meets the specific needs of San Francisco's neighborhood commercial corridors. It aligns existing and new City resources and services to commercial corridors around the City in a way that is smart, efficient, and responsive to individual neighborhood needs and opportunities. Small businesses make an essential contribution to the culture and identity of San Francisco and in response the second point to the jobs plan created the Jobs Squad, which helps small businesses, navigate City processes, access vital City programs, and stay informed of issues that may affect them. This team of City staff conducts door-to-door outreach to small businesses around the City to connect them with help and information.

The purpose of the IIN initiative is to strengthen small businesses, improve physical conditions, increase quality of life, and build community capacity in 25 commercial districts throughout the city. While continuing to prioritize low- and moderate-income neighborhoods the goal is to establish more robust citywide programs and services to benefit small businesses, their owners, employees, and their

neighborhoods across the city.

The initiative is managed by OEWD but represents an interagency approach under the Mayor's direction. IIN builds on the prior Administration's commercial corridor revitalization efforts, which targeted a smaller cohort of low- and moderate-income neighborhoods and did not leverage other City departments and resources as effectively. The initiative has also served to offset some of the neighborhood resources that were lost due to the dissolution of the SF Redevelopment Agency.

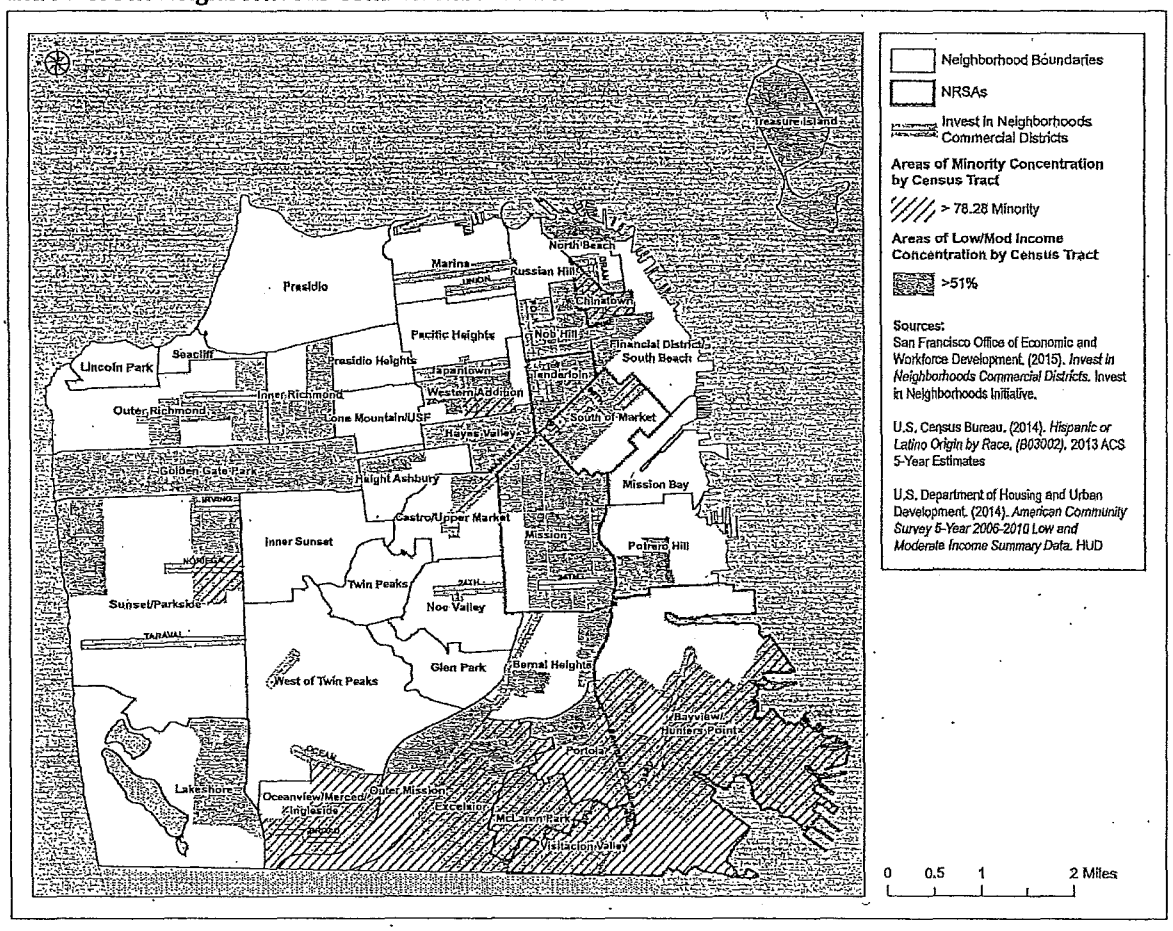
Invest in Neighborhoods provides a standard set of "baseline interventions" to all 25 corridors, and then targeted customized interventions to individual corridors based on an initial economic assessment and stakeholder input.

Among the baseline services all corridors receive include:

- An assigned staff person at City Hall, that oversees a plan for the area and manages provision of services
- A Jobs Squad member for business outreach and provides businesses with guidance on navigating City processes and referrals to city agencies and community partners
- Quarterly tracking and update of existing vacancies and access to StorfrontSF.com, a citywide, on-line vacancy-tracking database
- Access to a set of City-funded small business loan programs

Customized interventions for each corridor are then deployed based on their initial economic assessment. These interventions 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 9 - 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

Table 10 – One Year Goals for Affordable Housing by Support Requirement

One Year Goals for the Number of Households to be Supported	
Homeless	20
Non-Homeless	1,614
Special-Needs	652
Total	2,286

Table 11 – One Year Goals for Affordable Housing by Support Type

One Year Goals for the Number of Households Supported Through	
Rental Assistance	720
The Production of New Units	194
Rehab of Existing Units	1,352
Acquisition of Existing Units	50
Total	2,316

Discussion

Approximately 720 individuals and households will receive rental assistance in 2017-2018. MOHCD intends to provide tenant-based rental assistance to approximately 700 individuals and households through grants provided to community-based organizations offering tenant counseling and eviction prevention services. In addition, 20 formerly homeless households will be supported with project-based rental assistance.

Approximately 194 units will be produced for low-income families earning less than 60% of area median income including 145 public housing replacement units developed under the City's HOPE SF program. Additionally, the rehabilitation of 1,352 existing units will occur under HUD Rental Assistance Demonstration program and the issuance of a Notice of Funding Availability to preserve existing affordable housing. Additional MOHCD anticipates acquisition of approximately 50 existing housing units for preservation as affordable housing through MOHCD's Small Sites Program.

AP-60 Public Housing – 91.220(h)

Introduction

MOHCD will continue to work closely with the San Francisco Housing Authority to address its dilapidated public housing either through demolishing and rebuilding the City's most distressed public housing through the HOPE SF initiative, or rehabilitating the remaining public housing portfolio through the Federal Rental Assistance Demonstration (RAD) program.

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

In the next year MOHCD will continue to rehabilitate approximately 1,153 former public housing units that were converted to nonprofit ownership and management under the RAD program. Under the HOPE SF initiative construction on the 2nd phase of Hunters View will and the 3rd phase of Alice Griffith will be completed in 2017-2018 and demolition of the 3rd phase of Hunters View and construction on the 4th phase of Alice Griffith will commence. Construction activities at Potrero will continue in 2017, and at Sunnydale in 2018.

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

The RAD and HOPE SF revitalization programs will increase tenant engagement activities and tenant services substantially. A framework for the RAD tenant engagement work follows. At HOPE SF properties, this level of connection is exceeded, with deep case management services available to many residents, as further described below.

