City and County of San Francisco

DRAFT
2025-2029 Consolidated Plan and 2025-2026 Action Plan

For Public Review and Comment Between March 11, 2025 and April 9, 2025

Welcome to San Francisco's DRAFT 2025-2029 Consolidated Plan and 2025-2026 Action Plan.

NOTES FOR PUBLIC REVIEW and COMMENT:

1) This draft document is available for public review and comment between March 11 and April 9, 2025.
2) Members of the public who wish to provide feedback on this draft document, which includes funding recommendations, may do so at the March 18th public hearing. For more information on the public hearing, please click here.
3) Members of the public may also provide feedback by submitting written comments on this on-line form or by emailing gloria.woo@sfgov.org. In your comment, please be specific about your issue and refer to a specific section of the draft document, if appropriate.
4) The close of the public comment period is April 9, 2025 at 5:00 p.m.
5) Thank you in advance for your participation in this process.

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Executive Summary

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

1.   Introduction

The Office of Community Planning and Development (CPD) of the U.S. Department of Housing and Urban Development (HUD) requires that jurisdictions consolidate goals for all CPD programs into one strategic plan, called the Consolidated Plan. The four federal grant programs included in this Plan are 1) the Community Development Block Grant (CDBG) program; 2) the Emergency Solutions Grant (ESG) program; 3) the HOME Investment Partnerships program (HOME); and 4) the Housing Opportunities for Persons With AIDS (HOPWA) program. A strategic plan must be submitted to HUD at least once every five years. This document, San Francisco's Five-year Consolidated Plan, covers the time period of July 1, 2025 through June 30, 2030, and serves the following purposes:

- A planning document for San Francisco's community development and affordable housing activities, which builds on a participatory process among citizens, organizations, businesses and other stakeholders;
- An application for federal funds under HUD's CDBG, ESG, HOME, and HOPWA programs;
- A strategy to be followed in using HUD funds and non-HUD funds; and,
- A management tool for assessing performance and tracking results.

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. Expand affordable housing opportunities
2. Provide services to maintain housing stability and reduce displacement
3. Promote community safety and vitality through improved service coordination and accessibility

3.   Evaluation of past performance

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

4.   Summary of citizen participation process and consultation process

As part of the strategic planning process for the 2025-2029 Consolidated Plan, staff from the Mayor's Office of Housing and Community Development (MOHCD) and Office of Economic and Workforce Development (OEWD) conducted a thorough needs assessment, collecting data from a variety of city stakeholders. Specifically, City staff:

- Hosted 13 community forums for residents and other stakeholders to comment on housing and community needs;
- Conducted nearly 40 key stakeholder focus groups;
- Hosted a digital engagement platform that was a one-stop shop to learn about the five-year strategic plan and program areas, engage in on-line activities such as quick polls, and complete the community survey;
- Prioritized language access by offering 42 in-language forums, seven in-language focus groups, and translated materials and the digital platform in six languages (Cantonese, Filipino, Russian, Samoan, Spanish, Vietnamese);
- Consulted with staff from other City departments; and,
- Reviewed relevant plans, reports and policy documents.

After the needs assessment phase, City staff reported back to the community and continued to engage the community with the following activities:
- Held a 14-day public comment period and an on-line public hearing to report back on the findings from the needs assessment phase;
- Held a 14-day public comment period and two public hearings (one in-person and one on-line) to collect input and comment on proposed strategies; and,
- Currently there is a 30-day public comment period and a public hearing scheduled for March 18, 2025 to provide additional opportunities for the community to provide input and comment on the draft Consolidated Plan document.

All public hearings were held in English, Cantonese, Filipino and Spanish. Interpretation in other languages was available upon request.

5. Summary of public comments

MOHCD and OEWD received public comments through the community forums, public hearings, digital platform, community surveys, focus groups, and stakeholder meetings. All comments were accepted. Please see the Citizen Participation Comments Attachment for comments and MOHCD/OEWD's responses to these comments.

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

The City accepted and considered all comments received throughout the process of developing this Consolidated Plan.