RAD Community Engagement

Our community engagement model consists of 3 tiers of service:

Establish trust; Map assets and identify needs; Begin community activities; Build resident base; Develop neighborhood partnerships
Foundational and ongoing work with residents and community members of Housing Developments by all service providers or those who conduct work there.

Community Building – Community organizing and events; Increased information and opportunities; Deeper resident and neighborhood partnerships; Implement peer leadership activities; Development of Health and Wellness, Educational, and Economic Mobility activities
Deeper foundational and ongoing work that builds upon Community Engagement. As residents and community members become accustomed to providers then work can include recruiting peers and engaging them in leadership and skills building activities. This then establishes them as part of the team.

Service Connection – Enhanced information and referral with follow up; Intentional Support for Housing Stabilization; Ongoing Health and Wellness, Educational, and Economic Mobility Activities
Once engaged and investments have been made in the Housing Development the consistent staff teams

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

Resident Engagement and RAD

- Goals accomplished during phased conversion of all 28 properties
  - Easing transition of residents to RAD
  - Helping residents understand what RAD is and how it will affect them
  - Engaging them in development of construction scope of work
  - Engaging them in development and implementation of the following processes such as:
    - Grievances
    - Leases / House Rules
    - Services
    - Relocation
    - Wait Lists
    - Housing Retention
    - Recertification
    - Tenant Councils
  - Introducing residents to new owners, management entities and services personnel
  - Providing continuity and evolution of tenant associations

- Why monthly meetings with residents at large are required?
  - Regular meetings message that development, property management, services team are here to stay – trust building
  - Provide regular opportunity for asking questions, getting updates and providing feedback
  - Provide updates on construction, relocation, property management systems, and services activities
  - Provide on-going opportunity for staff teams and residents to get to know each other

All meetings include appropriate notification, translation, and food. Key messaging elements include: that there will be no permanent relocation due to RAD; rents will be calculated in the same way that they have been under public housing; definition and preserving of RAD tenant protections, SFHA retains ownership of the land, which means that the buildings will be for people with low incomes for at least 99 years with the most important emphasis on housing stability for all tenants.

Below are the roles each partner is playing in the RAD Engagement process:

SFHA: Identify and support existing resources for resident engagement that are effective and sustainable. Establish partnerships with Developers, the City and Community Partners to communicate and engage with residents.

MOHCD: MOHCD coordinates the real estate transition from SFHA to developer team and will be a project lender. MOHCD will also coordinate the resident services model and its implementation at each site. Lastly MOHCD is leading the creation of clear and

consistent dialogue, documentation and communication about RAD between all partners and residents.

Development Teams: Developer teams will implement the rehabilitation programs and own the buildings as well as provide consistent and effective property management including investment in the on-site services model. They are committed to support resident involvement in all phases of the conversion and implementation.

Tenant Advocates: Tenant Advocates (Housing Rights Committee, National Housing Law Project, Bay Area Legal Aid) work with residents and stakeholders to promote greater understanding of resident rights

HOPE SF Community Engagement

Resident Services and Community Building Overview

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

In the next five years, all four HOPE SF sites will have completed construction of a subset of replacement and affordable housing units. Residents will continue to be included in community space planning efforts across all four sites, managed by the non-profit developers. The Mayor's Office will work with on-site service providers to coordinate the training and placement of residents in construction jobs occurring on site. All of the on-site service providers will be preparing residents for relocation and placement in the units. Residents will be included in a series of relocation planning meetings across the sites and will contribute to the development of the final relocation plans. Additionally, services and programming assisting with the transition to non-profit management will be ramped up, such as those related to financial literacy, workforce development, and tenant education. Community building activities – such as senior, teen & family programming, community gardening, and community-wide celebrations – will also continue to be executed at each of the four HOPE SF sites.

All four HOPE SF sites will be integrating learnings from the pilot Peer Health Leadership programs and will be furthering the delivery and evaluation of services and leadership development through this program over the next five years. Similarly, HOPE SF sites will continue to deepen their educational strategies which are executed in collaboration with the four on-site Educational Liaisons, 8 HOPE SF schools, and families at each of the sites. In partnership with the San Francisco Department of Public Health, HOPE SF is developing Health and Wellness programs at each of the four sites. HOPE SF and the Department of Public Health will engage both community-based organizations and HOPE SF residents to help shape the program's offerings, outreach and more.

Lead HOPE SF Resident Services Agencies:

Site	Lead Service Provider
Alice Griffith	Urban Strategies
Hunters View	Bayview YMCA

Potrero Terrace and Annex	Bridge Housing
Sunnydale	Mercy Housing

At Hunters View, the Bayview YMCA has worked to prepare residents for relocation. The YMCA has also focused on barrier removal, career development support, health and wellness activities, family support programming, educational activities, and employment soft and hard skills.

At Alice Griffith, the Urban Strategies team continues to link residents with senior programs, family support programming, youth and education programming, afterschool activities, health and wellness activities, and workforce development opportunities.

At Potrero Annex/Terrace, Bridge Housing continues to provide community building activities and foster individual participation in planning sessions. These activities included leadership development and safety workshops, healthy living and healthy generations groups, gardening/sustainability programs, social activities, and a service connection contract with the Potrero Hill Family support Center (Urban Services YMCA) in which they work with residents to assess, connect and support them in workforce and educational opportunities.

At Sunnydale, Mercy Housing, the Bayview YMCA, APA/Visitation Valley Strong Famlies, and TURF work collaboratively to provide outreach, family support, service connections, health and wellness, and educational activities and community convenings to Sunnydale residents. Both Sunnydale and Potrero Annex and Terrace received HUD Choice Neighborhood Initiative Planning Grants in 2012 to support ongoing revitalization efforts.

Choice Neighborhood Grants

Planning Grants

Both Sunnydale and Potrero Annex and Terrace received HUD Choice Neighborhood Initiative Planning Grants in 2012 to support ongoing revitalization efforts. These planning efforts came to a close in 2014. Both of these communities utilized the momentum they gained throughout the planning process to engage residents, city agencies, and other stakeholders in the implementation of the resulting plans. Sunnydale formed implementation committees consisting of residents, city agencies, community organizations, and other stakeholders to collaborate on the execution of objectives in areas of housing development, health & wellness, safety, and economic stability.

The South Potrero Neighborhood Transformation Plan has supported the development of a coordinated blueprint for improving Potrero Annex and Terrace, and the surrounding neighborhood. At Potrero Annex and Terrace, the work focused on establishing quality services in the community, and connecting residents to the greater neighborhood and services.

Implementation Grants

Urban Strategies complete their cycle of the Choice Neighborhoods Implementation Grant at Alice Griffith in 2017. The team will continue to partner with residents, city agencies, community organizations, and other stakeholders as they complete their process. Workforce development programming will proceed as construction on-site continues at Alice Griffith through 2016; construction is projected to be completed in fall 2016 for the initial phases of Alice Griffith. Additionally, key neighborhood revitalization and construction projects will continue to come online in the surrounding district which will provide opportunities for training and placement. Educational Liaison at Alice Griffith

will continue to partner with the school district to execute plans addressing chronic absenteeism and parent engagement. Other city agencies will continue to execute their plans for improved transportation, parks, retail, and other commercial and recreational assets in the greater neighborhood.

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

HUD designated SFHA as a "Troubled" agency on December 13, 2012.

SFHA executed a Public Housing Authority Recovery and Sustainability Agreement and Action Plan (PHARS) with the U.S. Department of Housing and Urban Development and the City and County of San Francisco on July 1, 2013. The PHARS Agreement and Action Plan included several milestones for SFHA to achieve recovery and long-term sustainability. Elements of the PHARS include:

- Assessment of existing staff assignments, policies and procedures, and development of improved policies and procedures
- Implementation of procedures to monitor independent audit findings
- Improved rent collection practices
- Improved unit turn-over rates and reduce vacancies
- Improved Commission oversight of SFHA finances and operations
- Development and implementation of a Waitlist Management Plan for both public housing and the Housing Choice Voucher (HCV) programs
- Development of a plan for housing quality standard (HQS) inspections for the (HCV) program
- Development of a plan for HCV re-certifications (etc.)