7. Summary

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

The Process

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	Department of Homelessness and Supportive Housing

Narrative (optional)

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

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

Consolidated Plan Public Contact Information

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PR-10 Consultation – 91.100, 91.110, 91.200(b), 91.300(b), 91.215(I) and 91.315(I)

1.   Introduction

For the development of the 2025-2029 Consolidated Plan, MOHCD contracted with Learning For Action, a strategy development, evaluation, and research consultant firm, to develop an outreach and engagement strategy and a needs analysis. The outreach and engagement strategy included community forums and online surveys for all San Francisco residents and stakeholders; focus groups for targeted groups and community advocates; and interviews with staff of other City departments. This outreach and engagement and consultation process was used to inform both the needs analysis and the development of strategies for the 2025–2029 Consolidated Plan, Analysis of Impediments to Fair Housing Choice, and the HIV Housing Plan.

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(I)).

MOHCD, HSH, and OEWD consult and coordinate regularly with each other and with other City departments to leverage funding and to develop programs and services. During the development of this Consolidated Plan, MOHCD consulted through one-on-one meetings with the following City departments:
- Adult Probation Department
- Arts Commission
- Assessor-Recorder
- Department of Children, Youth and Their Families (DCYF)
- Department of Disability and Aging Services (DAS)
- Department of Early Childhood
- Department of Homelessness and Supportive Housing (HSH)
- Department of Public Health (DPH)
- Environment Department
- Housing Authority of the City and County of San Francisco (Authority)
- Human Services Agency (HSA)
- Municipal Transportation Agency (MTA)
- Office of Civic Engagement and Immigrant Affairs (OCEIA)
- Office of Economic and Workforce Development (OEWD)
- San Francisco Unified School District (SFUSD)
- Treasurer & Tax Collector

MOHCD's Housing Services program provides a holistic program approach grounded on its effort to prevent eviction and increase housing retention. The Housing Placed-Based grant portfolio within this program area supports a variety of skill building, resident leadership, and services connection resources, which are delivered on-site to residents of affordable housing developments.

MOHCD's Housing Services team works closely with the Authority, affordable housing providers, affordable housing on site services partners, and community-based organizations to meet the needs of

the residents who live in low-income subsidized housing. This includes support to the weekly joint vision on site meetings with property management and services, implementation of quarterly housing retention and services meetings, participation in monthly neighborhood or population-based community meetings as well as problem solving intervention meetings.

MOHCD's Housing Services team works with DPH on planning for appropriate services available for residents of permanent supportive housing with behavioral health challenges, in conjunction with HSH. In addition, MOHCD staff works with DPH staff on HIV services coordination, street violence intervention, crisis response services, and healing and wellness centers. Annual programming focuses on housing stability, health and wellness, community safety, economic mobility, and education. There are three levels of participation: resident engagement, community building, and service connection.

HSH and MOHCD work closely together to administer prevention assistance to clients at risk of homelessness. HSH also coordinates with a variety of other city departments to refer clients to shelter and provide support services within shelter, including but not limited to DPH, HSA, Department on the Status of Women (DOSW), Department of Emergency Management, and OEWD.

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

HSH serves as the lead agency for San Francisco's Continuum of Care (CoC). HSH offers homelessness prevention, coordinated entry, outreach, housing problem solving, shelter and crisis interventions, and housing services to people at risk of and experiencing homelessness. HSH also manages the City's HMIS and submits an annual collaborative application for HUD funding to support the provision of coordinated, compassionate, and high-quality services that strive to make homelessness in San Francisco rare, brief, and one time.

HSH coordinates with agencies across San Francisco to provide services to address the needs of those at risk of and experiencing homelessness. This is the spirit behind San Francisco's 2023 - 2028 strategic plan, "Home by The Bay: An Equity-Driven Plan to Prevent and End Homelessness in San Francisco." "Home by the Bay" is a collaboration between numerous City and County agencies, including HSH, DPH, MOHCD, HSA, OEWD, and the Office of Financial Empowerment. Together, these agencies have committed to advancing housing justice, enhancing system performance and capacity, strengthening the City's response to unsheltered homelessness, increasing successful and stable entries into permanent housing, and preventing people from experiencing homelessness. HSH meets with these other departments regularly to coordinate efforts.

Specific examples of coordination to provide services for people at risk of and experiencing homelessness include:
- HSH closely coordinates with MOHCD to implement its targeted homelessness prevention strategy and jointly finance the development, operating subsidies, and support services of new affordable housing projects with units set aside for formerly homeless families and individuals.
- HSH convenes regularly with DPH to plan for and operationalize the integration of physical health and behavioral health services into permanent supportive housing and shelter settings. HSH also works closely with DPH to case conference acute users of multiple systems of care and

to provide Coordinated Entry (CE) System administrative case reviews to support the prioritization of individuals experiencing homelessness into housing.