Discussion

MOHCD's work with SFHA to address SFHA's dilapidated housing stock either through the RAD and 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. SFHA continues to work toward moving the agency out of "Troubled" status including engaging in a technical assistance contract with HUD.

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

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

The City's Ten Year Plan to End Chronic Homelessness directed the City to move its focus away from traditional emergency shelters and toward shelters with 24-hour crisis clinics, and sobering centers.

Since the Plan was published, the Department of Public Health has created the Dore Urgent Care Clinic, a medically-staffed 24/7 urgent care clinic designed to serve people in psychiatric crisis that is able to accommodate up to 12 clients at any one time. The department also funds the Dore Residence, a 14-bed intensive crisis residential treatment program, operated in a social rehabilitation model, that provides a 24-hour alternative to hospitalization and serves clients who need psychiatric crisis support. The average length of stay is 3-5 days. Many of the individuals served by the two programs are homeless.

The emergency shelter system for adults has had a reduction of 440 year-round beds between January 2005 (1,579 total beds) and the present (1,139 total beds in June 2014). While decreasing the number of emergency shelter beds, the City has enhanced the quality of emergency shelter and improved access for its clients. Between FY08-09 and FY13-14, the annual budget for emergency shelters increased by $4.3 million. The additional money has been used to invest in added case management and sustain service levels.

The City continues to promote fair and efficient access to emergency shelter. It is supporting adding a new shelter in the Bayview, the neighborhood with the highest number of persons living on the street, according to the 2013 homeless count. HSA received a capital grant of nearly $1 million from the state and plans to use local funding for shelter operations.

Another way that shelters have been made more accessible is that, 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 capabilities. 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.

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 pre requisite. 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

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 multi-various challenge of homelessness, the homelessness and homeless prevention program is grant-based and melds 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 Human Services Agency, to align its strategies.

Through this program, MOHCD administers the HUD Emergency Solutions Grant 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, many homeless people 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

In addition to the items described above, the Mayor has also recently created the new department of Homeless and Supportive Housing. The new Department has approximately 110 staff members, largely transferring from the Department of Public Health and the Human Service Agency. This will bring together under one roof the multitude of City services from outreach – including the Homeless Outreach Team – to shelter and supportive housing. The Department of Homelessness and Supportive Housing's budget is approximately $165 million annually and was introduced as part of the Mayor's proposed FY 2016-17 and 2017-18 budget. It encompasses the majority of homeless spending in the City which is primarily expended through contracts to non-profits to provide services and interventions from outreach through supportive housing.

AP-70 HOPWA Goals– 91.220 (l)(3)

Table 12 – HOPWA Goals

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	90
Tenant-based rental assistance	207
Units provided in permanent housing facilities developed, leased, or operated with HOPWA funds	230
Units provided in transitional short-term housing facilities developed, leased, or operated with HOPWA funds	22
Total	549

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

Introduction:

San Francisco continues to work to address how to remove barriers to the development of affordable housing be it through its land use policies or improving city procedures to expedite affordable housing production such as priority permit processing for affordable housing projects.

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 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 developed neighborhood specific housing plans to accommodate the majority of new housing needs anticipated.

In an effort to identify *specific sites* for housing in accordance with Housing Element law and the City's Surplus Property Ordinance, all City agencies subject to Ordinance must annually report their surplus properties to the Board of Supervisors and Mayor. MOHCD then is tasked with evaluating those properties for their potential for affordable housing development. To the extent that land is not suitable for housing development, the City sells those surplus sites and uses the proceeds for affordable housing development elsewhere.

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.

[1] The following section on Addressing Barriers to Housing Production is cited from the April 2015 Housing Element. The role of the Housing Element is to provide policy background for housing programs and decisions and broad directions for 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 is exploring recommendations of the Housing Element as they pertain to findings from the 2011 Analysis of Impediments to Fair Housing.

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. The City also passed laws in 2015 to make the process easier for legalizing secondary units that were created without proper planning or building permits.

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. State Density Bonus law also allows an increase in a building's density if a certain amount of affordable housing is provided. Often not this law is producing smaller affordable housing in a building that is predominantly market rate housing. In July 2016 the City approved a San Francisco-specific 100% Affordable Housing Density Program, which provides developers incentives such as increased density and up to three additional stories in height than what is permitted by the site's zoning in return for building 100% of its units as permanently affordable housing. The 100% Affordable Housing Density Program also provides a more expeditious way to increase an affordable housing's height and density rather than using the lengthy Special Use District historically used by affordable housing developments.

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 monitors the construction of middle income housing under provisions included within the inclusionary requirements of the Eastern Neighborhoods Area Plans, under the Regional Housing Needs Assessment requirements and pursuant to Proposition K passed by the voters in November 2014, which requires the Planning Department to monitor and report on the balance of market rate housing production and affordable housing production in order to inform the City's decision-making on new housing development.

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 (typically public subsidy of $250,000-$350,000 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 diminishing. The recent recession 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 for affordable housing, it forced the City of San Francisco seek 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 will 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.

Proposition A Housing Bond
San Francisco voters approved Proposition A in November 2015, which authorized the City to sell $310 million in general obligation bonds in order to pay for low and middle-income housing production as well as fund other programs that assist first-time homebuyers and address the rehab needs of existing public housing. The bonds will be repaid from the City 's General Fund. MOHCD is continuing to implement housing programs and modifying existing programs to account for this new funding source. The first sale of the Proposition A bond sales occurred in October 2016.

Proposition C Loans to Finance Acquisition and Rehabilitation of Affordable Housing
San Francisco voters approved Proposition C in November 2016, which amends the 1992 voter-approved Proposition A, to allow the City to sell up to $260 million in general obligation bonds to finance the acquisition, improvement and rehabilitation of at-risk multi-unit residential buildings and

convert them to permanently affordable housing. MOHCD will be implementing a housing program for use of these funds in 2017 and 2018.

Reduce Regulatory Barriers

Public processing time, staffing, and fees related to City approval make up a considerable portion of affordable development costs. The City has implemented Priority Application Processing through coordination with the Planning Department, Department of Building Inspection, and Department of Public Works for 100% affordable projects. This expedites the review and development process and reduces overall development costs. As described above, passage of the 100% Affordable Housing Density Bonus Program in 2016 allows affordable housing developers to pursue zoning accommodations such as increased density and height without going through the lengthy rezoning and application of a Special Use District process.

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, the 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 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, 46% speak a language other than English at home, with the largest language groups being Chinese, Spanish, Tagalog and Russian. Fifty percent of the Asian population are of limited English proficiency (LEP), meaning that they speak English less than "very well." Thirty percent of Asian children are identified as LEP. Fourteen percent of San Francisco households are "linguistically isolated" with no one in the household over the age of 14 indicating that they speak English "well" or "very well". Among Asian households, that number increases to 35%. At the individual level, about 25% of all San Franciscans in the 2008 survey indicated that they did not speak English "very well", which is the third highest percentage in the state of California, and the 10th highest percentage of any county in the entire United States.

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

Another action that will be taken will be granting those households displaced by Ellis Act evictions 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 MOHCD issued a Notice of Funding Availability (NOFA) 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. In 2016 MOHCD issued such a NOFA and anticipates issuing another NOFA in Fiscal Year 2017-2018.