- HSH works with the HSA, other government agencies, and private providers to operate the City's multidisciplinary team (MDT). The MDT visits interim housing so that guests can access public benefits and be assessed for housing through CE.

In addition to coordinating with other City agencies, HSH also partners with social service providers and people with lived experience of homelessness to coordinate efforts and resources. These partners were key informants to "Home by the Bay" and continue to inform strategies and priorities to respond to the needs of those experiencing homelessness. This includes the San Francisco Local Homeless Coordinating Board (LHCB), which is the San Francisco CoC's governing body. The LHCB is a nine-member body appointed by the Board of Supervisors, Mayor, and the Controller and is staffed by HSH. The LHCB has monthly public meetings and subcommittee meetings at which HSH regularly shares program and system performance outcomes, important information for public and stakeholder feedback, and coordinates the alignment of strategies and investments on solutions to homelessness.

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

As described in the previous section, HSH staffs the CoC board and works closely with the LHCB and other entities to determine how to allocate funds. Through these collaborative partnerships, HSH and the City stay up-to-date on local needs, goals, and performance measures that then inform current and future funding priorities.

HSH is also in the process of working with other stakeholders to develop a detailed performance measurement plan, which consists of a comprehensive list of measures and performance standards to assess the impact of the City's homelessness response system and to inform revised strategies and activities. Data for this plan are drawn from San Francisco's HMIS, which is administered and managed by HSH. Funding, policies, and procedures for the administration of HMIS are also developed by HSH in partnership with the CoC board and other stakeholders.

**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	Age and Disability Friendly Workgroup (formerly Long Term Care Coordinating Council)
	Agency/Group/Organization Type	Services-Elderly Persons Services-Persons with Disabilities Services-Homeless Services-Health Services-Education

Table 2 - Agencies, groups, organizations who participated

		Services-Employment Service-Fair Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis Other - Non-Housing Community Development
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Organization was consulted via a meeting to better understand needs and to improve service coordination
2	**Agency/Group/Organization**	**American Indian Cultural Center**
	Agency/Group/Organization Type	Services - Education
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis Other - Non-Housing Community Development
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Organization was consulted via a meeting to better understand needs and to improve service coordination
3	**Agency/Group/Organization**	**American Indian Cultural District**
	Agency/Group/Organization Type	Services - Education
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis Other - Non-Housing Community Development
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Organization was consulted via a meeting to better understand needs and to improve service coordination
4	**Agency/Group/Organization**	**Arab community-based providers network**
	Agency/Group/Organization Type	Services – Children Services – Elderly persons Services Persons with Disabilities Services- Persons of Domestic Violence Services – Homeless Services – Health Services – Education Services – Employment Services – Fair Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis Other - Non-Housing Community Development
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Organization was consulted via a meeting to better understand needs and to improve service coordination

Table 2 - Agencies, groups, organizations who participated

5	Agency/Group/Organization	Asian Pacific Islander Council
	Agency/Group/Organization Type	Services – Children Services – Elderly persons Services Persons with Disabilities Services- Persons of Domestic Violence Services – Homeless Services – Health Services – Education Services – Employment Services – Fair Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis Other Non-Housing Community Development
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Organization was consulted via a meeting to better understand needs and to improve service coordination
6	Agency/Group/Organization	Asociacion Mayab
	Agency/Group/Organization Type	Services-Health Services-Education
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis Other - Non-Housing Community Development
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Organization was consulted via a meeting to better understand needs and to improve service coordination
7	Agency/Group/Organization	Centers for Equity and Success
	Agency/Group/Organization Type	Services – Education Services - Employment
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis Other - Non-Housing Community Development
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Organization was consulted via a meeting to better understand needs and to improve service coordination
8	Agency/Group/Organization	Council of Community Housing Organizations
	Agency/Group/Organization Type	Housing Service-Fair Housing Services-Education Services-Elderly Persons Services-Persons with Disabilities