Actions planned to reduce lead-based paint hazards

The Mayor's Office of Housing and Community Development is a multi-grant recipient of HUD's Office of Lead Hazard Control and Healthy Homes. Over the past 20 years, MOHCD has developed a highly collaborative infrastructure of City agencies and non-profit organizations to address childhood lead poisoning, lead hazards, and other health conditions stemming from poor quality housing in low-income communities. Collaborating agencies serve as referral partners to the lead program, which is a vital component of the day-to-day programmatic activities of MOHCD's Lead and Housing Rehabilitation Programs unit, which serves to improve low-income tenant- and owner-occupied housing.

To promote the occupancy of lead safe units by low-income families with children, the program will require property owners to execute a grant agreement, deed of trust, and declaration of restrictions that impose a five year restriction period; forbidding the property owner to evict current tenants; requiring property managers to maintain the property free of lead hazards; affirmatively marketing to low-income families with children under the age of six; and advertising and coordinating re-rentals through our office. As a result of this enforcement tool, MOHCD maintains a registry of lead remediated housing units, which upon re-rental must be affirmatively marketed to low-income families with children under the age of six. These re-rentals must also be advertised and coordinated through MOHCD. In addition, MOHCD's monitoring and asset management team performs compliance monitoring requiring the owner to provide documentation of current tenants and property maintenance. MOHCD also requires CDBG 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 Lead Program.

MOHCD 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. Fundamental to the response system, the San Francisco Department of Public Health code enforcement 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 grant assistance for the assessment and remediation services of lead hazards in low-income tenant- and

owner-occupied housing.

In addition, MOHCD works 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 the San Francisco Department of Public Health.

Actions planned to reduce the number of poverty-level families

San Francisco is perceived as a wealthy area with an average household income of $117,255. However, 13.8% of residents live below the poverty level. According to Chief Economist, Ted Egan, between 1990 and 2010, the population living in Extremely Low / Very Low income households (those earning less than 50% of Area Median Income) has grown the most. Growth has also been seen in households earning over 150% of area median income, and, to a lesser extent, in those earning 120-150% of AMI. The low income population (50-80% of AMI) has seen very slight growth, and the moderate income population (80-120%) experienced a decline in absolute numbers.

The cost of housing in San Francisco exacerbates the wealth disparity. Local housing costs not only exceed the national average but, thanks to a housing market crash that affected San Francisco less than other places, the city now has the most expensive housing in the region.

OEWD has implemented evidence-based sector academies and programs that provide access to employment opportunities for our priority populations, those most affected by wealth disparity. Our sectors – healthcare, construction, information and communications technology, and hospitality – were selected because of their high growth potential, entry-level employment opportunities, and more importantly, because of their pathways to self-sufficiency and economic security.

All San Franciscans deserve to live in safety and prosperity. But today, not all San Franciscans do. In truth, while we are one City, united in name and government, we remain separate communities. In neighborhoods with concentrated poverty, there is a San Francisco that is a community apart, separated by geography, violence, and decades of neglect. According to the U.S. Census Bureau's 2012 5-Year American Community Survey, 13.2%, of San Francisco's residents live in poverty. This, in the context of a growing yet fragile city economy with a $6 billion budget and for many people unaffordable housing presents a unique opportunity for monumental change.

San Francisco's unequal income distribution and skyrocketing housing prices could jeopardize the City's future competitiveness and overall economic stability. The role of government is to intervene where the market fails society's most vulnerable populations, the City's poorest residents. At the neighborhood level, the City's policy levers include investing public funds to counteract policies at other levels of government that disadvantage a geographic area, promote localized economic development, create jobs, and increase the provision of goods and services. Because most nonprofits lack the economies of scale to construct infrastructure, and private actors have little incentive to invest in reweaving the frayed social fabric, government through a strategic public-private partnership is uniquely positioned to create the required innovative infrastructure to eradicate poverty. This infrastructure facilitates novel policy development, the formation of equitable redevelopment, enhanced service access and social capital in areas of concentrated poverty.

In April 2007, the Center for American Progress issued a report, *From Poverty to Prosperity: A National Strategy to Cut Poverty in Half*, which was the result of the Center convening a diverse group of national experts and leaders to examine the causes and consequences of poverty in America and to make recommendations for national action. In the report, the Center's Task Force on Poverty calls for a national goal of cutting poverty in half in the next 10 years and proposes a strategy to reach the goal.

In order to cut poverty in half over the next 10 years, the Task Force on Poverty recommended that strategies should be guided by four principles:

- Promote Decent Work: People should work and work should pay enough to ensure that workers and their families can avoid poverty, meet basic needs, and save for the future;
- Provide Opportunity for All: Children should grow up in conditions that maximize their opportunities for success; adults should have opportunities throughout their lives to connect to work, get more education, live in a good neighborhood, and move up in the workforce;
- Ensure Economic Security: People should not fall into poverty when they cannot work or work is unavailable, unstable, or pays so little that they cannot make ends meet; and
- Help People Build Wealth: Everyone should have the opportunity to build assets that allow them to weather periods of flux and volatility, and to have the resources that may be essential to advancement and upward mobility.

San Francisco's anti-poverty strategy embodies all of these guiding principles. Creating opportunity for socially and economically isolated San Franciscans requires a multifaceted and comprehensive approach.

Smart Government

Smart government starts with inter-agency collaboration and community-based partnerships. Across the City, innovative strategies have been developed to provide unprecedented opportunities for our residents. From healthcare to housing, environment to employment, San Francisco is at the forefront of developing and implementing best practices to make our city better for everyone. However, many of the residents in our most disconnected neighborhoods lack the resources they need to connect to those programs and strategies. Low educational attainment, safety concerns, inability to access capital, and the lack of a cohesive social fabric to support residents makes it difficult to reach even the first rungs of these ladders. Working together in four priority areas – homelessness, asset building/homeownership, employment and youth/education – City departments are developing "on-ramps" that give residents the skills and resources they need to take advantage of the City's innovations.

Table 13 – "On-Ramp" Programs to Address City Goals

Policy area	Homelessness	Asset Building/Homeownership	Employment	Youth/Education
Goal	To end chronic homelessness	Asset building for low- and moderate-income residents	Living-wage jobs with opportunities for career advancement	All students graduate high school and have the ability to go to college
City strategy	**Housing First** is a successful program that places homeless individuals into permanent supportive housing with wrap around services	**City's First Time Homebuyers' Program** helps low-income residents afford to own in San Francisco	**Four Sectors** have been identified by OEWD as having high growth potential for our city. Job training and development programs are aligned around those sectors	**SF Promise** guarantees college financial assistance for SF students who do well in school and graduate high school
"On-Ramp"	**Project Homeless Connect** reaches out to homeless individuals every other month and provides a one-stop shop of health and human services for them	**Bank on San Francisco** is an award winning national model program which allows families dependent on high-cost check-cashers to easily open a starter bank account with mainstream financial institutions **Financial Empowerment Center Initiative** is an inter-departmental program to support centers that will conduct financial triage, set goals, and establishes action plans in 5 service areas: money management, improved credit, decreased debt, safe and affordable banking relationships, and build savings	**Career Pathways that promote job mobility and advancement:** Creating career pathways that support the ability of residents and workers to attain the industry relevant/recognized skills employers are looking for is key to job mobility and advancement in the San Francisco labor market. Working in partnership with employers, the City will continue to implement industry-driven pathway approaches that cross learning at the K-12 and post-secondary levels.	**Promise Neighborhood** is a federal Department of Education-supported program that brings together City departments and community-based organizations to transform a low-income, largely immigrant neighborhood by linking family economic security with student academic achievement. It creates a comprehensive, integrated framework of evidence-based services that responds to urgent needs and builds on the foundation of student, family,

Policy area	Homelessness	Asset Building/Homeownership	Employment	Youth/Education
				community, and school strengths and assets. **The City's Family Resource Center Initiative** brings national and local best practices in parent education and family support to high need communities. This inter-departmental program has tracks for parents of new babies, preschoolers and young kids. It provides support for all parents so they can help each other in the knowledge that it "takes a village".