Table 2 - Agencies, groups, organizations who participated

	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis Other - Non-Housing Community Development
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Organization was consulted via a meeting to better understand needs and to improve service coordination
9	**Agency/Group/Organization Type**	**Domestic Violence Consortium**
	Agency/Group/Organization Type	Services-Children Services-Victims of Domestic Violence
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis Other - Non-Housing Community Development
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Organization was consulted via a meeting to better understand needs and to improve service coordination
10	**Agency/Group/Organization**	**El/La**
	Agency/Group/Organization Type	Services – Education Services – Health
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis Other - Non-Housing Community Development
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Organization was consulted via a meeting to better understand needs and to improve service coordination
11	**Agency/Group/Organization**	**Eviction prevention and housing stabilization workgroup**
	Agency/Group/Organization Type	Service-Fair Housing Services-Education
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis Other - Non-Housing Community Development
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Organization was consulted via a meeting to better understand needs and to improve service coordination
12	**Agency/Group/Organization**	**Friendship House**
	Agency/Group/Organization Type	Services – Health Services - Education

Table 2 - Agencies, groups, organizations who participated

	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis Other - Non-Housing Community Development
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Organization was consulted via a meeting to better understand needs and to improve service coordination
13	**Agency/Group/Organization**	**HIV Housing Providers**
	Agency/Group/Organization Type	Housing Services – Housing Services – Persons with HIV/AIDS
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Non-Homeless Special Needs Market Analysis Other - Non-Housing Community Development
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Organization was consulted via a meeting to better understand needs and to improve service coordination
14	**Agency/Group/Organization**	**HIV Service Providers**
	Agency/Group/Organization Type	Services - Health Services – Persons with HIV/AIDS
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Non-Homeless Special Needs Market Analysis Other - Non-Housing Community Development
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Organization was consulted via a meeting to better understand needs and to improve service coordination
15	**Agency/Group/Organization Type**	**HomeowershipSF/Rebuilding San Francisco**
	Agency/Group/Organization Type	Housing Services - Education
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis Other - Non-Housing Community Development
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Organization was consulted via a meeting to better understand needs and to improve service coordination
16	**Agency/Group/Organization**	**Glenridge Housing Cooperative**
	Agency/Group/Organization Type	Housing

Table 2 - Agencies, groups, organizations who participated

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Services-Employment</td></tr>
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<tr><td></td><td>Agency/Group/Organization Type</td><td>Housing
Services-Health
Services – HIV/AIDS
Services-Education
Services-Employment
Services-Children</td></tr>
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<tr><td>20</td><td>**Agency/Group/Organization**</td><td>**Pacific Islander Community Partnership**</td></tr>
<tr><td></td><td>Agency/Group/Organization Type</td><td>Services - Education</td></tr>
</table>

Table 2 - Agencies, groups, organizations who participated

	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis Other - Non-Housing Community Development
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Organization was consulted via a meeting to better understand needs and to improve service coordination
21	**Agency/Group/Organization**	**Native American Health Center**
	Agency/Group/Organization Type	Services-Health Services-Education
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis Other - Non-Housing Community Development
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Organization was consulted via a meeting to better understand needs and to improve service coordination
22	**Agency/Group/Organization**	**Mission Neighborhood Center**
	Agency/Group/Organization Type	Housing Service-Fair Housing Services-Education Services-Elderly Persons Services-Persons with Disabilities
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis Other - Non-Housing Community Development
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Organization was consulted via a meeting to better understand needs and to improve service coordination
23	**Agency/Group/Organization**	**SALT Association**
	Agency/Group/Organization Type	Services-Children Services-Health Services-Education
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis Other - Non-Housing Community Development
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Organization was consulted via a meeting to better understand needs and to improve service coordination
24	**Agency/Group/Organization**	**Samoan Community Development Center**
	Agency/Group/Organization Type	Services-Children Services-Health

Table 2 - Agencies, groups, organizations who participated

		Services-Education
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis Other - Non-Housing Community Development
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Organization was consulted via a meeting to better understand needs and to improve service coordination
25	**Agency/Group/Organization**	**San Francisco Goodwill**
	Agency/Group/Organization Type	Services – Education Services - Employment
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis Other - Non-Housing Community Development
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Organization was consulted via a meeting to better understand needs and to improve service coordination
26	**Agency/Group/Organization**	**San Francisco Human Services Network**
	Agency/Group/Organization Type	Services-Children Services-Elderly Persons Services-Persons with Disabilities Services-Victims of Domestic Violence Services-Homeless Services-Health Services-Education Services-Employment Service-Fair Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis Other - Non-Housing Community Development
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Organization was consulted via a meeting to better understand needs and to improve service coordination
27	**Agency/Group/Organization**	**San Francisco Immigrant Legal and Education Network**
	Agency/Group/Organization Type	Services - Education
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis Other - Non-Housing Community Development