An on-ramp is only as good as the system to which it connects. In some cases, those systems are not working as well as they could. City departments are working together with community-based organizations to determine situations where existing systems need to be tweaked or overhauled to achieve their intended effect. A critical part is changing the way the system works. If we want these efforts to result in lasting change, we must move beyond the coordination efforts often associated with an initiative to true integration and a new system that lasts beyond the efforts of any group of individuals driving the initiative. To do that will require some changes in the infrastructure that support the programs and services offered by the City.

Community Voice

Innovating means understanding problems and solutions at the ground level. The City must works alongside skilled and informed stakeholders that live in and know the neighborhoods and are able to work with us to pinpoint where systems are breaking down. These organized residents then hold everyone – the City, the nonprofit providers and their fellow residents themselves – accountable for measuring and achieving real results.

Shared Data and Goals

The first fundamental change is to create a mechanism to better share data across City agencies. Sharing data is critical as it allows us to identify specific families in multiple systems of care, who require multiple interventions. Understanding the complete needs of an individual and family helps City programs provide a more customized set of services to those families, ensure those services are

coordinated, and identify where there are gaps in services that need to be addressed. Residents will be able to provide informed consent to participate in data sharing.

Sector Based Approach to Workforce Development

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

Sector strategies have emerged as a best practice within federal state and local policy. A report by Public/Private Ventures, *Targeting Industries, Training Workers and Improving Opportunities*, through a longitudinal random assign study found that sector strategies have produced the following results:

- Participants in skills-training programs had decreases in poverty, from 64 percent to 35 percent.
- Participants in skills-training programs also accessed higher-quality jobs. The percentage of participants with health insurance available through their employers increased from 49 percent to 73 percent, while the percentage with paid sick leave increased from 35 percent to 58 percent.
- Many participants in skills-training programs obtained jobs in targeted sectors. Among advanced skills-training participants, these positions paid more than positions unrelated to training.
- Sectoral Employment Initiative participants believed the programs helped them achieve success in the labor market. Eighty-three percent of participants agreed that the training prepared them well for work in the targeted sector, and 78 percent said the program had improved their chances of getting a good job.
- Organizations using sectoral approaches other than or in addition to skills training demonstrated the potential to bring about systemic change. In very different contexts, through organizing and advocacy efforts or using leverage with industry contacts to negotiate with educational institutions, organizations either led or were involved in efforts that brought about significant changes to systems—changes that had the potential to benefit less-educated workers throughout the targeted sector.[2]

San Francisco's proven sector strategy for workforce development is rooted in detailed economic analysis and forecasting performed by both the San Francisco Office of Economic Analysis (OEA) and the California Employment Development Department (EDD).

Since hitting the trough of the last business cycle in 2010, San Francisco has demonstrated its economic resiliency and recovery. From 2010 to 2015, San Francisco added an average of 25,000 new jobs each year. In 2012, total employment in the City reached pre-recession levels[3], and, since reaching this milestone, the unemployment rate has continued to steadily decline – standing at approximately 3% as of the publishing of this report[4].

The city is also out performing other large counties throughout the country. Between 2011-2012, San Francisco was the fastest growing large county in the United States as measured in annual private sector

[2] Roder, Anne; Clymer, Carol; Wyckoff, Laura; *Targeting Industries, Training Workers and Improving Opportunities;* Public Private Ventures 2010
[3] Bureau of Labor Statistics, 2013
[4] California Employment Development Department, 2014

job growth. San Francisco's recovery has also occurred across sectors with every sector in the city's economy outpacing the US growth rate[5].

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

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

Serious Collaboration

The City will bring together public and philanthropic funding, tap into nonprofit expertise, and work with businesses and corporations to make sure that opportunity is accessible for all people in our communities and that every community can fully contribute its strengths and unique culture to our collective prosperity.

Economic Development

For the first time since the closing of the Hunters Point Ship Yard real investment, nearly $1 billion, is slated for the surrounding communities. From major public investment such as the redevelopment of public housing to significant private investment such as the development at the old Ship Yard and the Schlage Lock site, renewed activity in the southeast sector brings jobs, revitalizes buildings and neighborhoods and has the potential to transform communities.

One challenge is helping residents to get ready for such economic development. Many of the jobs that are available require different skill levels than most residents have. The City has been working with planning and contracting groups to try and forecast employment needs further out to give more time to prepare residents with the right skills. When there are many steps in the process, it is difficult to get the whole pipeline running smoothly. City departments, including MOHCD, OCII and OEWD, are working closely to develop training programs, provide life skills support, create job opportunities, and adjust employment systems that make this process more seamless.

Nonprofit Collaboration

The City cannot do this work alone. There are hundreds of nonprofit organizations that provide critical services, reach out to residents and advocate for change. Without these organizations the social service delivery system simply will not work. However, through surveys and focus groups, we heard from residents that the quality of services was uneven. We also heard from nonprofits themselves that they lacked access to the kind of training and capacity building they believed they needed in order to reach their full potential. The City is working with community-based organizations (CBOs) through a number of capacity building City initiatives to develop new capacity building supports and deeper partnerships. This

[5] Bureau of Labor Statistics, 2013

include the Capacity Building Project within the City's Controller's Office; MOHCD's capacity building programs; the Department of Children, Youth and their Family's capacity building programs; the Nonprofit Displacement Working Group; the Working Group on Nonprofit Sustainability and Accountability; and the newly created Nonprofit Sector Initiative within the Office of Economic and Workforce Development.

Private Investment

Reducing poverty is a major transformation that the public sector cannot do alone. There is an important role for philanthropy and the private sector to play in its implementation. The vast majority of new job creation will occur in the private sector.

The City sees foundations playing several roles:

- Providing expert advice
- Jointly funding critical enabling elements of the strategy
- Aligning other funding with the strategy
- Providing support for the strategy in the San Francisco public debate
- Helping identify and raise other philanthropic support

To that end, the City has newly created the position of Director of Strategic Partnerships within the Mayor's Office; this new position is focused on creating meaningful partnerships with private philanthropy to leverage private resources to support the City's work.

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 leads a regular working group focused on the issues of nonprofit displacement with every other department with a significant investment in community-based organizations. Another example is the Alignment Committee, which was created in 2014 to undertake long and short-term planning for the City's workforce development programs, to set goals and priorities for these programs, to coordinate workforce development activities among City departments, and to monitor their effectiveness. In the coming months, the Alignment Committee will engage with stakeholders from throughout San Francisco to refine this plan into a comprehensive strategy for City workforce development services and investments. Among other stakeholders, the Alignment Committee will hear from jobseekers, employers, community based organizations, labor, and education and training partners.

In addition, staff of the Mayor's Office of Housing and Community Development and the Office of

Economic and Workforce Development 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 City's HOPE SF initiative, focusing on the revitalization of four selected public housing sites at Hunters View, Alice Griffith, Sunnydale, and Potrero Terrace/Annex, brings together a bi-monthly Leadership Team consisting of deputy-level City staff representing health, human services, children and youth, workforce development, public housing, community development, affordable housing, and private philanthropy.

The MOHCD Director is a member of the Our Children, Our Families Council, an inter-agency body that is co-chaired by the Mayor and the Superintendent of the San Francisco Unified School District. The Our Children, Our Families Council consists of up to 42 members, with leaders from the City & County of San Francisco, the San Francisco Unified School District, and the community. The Mayor and Superintendent of SFUSD chair the Council. The Council is comprised of 13 City Department heads, up to 13 leaders from San Francisco Unified School District, and 14 community representatives appointed by the Mayor. The Council is charged with promoting coordination, increasing accessibility, and enhancing the effectiveness of programs and services for children, youth and families.

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

The City agencies also coordinate in the decision-making at the project level on affordable housing developments in the City, including at the level of individual project funding decisions. The Citywide Affordable Housing Loan makes funding recommendations to the Mayor for affordable housing development throughout the City or to the OCII Commission for affordable housing under their jurisdiction. Committee Members consist of the directors or the director's representative from the Mayor's Office of Housing and Community Development, Department of Homelessness and Supportive Housing (DHSH) and the Office of Community Investment and Infrastructure as successor to the San Francisco Redevelopment Agency (OCII). MOHCD also works closely with OCII and DHSH to issue requests for proposals (RFPs) or notices of funding availability (NOFAs) on a regular basis to seek applications for particular types of developments. NOFAs are generally issued for projects to serve specific populations (family renters, single adults, seniors, people requiring supportive services, etc.), while RFPs are generally issued for specific development sites. Staff develops funding and general policy recommendations to the Loan Committee.

Staff from MOHCD, OCII and DHSH also meet on a bi-monthly basis to coordinate the development and operation of the City's permanent supportive housing pipeline and portfolio. Like the Health and Human Services Cluster meeting, this bi-monthly convening provides a regular forum to discuss issues of services coordination, policy, new initiatives, funding opportunities, and emerging needs specific for permanent supportive housing funded by these departments.

The Mayor's Office of Housing and Community Development also is a member of the Long Term Care Coordinating Council (LTCCC). This body is charged to: (1) advise, implement, and monitor community-based long term care planning in San Francisco; and (2) facilitate the improved coordination of home, community-based, and institutional services for older adults and adults with disabilities. It is the single body in San Francisco that evaluates all issues related to improving community-based long-term care and supportive services. The LTCCC has 40 membership slots. Membership categories were created to ensure representation from a variety of consumers, advocates, and service providers (non-profit and public). The Mayor appoints people to fill 32 slots, which represent non-profit service provider organizations, consumers, and advocates. The additional 9 slots represent City and County departments including: Human Services, Aging and Adult Services, Public Health (two slots), Mayor's Office on Disability, Mayor's Office of Housing and Community Development, San Francisco Housing Authority, and the San Francisco Municipal Transportation Agency, plus one non-voting slot to enable representation of the Mayor's Office. The LTCCC evaluates how service delivery systems interact to serve people, and recommends ways to improve service coordination and system interaction. Workgroups responsible for carrying out the activities in the plan provide periodic progress reports through presentations to the LTCCC.

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	2,296,949
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:	**2,296,949**

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. 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, housing or job-linkage fees collected by the City and County of San Francisco, or from the Proposition A housing bond passed by San Francisco voters in November 2015.

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 Accounting Management Information System (FAMIS) 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 including serving the targeted population over an extended affordability period; 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 the Mayor's Office of Housing and Community Development in consultation with local Continuum of Care 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 Continuum of Care 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 Continuum of Care. 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 Homeless Management Information Systems (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 Continuum of Care's Coordinated Assessment system and other local permanent supportive housing systems (e.g., serving veterans, families, transitional age youth, 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: child care, 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 Continuum of Care 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 Continuum of Care. To meet these goals, the local Continuum of Care 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 Continuum of Care trainings related to improving coordination among Continuum of Care 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, transitional age youth, 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.)

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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.

As described above under the Written Standards for Emergency Shelter Activities section, all City-funded shelters for single adults are accessed through HSA resource centers, and Connecting Point is a centralized intake system for homeless families seeking emergency shelter.

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, Community Development Block Grant, Emergency Solutions Grant (ESG), HOME Investment Partnership and Housing Opportunities for Persons With AIDS funds for community development and housing activities. All of San Francisco's ESG-funded services are provided by private non-profit organizations. The process for making ESG funding allocations to non-profit organizations is outlined below:

- In partnership with the Citizen's Committee on Community Development (CCCD), MOHCD and the Office of Economic and Workforce Development (OEWD) conduct multiple public hearings to solicit citizen input on community needs for allocating funds from four federal sources, including ESG;
- MOHCD and OEWD issue Requests for Proposals and hold technical assistance workshops for interested non-profit organizations to provide information on the application and the review process;
- MOHCD and OEWD 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 and OEWD 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.

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 HSA staff and the Local Board 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 Local Board, neighborhood hearings, focus groups with providers, and surveys conducted with both providers and residents.

5. Describe performance standards for evaluating ESG.

Consistent with consolidated planning regulations at 24 CFR 91.220(1)(4)(vi) and 91.320(k)(3)(v), San Francisco utilizes the following indicators as performance standards for evaluating 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

Discussion:

Citizen Participation Comments Attachment

Notes from November 17, 2016 Community Needs Hearing

Discussed Strategies to address Homelessness

- Sustainable housing for youth (e.g. name on lease)
- Sustainable employment (e.g. SF minimum-wage and up)
- Post-Secondary education (e.g. 4-year degree or CTE)
- Mental Health and Physical Wellness (health plan and provider)
- Street outreach and building trusting relationships
- Local merchants helping to pay for services for homeless

Discussed Barriers and Needs of Homeless population

- Stop evictions
- Stronger tenant protections
- Build low cost housing for %30 AMI and below
- Decriminalize homelessness (opposed to "Sit-Lie" laws)
- Invite homeless voices
- More attention to public health
- More resources in and for the Castro
- Improve shelter conditions and services senior, LGBTQ, and specifically trans/youth
- Promote equity and access in HUD regulations
- Mental health providers – more psychiatrists for homeless
- Look to Salt Lake City, UT for successful interventions http://www.slcdocs.com/hand/SLC_Homeless_Services_Strategy.pdf
- Tax the wealthy, tax tech
- That homelessness in San Francisco is "rare, brief, and one-time"
- Shelter and low income housing is for seniors (dedicated # of units and shelter beds)
- Lower the minimum income threshold eligibility requirement on applications for affordable housing
- Storage space for homeless belongings
- More public restrooms, shower, storage
- Increased access to personal hygiene products (e.g. tampons, towels, toilet paper)
- Look to more church congregations for the additional space in winter months (St. Boniface's Sacred Sleep and Sanctuary http://thegubbioproject.org/)
- Oppose policies that punish homeless
- Advocate for new policies and funding from federal and state levels of government

Discussed Strategies to support Seniors

- Build, rehabilitate, and adaptively reuse more homes for seniors
- Create additional and deeper subsidies
- Dedicate RAD units to seniors as they turn over
- Enforce fire safety and habitability in buildings that house low-income households
- Expand Small Sites Program
    - Ensure program has its eyes and ears open for purchase opportunities before these properties hit the open market

- Enact a City ordinance that requires property sellers to first offer the property to City/nonprofits (right of first refusal) to increase the affordable housing stock and combat real estate speculation

- Provide application and case management support to seniors
  - Many seniors are not proficient in Internet-based technology and/or are resistant to/intimidated by BMR lottery process and therefore culturally competent services include: one-on-one support and educational workshops
  - Administer the BMR lottery in a manner that provides important information on lottery tickets (applicants are prohibited from applying twice) so that seniors could take their ticket to any Access to Housing service provider
  - Basic support ("hand holding" and emotional support), especially during the first stages of the BMR lottery process.
- Increase eviction prevention services for seniors (legal services, tenant counseling, and rental/financial assistance) and provide emotional support so that they don't lose heart
- Develop anti-discrimination strategies to combat landlords that discriminate on the basis of age or source of income (namely Section 8) both for existing and prospective tenants.
- Increase access to housing services for seniors
- Ensure homes of seniors are accessible (e.g., home modifications for seniors with limited mobility, elevators in senior residential buildings)
- Improve operational efficiency at the SFHA to be responsive to existing and prospective landlords, as the SFHA is currently not easy to work with. An unresponsive SFHA only further disincentivizes and discourages landlord willingness to rent to a voucher-holder.
- Work to further increase federally calculated Fair Market Rent

Barriers and Needs for Seniors:

- Addressing the unintended negative consequences of rent control (e.g., higher income earners paying rents far below market rate in older tenancies versus lower income households who are severely rent burdened in relatively newer tenancies)
- Eviction prevention, especially pre-legal action is a concern
- MOHCD needs to put the name/address of the property on the lottery ticket for easy identification
- As we move towards digital communications, including housing applications, need to take special consideration for seniors and their access
- To maximize applications from broad constituency, need to offer workshops and additional person to person services

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

Edwin M. Lee
Mayor

Olson Lee
Director

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

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

DATE: **April 14, 2017**

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:	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).