Table 2 - Agencies, groups, organizations who participated

	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Organization was consulted via a meeting to better understand needs and to improve service coordination
28	**Agency/Group/Organization**	**San Francisco Latino Parent and Equity Coalition**
	Agency/Group/Organization Type	Housing Services – Broadband Internet Service Providers Services – Children Services – Education Services – Elderly Persons Services – Employment Services – Fair Housing Services – Health Services – Homeless Services – Housing Services – Narrowing the Digital Divide Services – Persons with Disabilities Services – Persons with HIV/AIDS Services – Victims Services – Victims of Domestic Violence
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis Other - Non-Housing Community Development
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Organization was consulted via a meeting to better understand needs and to improve service coordination
29	**Agency/Group/Organization**	**Senior and Disability Action**
	Agency/Group/Organization Type	Services – Elderly Persons Services – Persons with Disabilities Services – Health Services Education Services – Fair Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis Other - Non-Housing Community Development
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Organization was consulted via a meeting to better understand needs and to improve service coordination
30	**Agency/Group/Organization Type**	**Southeast Asian Community Center**
	Agency/Group/Organization Type	Services-Children Services-Elderly Persons

Table 2 - Agencies, groups, organizations who participated

		Services-Education
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis Other - Non-Housing Community Development
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Organization was consulted via a meeting to better understand needs and to improve service coordination
31	**Agency/Group/Organization Type**	**Southeast Asian Community Development Center**
	Agency/Group/Organization Type	Services-Children Services-Elderly Persons Services-Persons with Disabilities Services-Health Services-Education Services-Employment Service-Fair Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis Other - Non-Housing Community Development
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Organization was consulted via a meeting to better understand needs and to improve service coordination
32	**Agency/Group/Organization**	**Supportive Housing Providers Network**
	Agency/Group/Organization Type	Housing Services – Homeless
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis Other - Non-Housing Community Development
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Organization was consulted via a meeting to better understand needs and to improve service coordination
33	**Agency/Group/Organization**	**Swords to Plowshares**
	Agency/Group/Organization Type	Housing Services – Education Services - Employment Services - Health
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis Other - Non-Housing Community Development

Table 2 - Agencies, groups, organizations who participated

	How was the Agency /Group /Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Organization was consulted via a meeting to better understand needs and to improve service coordination
34	**Agency/Group/Organization**	**Tenderloin Housing Clinic – La Voz**
	Agency/Group/Organization Type	Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis Other - Non-Housing Community Development
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Organization was consulted via a meeting to better understand needs and to improve service coordination
35	**Agency/Group/Organization**	**Transgender Advocates for Justice and Accountability**
	Agency/Group/Organization Type	Housing Services – education
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis Other - Non-Housing Community Development
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Organization was consulted via a meeting to better understand needs and to improve service coordination
36	**Agency/Group/Organization**	**Transgender Initiative and Justice Project**
	Agency/Group/Organization Type	Services-Education
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis Other - Non-Housing Community Development
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Organization was consulted via a meeting to better understand needs and to improve service coordination
37	**Agency/Group/Organization**	**Treaty Council**
	Agency/Group/Organization Type	Services-Education
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis Other - Non-Housing Community Development
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Organization was consulted via a meeting to better understand needs and to improve service coordination

Table 2 - Agencies, groups, organizations who participated

38	Agency/Group/Organization	Veterans Affairs
	Agency/Group/Organization Type	Other government - Federal
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis Other - Non-Housing Community Development
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Organization was consulted via a meeting to better understand needs and to improve service coordination
39	Agency/Group/Organization	Young Community Developers
	Agency/Group/Organization Type	Housing Services – Education Services - Employment
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis Other - Non-Housing Community Development
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Organization was consulted via a meeting to better understand needs and to improve service coordination

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

MOHCD, OEWD and HSH 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?
Home By the Bay: An Equity-Driven Plan to Prevent and End Homelessness in San Francisco, 2023-2028	SF Department of Homelessness and Supportive Housing	Decrease homelessness, reduce disparities, increase number of people exiting homelessness, supporting people to succeed in housing, preventing homelessness
2022 Update of the Housing Element (an Element of the San Francisco General Plan)	SF Planning Department	Recognize the right to housing, provide sufficient housing for existing residents for a city with diverse cultures, family structures, and abilities, promote neighborhoods that are well-connected, healthy, and rich with community culture
Final Regional Housing	Association of	The RHNA process identifies the total number of