OFFICE OF THE MAYOR
SAN FRANCISCO

EDWIN M. LEE

TO: Angela Calvillo, Clerk of the Board of Supervisors

FROM: for Mayor Edwin M. Lee

RE: Apply for, Accept, and Expend Grant - Emergency Solutions Grants Program - $1,484,425 - FY2017-2018

DATE: April 25, 2017

Attached for introduction to the Board of Supervisors is a resolution approving the FY2017-2018 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 FY2017-2018 ESG Program entitlement from the U.S. Department of Housing and Urban Development, in the amount of $1,484,425 for an unspecified period starting July 1, 2017.

Should you have any questions, please contact Mawuli Tugbenyoh (415) 554-5168.

RECEIVED
BOARD OF SUPERVISORS
SAN FRANCISCO
2017 APR 25 PM 3:17
BY:

1 DR. CARLTON B. GOODLETT PLACE, ROOM 200
SAN FRANCISCO, CALIFORNIA 94102-4681
TELEPHONE: (415) 554-6141

File No. 170476

FORM SFEC-126:
NOTIFICATION OF CONTRACT APPROVAL
(S.F. Campaign and Governmental Conduct Code § 1.126)

City Elective Officer Information *(Please print clearly.)*	
Name of City elective officer(s): Members, Board of Supervisors	City elective office(s) held: Members, Board of Supervisors

Contractor Information *(Please print clearly.)*	
Name of contractor: **See attached list of contractors**	
Please list the names of (1) members of the contractor's board of directors; (2) the contractor's chief executive officer, chief financial officer and chief operating officer; (3) any person who has an ownership of 20 percent or more in the contractor; (4) any subcontractor listed in the bid or contract; and (5) any political committee sponsored or controlled by the contractor. Use additional pages as necessary. **See attached**	
Contractor address: **See attached**	
Date that contract was approved: ***(By the SF Board of Supervisors)***	Amount of contract: **Contracts total $1,363,094**
Describe the nature of the contract that was approved: **ESG grants to nonprofit organizations to serve homeless persons and persons at risk of homelessness**	
Comments: **Attached form includes requested information**	

This contract was approved by (check applicable):

☐ the City elective officer(s) identified on this form

☑ a board on which the City elective officer(s) serves: San Francisco Board of Supervisors
Print Name of Board

☐ the board of a state agency (Health Authority, Housing Authority Commission, Industrial Development Authority Board, Parking Authority, Redevelopment Agency Commission, Relocation Appeals Board, Treasure Island Development Authority) on which an appointee of the City elective officer(s) identified on this form sits

_____
Print Name of Board

Filer Information *(Please print clearly.)*	
Name of filer: Angela Calvillo, Clerk of the Board	Contact telephone number: (415) 554-5184
Address: City Hall, Room 244, 1 Dr. Carlton B. Goodlett Pl., San Francisco, CA 94102	E-mail: Board.of.Supervisors@sfgov.org

_____ _____
Signature of City Elective Officer (if submitted by City elective officer) Date Signed

_____ _____
Signature of Board Secretary or Clerk (if submitted by Board Secretary or Clerk) Date Signed

2017-2018 ESG Proposed Expenditures - Form 126 Attachment

Agency Name	Agency Address	2017-2018 Funding Amount	Project Description	Chief Executive Officer	Chief Financial Officer	Chief Operating Officer	Board Members
AIDS Housing Alliance	350 Golden Gate Avenue, San Francisco, CA 94102	$150,000	Homeless prevention and rapid rehousing primarily for HIV+ persons	Brian Basinger			Brian Basinger
							Ed Bedard
							Darren Kearl
							Alan Martinez
							James Nykolay
							Dennis Richards
Catholic Charities CYO (AHHP)	990 Eddy Street, San Francisco, CA 94105	$190,000	Tenant based rental assistance for at-risk or homeless persons	Jeffrey Bialik	Keith Spindle		Carlos Alvarez
							Jeffrey Bialik
							Joseph Boerio
							Theodore Borromeo
							Gregory A. Bullian
							Kathleen H. Cardinal
							Archbishop Salvatore Cordileone
							Timothy Connors
							Herbert W. Foedisch, Jr.
							Rev. Charles Gagan, SJ
							Jerilyn Gelt
							David R. Hultman
							Steven Kane
							Hugo Kostelni
							Simon Manning
							Maura A. Markus
							Sharon McCarthy Allen
							Kathleen McEligot
							Robert McGrath
							Sister Maureen McInerney
							Ann Gray Miller
							Stephen Molinelli
							Katherine Munter
							Siobhan O'Malley
							Michael Paulter

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2017-2018 ESG Proposed Expenditures - Form 126 Attachment

Agency Name	Agency Address	2017-2018 Funding Amount	Project Description	Chief Executive Officer	Chief Financial Officer	Chief Operating Officer	Board Members
							D. Paul Regan
							Mike Selfridge
							George B. Sundby
							Pierre Theodore
							Rev. Dr. Kenneth Weare
							Rev. Kenneth Westray
							Lori H. Whitney
							Peter Wilch
Central City Hospitality House	290 Turk Street, San Francisco, CA 94102	$65,000	Shelter services primarily for single men	Jackie Jenks			Jeanie Bunker
							Braden Cerutti
							Kelley Cutler
							Tess Davis
							Alice Fong
							Kimberly Gallion
							Elaine Go
							Nella Goncalves
							Michael Hampton
							Justin Hibbard
							Matt Hilton
							Daniel Hlad
							Jesse Johnson
							Leslie Rabine
							Maria Rocchio
							Jason Rodrigues
							Monique Zmuda
Community Awareness & Treatment Services	1171 Mission Street, San Francisco, CA 94103	$50,000	Shelter services primarily for women	Janet Goy	Takanarine Beharry		Jack Aronson
							Rena Burns
							Marta del Castillo
							Roderick Finetti
							Todd Johnson
							Andrea Manion
							John Minot

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2017-2018 ESG Proposed Expenditures - Form 126 Attachment

Agency Name	Agency Address	2017-2018 Funding Amount	Project Description	Chief Executive Officer	Chief Financial Officer	Chief Operating Officer	Board Members
							Charles Steffy
							Chris Truglio
							Surendra Yadav
Compass Family Services	49 Powell Street, San Francisco, CA 94102	$87,000	Shelter services for homeless families	Erica Kisch			Michelle Battelle
							JoAnn Bertges
							Jeff Cain
							Lisa Cardone
							Shawn M. Cross
							Robert Daoro
							Alison Engel
							Nancy Field
							Kelly Flannery
							Stephanie Fredericks
							Beth Gassel
							Dennis Gibbons
							Doug Goelz
							Beth Roy Jenkyn
							Sloan Klein
							Diane Larrabee
							Sara Lemke-von Ammon
							Michael McCarthy
							Kyri McClellan
							Brian McInerney
							Rosalind Navarro Solon
							Mary Noel Pepsy
							Lisa Odyniec
							Anne Parish
							Katie Traina
							Christopher Wagner
							Stephanie Zeppa
Compass Family Services	49 Powell Street, San Francisco, CA 94102	$40,000	Homeless and eviction prevention services and housing counseling for individuals and families	Erica Kisch			Michelle Battelle
							JoAnn Bertges
							Jeff Cain