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?
Needs Allocation (RHNA) Plan: San Franciso Bay Area, 2023-2031	Bay Area Governments	housing units, separated into four affordability levels, that every local government in the Bay Area must plan to accommodate for the period from 2023 to 2031.
2023 San Francisco Housing Inventory	SF Planning Department	Annual survey of housing production trends in San Francisco. The report details changes in the City's housing stock, including housing construction, demolition, and alterations. This report presents housing production activity completed or authorized during the year 2023.
2022 Aging and Disability Affordable Housing Needs Assessment Report	SF Department of Disability and Aging Services	An analysis of senior and disability housing needs, City housing programs and services, and recommendations to address unmet needs and support system coordination.
2023 Aging and Disability Affordable Housing Overview Report	SF Department of Disability and Aging Services	This report provides information on current and planned stock of City-funded affordable housing for older adults and adults with disabilities, including location, accessibility, affordability, and housing type.
Area Plan 2021-2024 Report for the California Department of Aging	SF Department of Disability and Aging Services	Maintain a robust network of community-based services for older adults and adults with disabilities, support and develop an engaged professional workforce that is prepared to work with older adults and adults with disabilities
Dignity Fund Services and Allocation Plan, FY 2023-24 to FY 2026-27 Funding Cycle	SF Human Services Agency, Department of Disability and Aging Services	Improve service awareness, navigation, and connection; boost service engagement for adults with disabilities; provide equitable, culturally inclusive, and affirming services for diverse communities
Strategic Plan Fiscal Years 2022-23 through 2026-27	SF Human Services Agency	Accessibility; strong workforce and collaboration; employment and economic security; health and well-being; and, safety and care
Mayor's Children and Family Recovery Plan	City and County of San Francisco	Access/navigation and systems change (improve systems coordination, improve service delivery, reach communities and build trust); concrete/material needs (affordable housing, housing stability, and shelter; economic stability)
Digital Equity Strategic Plan 2019-2024	City and County of San Francisco	Expand affordable, high-quality internet access through strategic partnerships; launch digital literacy innovation

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?
Our City, Our Home Oversight Committee Needs Assessment, December 2022	SF Office of the Controller City Performance Unit	Describes the characteristics and needs of people experiencing homelessness in San Francisco, examines the scale of resources available, and identifies root causes and pathways out of homelessness.
Safe Housing in San Francisco: A Community Needs Assessment	Prepared by the Safe Housing Alliance for SF Department of Homelessness and Supportive Housing	Summary and analysis of findings of community needs assessment activities and preliminary recommendations for improving access to and safety of homeless and housing services for survivors of domestic violence, sexual assault, and human trafficking.

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 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):

PR-15 Citizen Participation – 91.105, 91.115, 91.200(c) and 91.300(c)

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

Summarize citizen participation process and how it impacted goal-setting

In support of the development of its 2025-2029 Consolidated Plan, Analysis of Impediments to Fair Housing Choice, and HIV Housing Plan, MOHCD and OEWD engaged in a year-long, city-wide outreach and engagement process with stakeholders and residents of San Francisco. During this process, MOHCD and OEWD outreached to a wide range of community stakeholders and residents for their perspectives, needs, feedback and input, specifically targeting the City's populations that need the most support. This process served as a framework to identify housing and community development priorities, which in turn informed the goals and strategies outlined in the final plans. Ultimately, MOHCD will use the community's input and priorities to inform decision-making for funding allocation for the next five years.

Community Engagement for Needs Assessment
Community input is a critical part of the strategic planning process, providing crucial data to ensure funded programs and services address the highest priority needs of populations that need the most support holistically. During this process, public input was obtained through neighborhood forums, population-specific focus groups, and web surveys. Between September 2023 and January of 2024, the following data collection methods were conducted:

Table 4 – Data collection methods

Method	Summary of Citizen Participation
Neighborhood Forums	328 participants at 13 community forums across various neighborhoods throughout the city
Focus Groups	400 (estimated) attendees consisting of residents, advocates, providers, and stakeholders of key constituent groups, nearly 40 focus groups
Digital Platform	4,125 visits to the one-stop shop at www.EngageSanFrancisco.com
Survey	528 respondents on an online survey on the digital platform

MOHCD's community outreach process engaged more than 1,250 participants across community forums, focus groups, and online surveys. For more details, including demographics on participants and meeting notes, see the Citizen Participation Attachment.