2017-2018 ESG Proposed Expenditures - Form 126 Attachment

Agency Name	Agency Address	2017-2018 Funding Amount	Project Description	Chief Executive Officer	Chief Financial Officer	Chief Operating Officer	Board Members
							Lisa Cardone
							Shawn M. Cross
							Robert Daoro
							Alison Engel
							Nancy Field
							Kelly Flannery
							Stephanie Fredericks
							Beth Gassel
							Dennis Gibbons
							Doug Goelz
							Beth Roy Jenkyn
							Sloan Klein
							Diane Larrabee
							Sara Lemke-von Ammon
							Michael McCarthy
							Kyri McClellan
							Brian McInerney
							Rosalind Navarro Solon
							Mary Noel Pepsy
							Lisa Odyniec
							Anne Parish
							Katie Traina
							Christopher Wagner
							Stephanie Zeppa
Dolores Street Community Services	938 Valencia Street, San Francisco, CA 94110	$52,176	Shelter services primarily for homeless men	Wendy Phillips			Khary Dvorak-Ewell
							Rosha Jones
							Hiraa Khan
							Monica Regan
							Alvaro Sanchez
							Don Soto
							Victor Ray Valdiviezo
							Lisa Weisman-Ward
Episcopal Community Services of San Francisco	165 8th Street, San Francisco, CA 94103	$81,116	Shelter services for homeless persons	Kenneth J. Reggio	Melanie Johnson	Karen Gruneisen	Christopher Ball

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2017-2018 ESG Proposed Expenditures - Form 126 Attachment

Agency Name	Agency Address	2017-2018 Funding Amount	Project Description	Chief Executive Officer	Chief Financial Officer	Chief Operating Officer	Board Members
							Ted Chambers
							Andrea Clay
							Todd Clayter
							David Cooke
							Cort Cortez
							Sedge Dienst
							Richard Gill
							Rev. Marc Handley Andrus
							Chris Hoberg
							Martin Jones
							Frederic Knapp
							Gordon Leong
							Rita Moutan Patterson
							Christiane Pendarvis
							Kenneth Reggio
							Megan Robershotte
							Richard Springwater
							Kelly Steckelbert
							Yvonne Tatsuno
							Rev. Margaret Trezevant
							Pablo Wong
							S. Hassan Zaidi
Hamiliton Families	1631 Hayes Street, San Francisco, CA 94117	$50,000	Shelter services for homeless families	Tomiquia Moss	Rosa Martinez	Jack Fagan	Lea Banducci
							Julian Bassler
							Marsha Boyette
							Kasandra Davis
							David Goldin
							Elizabeth Groeger
							Ann Iannuccillo
							Allison Hastings
							Tom Lue
							Jason Mandell
							Salvador Menjivar
							Rene S. Picazo

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2017-2018 ESG Proposed Expenditures - Form 126 Attachment

Agency Name	Agency Address	2017-2018 Funding Amount	Project Description	Chief Executive Officer	Chief Financial Officer	Chief Operating Officer	Board Members
							Mary Scott
							Clay Smudsky
							Jane Von Bothmer
							Ken Woods
Hamiliton Families	1631 Hayes Street, San Francisco, CA 94117	$170,607	Rental assistance to assist families avoid eviction and become stably housed	Tomiquia Moss	Rosa Martinez	Jack Fagan	Lea Banducci
							Julian Bassler
							Marsha Boyette
							Kasandra Davis
							David Goldin
							Elizabeth Groeger
							Ann Iannuccillo
							Allison Hastings
							Tom Lue
							Jason Mandell
							Salvador Menjivar
							Rene S. Picazo
							Mary Scott
							Clay Smudsky
							Jane Von Bothmer
							Ken Woods
Homeless Children's Network	3450 3rd Street, San Francisco, CA 94110	$50,000	Case management services for homeless families with children	April Silas			Alex Bernadin
							Sharika Etheart
							Zibbie Nwokah
							Amar Purl
							Caterina Rindi
							Pauline Schindler
							April Silas
							Shannon Smith
La Casa de las Madres	1663 Mission Street, San Francisco, CA 94103	$123,322	Shelter services primarily for Spanish speaking women who are victims of domestic violence	Kathy Black			Maria Bee
							Bob Littlefield
							Betty Miller Creary
							Christine Omata

2017-2018 ESG Proposed Expenditures - Form 126 Attachment

Agency Name	Agency Address	2017-2018 Funding Amount	Project Description	Chief Executive Officer	Chief Financial Officer	Chief Operating Officer	Board Members
							Lisa Polacci
							Julie Roberts
							Carmen Sanchez
							Arthur Stellini
							Carolyn Tsai
							Nanci Tucker
							Michelle Zauss
Larkin Street Youth Services	134 Golden Gate Avenue, San Francisco, CA 94102	$112,000	Shelter services for homeless youth	Sherilyn Adams		Ray Fort	Sherilyn Adams
							Suzi Alexander
							Jeremy Avenier
							Jennifer Brahm
							Daniel Cody
							Charlie Dicke
							Conor Famulener
							Art Fatum
							Katherine Fraser
							Jeff Garelick
							Blake Grossman
							Nina Hatvany
							Jim Henry
							John Hicks
							Ann Hoecker
							Rick Kerzic
							Terry Kramer
							Adam Moise
							Willis Newton
							Laura Powell
							Phil Schlein
							Aaron Schwartz
							Christine Tsingos
							Chuck Wibblesman
							Allison Wysocki
							David Zoba

2017-2018 ESG Proposed Expenditures - Form 126 Attachment

Agency Name	Agency Address	2017-2018 Funding Amount	Project Description	Chief Executive Officer	Chief Financial Officer	Chief Operating Officer	Board Members
Mission Neighborhood Health Center	240 Shotwell Street, San Francisco, CA 94110	$46,873	Leadership development and case management services for homeless persons	Brenda Storey	Angela Robinson	Patty Caplan	George Bach-y-rita
							Tracy Brown
							Rita Franklin
							Francisco Garcia
							Amelia Martinez
							Maria Molinero
							Sandra Mora
							Charles Moser
							Ricardo Wohler
Providence Foundation	4601 Third Street, San Francisco, CA 94124	$45,000	Shelter services for homeless persons	Helen LaMar			Bernadetta Anthony
							Cliff Bell
							James Blanding
							Alpha Buie
							Linnie Carrington
							Kirk Crippens
							Cynthia Moten
							Lanita Williams
YMCA of San Francisco (Bayview)	50 California Street, San Francisco, CA 94111	$50,000	Respite services for homeless persons	Takija Gardner	Kathy Cheng	Jamie Brunning-Miles	John K. Anderson
							Karen Austin
							Tama Axton
							John Berg
							Curtis C. Brown, Jr.
							Lynn Bunim
							Richard Chrisholm
							Gary R. Cumpston
							Glenn M. Farrell
							Monica Finnegan
							Jawahar M. Gidwani
							Gary Hall
							W. Dean Henry
							Thomas Kearney
							Gene J. Kim
							Paul Kochis

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2017-2018 ESG Proposed Expenditures - Form 126 Attachment

Agency Name	Agency Address	2017-2018 Funding Amount	Project Description	Chief Executive Officer	Chief Financial Officer	Chief Operating Officer	Board Members
							S. Timothy Kochis
							Theodora Lee
							Micheal Millman
							Christopher Patz
							Anthony Peters
							Eric Prosnitz
							Roxanne Richards
							L. Wade Rose
							Nancy Rose
							Peter M. Susko
							Patricia A. Theophilos
							Charles V. Thornton
							Debora Tomlin
							CJ Van Pelt
							Carl Vogt
							Caryl B. Welborn
							John Willingham
							Art B. Wong
							Eric Yopes
							Thomas Zimmer
		$1,363,094					

2547