Community Forums
Community Forum data provides a composite snapshot of the voices represented. Registration for these activities was encouraged, but not required and as such, demographic data—presented in aggregate below—is not linked directly to specific remarks or findings. It does, however, signify the diverse communities actively involved in this process.

Thirteen community forums were conducted across various neighborhoods throughout the city, including the six HUD-designated Neighborhood Revitalization Strategy Areas. Neighborhood forums included the Bayview Hunters Point, Castro, Chinatown, Excelsior, Mission, Ocean View-Merced Heights-

Ingleside, Richmond, South of Market, Sunset, Tenderloin, Treasure Island, Visitacion Valley, and Western Addition. To ensure language accessibility, forums had an English room plus in-language rooms, depending on primary languages spoken in the neighborhood. Interpretation in other languages was also available when requested.

Focus Groups

Nearly 40 focus groups were conducted, largely with key stakeholder groups, to ensure a wide range of voices and perspectives were represented. The following groups were represented:

- Age and Disability Friendly
- African Caribbean and African Diaspora Community
- American Indian/Native American Community
- Anti-displacement Service Providers
- Arab Community
- Cambodia Community
- Council of Community Housing Organizations
- Domestic Violence Service Providers
- Housing Counseling Agencies
- HUD Co-ops
- Human Services Provider Network
- HIV providers and community members
- Immigrants and newly arrived shelter families
- Lao Community
- LGBQ Organizations
- Mayan Community
- Pacific Islander and Samoan Community
- Pan-Asian
- Pan-Latino
- Re-entry Community
- Russian Community
- Supportive Housing Providers Network
- Tenderloin Spanish Speaking Community
- Thai Community
- Transgender Community
- Veterans
- Vietnamese Community

Digital Engagement

Digital engagement is a broad category that includes internet access, mobile access, social media, and other venues to reach broad audiences, including those that are hardest to engage in other participation venues. The objective of the digital presence was to serve as an online hub for information related to the project and process, as well as a venue to engage stakeholders in providing feedback, download materials, review summarized content from other public engagement activities, and connect with MOHCD staff. The online engagement platform included options for self-guided feedback and was open for the duration of the community engagement period to enable maximum participation.

From an accessibility standpoint, MOHCD leveraged social media to spread the word about the community engagement process generally and distributed a QR code that links to the online platform.

Research shows class-based, income-based, or education-based differences in civic and political participation are less pronounced in social media venues than other online or offline venues. Individuals with lower incomes and fewer degrees are less likely to attend public meetings, participate in focus groups, or comment on news stories or updates.[1]

Survey
An online survey was available on the digital engagement platform to encourage input from a much broader array of individuals that are otherwise unable to participate in public forums or focus groups. Additionally, forum and focus group participants were invited to complete the survey in the event they have additional feedback they were unable to share in-person. The survey asked questions across all areas of inquiry for community engagement. The survey was offered between September 2023 and January 2024. The survey was translated into six languages, Chinese, Filipino, Russian, Spanish, Samoan, and Vietnamese. See Appendix A - Citizen Participation Attachment for more details on the survey, including a summary of the findings from the survey and the demographics of the survey respondents.

Report Back on Needs Assessment
On May 15, 2024, MOHCD and OEWD held a webinar to provide residents and stakeholders with a summary of key findings from the community engagement process. 103 individuals attended the webinar. No comments were received at this webinar. The presentation on the summary of community findings can be accessed on MOHCD's website and the written summary is in Appendix A – Citizen Participation Comments Attachment.

Public Input on Proposed Strategies
The proposed strategies document for the 2025-2029 Consolidated Plan was available in seven languages for public review and comment from July 1 – July 31, 2024. The document was posted on the MOHCD website. MOHCD and OEWD held two public hearings in July 2024 to gather feedback on the proposed strategies. Persons who could not attend the public hearings or who did not want to speak at the public hearings were encouraged to provide written comments to MOHCD/OEWD.

- July 16, 2024, in-person meeting: approximately 35 individuals attended with four individuals sharing comments on the proposed strategies.
- July 18, 2024, virtual meeting: 60 individuals attended with 17 individuals sharing feedback on the proposed strategies.
- 30-day written comment period: 51 individuals shared their feedback on the proposed strategies via an on-line comment form.

A summary of the comments received and MOHCD/OEWD's responses to the comments can be found in the Citizen Participation Attachment.

Public Input on Draft 2025-2029 Consolidated Plan, Draft 2025-2026 Action Plan, and Funding Recommendations for 2025-2026 CDBG, ESG, HOME, and HOPWA Programs
The Draft 2025-2029 Consolidated Plan, Draft 2025-2026 Action Plan, and funding recommendations for the 2025-2026 CDBG, ESG, HOME, and HOPWA program are currently available for public review and comment between March 11, 2025 and April 9, 2025. The draft documents are posted on the MOHCD, OEWD, and HSH websites. A public hearing will be held on March 18, 2025 to solicit feedback on the draft documents and funding recommendations. Persons who cannot attend the public hearing or who does not want to speak at the public hearing are encouraged to provide written comments to

MOHCD/OEWD/HSH. A summary of the comments received and MOHCD/OEWD/HSH's responses to the comments will be included in the Citizen Participation Attachment.

Citizen Participation Outreach

Table 5 – Citizen participation outreach

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/ attendance	Summary of comments	Comments not accepted & reasons	URL – If applicable
1	Community Forum Chinatown, 9/21/2023	Non-targeted broad community outreach in District 3	See Citizen Participation Attachment	See Citizen Participation Attachment	n/a	n/a
2	Community Forum Excelsior, 9/27/2023	Non-targeted broad community outreach in District 11	See Citizen Participation Attachment	See Citizen Participation Attachment	n/a	n/a
3	Community Forum Western Addition, 10/10/2023	Non-targeted broad community outreach in District 5	See Citizen Participation Attachment	See Citizen Participation Attachment	n/a	n/a
4	Community Forum South of Market, 10/17/2023	Non-targeted broad community outreach in District 6	See Citizen Participation Attachment	See Citizen Participation Attachment	n/a	n/a
5	Community Forum Mission, 10/19/2023	Non-targeted broad community outreach in District 8	See Citizen Participation Attachment	See Citizen Participation Attachment	n/a	n/a
6	Community Forum Tenderloin, 11/2/2023	Non-targeted broad community outreach in District 5	See Citizen Participation Attachment	See Citizen Participation Attachment	n/a	n/a
7	Community Forum Bayview Hunters Point, 11/7/2023	Non-targeted broad community outreach in District 10	See Citizen Participation Attachment	See Citizen Participation Attachment	n/a	n/a
8	Community Forum Sunset, 11/13/2023	Non-targeted broad community outreach in District 4	See Citizen Participation Attachment	See Citizen Participation Attachment	n/a	n/a
9	Community Forum OMI, 11/15/2023	Non-targeted broad community outreach in District 7	See Citizen Participation Attachment	See Citizen Participation Attachment	n/a	n/a
10	Community Forum Treasure Island, 11/29/2023	Non-targeted broad community outreach in District 3	See Citizen Participation Attachment	See Citizen Participation Attachment	n/a	n/a
11	Community Forum Richmond, 12/5/2023	Non-targeted broad community outreach in District 1	See Citizen Participation Attachment	See Citizen Participation Attachment	n/a	n/a
12	Community Forum Castro, 12/6/2023	Non-targeted broad community outreach in District 6	See Citizen Participation Attachment	See Citizen Participation Attachment	n/a	n/a

Table 5 – Citizen participation outreach

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/ attendance	Summary of comments	Comments not accepted & reasons	URL – If applicable
13	Community Forum Visitacion Valley, 12/12/2023	Non-targeted broad community outreach in District 11	See Citizen Participation Attachment	See Citizen Participation Attachment	n/a	n/a
14	Samoan/Pacific Islander Focus Group, 10/18/2023	Focus group, with Samoan/Pacific Island advocates and stakeholders	See Citizen Participation Attachment	See Citizen Participation Attachment	n/a	n/a
15	Housing Counseling Agencies, 10/26/2023	Focus group with housing counseling stakeholders	See Citizen Participation Attachment	See Citizen Participation Attachment	n/a	n/a
16	Re-entry Community, 10/26/2023	Focus group with re-entry stakeholders	See Citizen Participation Attachment	See Citizen Participation Attachment	n/a	n/a
17	Mayan community members, 10/28/2023	Focus group with Mayan advocates and stakeholders	See Citizen Participation Attachment	See Citizen Participation Attachment	n/a	n/a
18	Age and Disability Friendly Focus Group, 11/15/2023	Focus group with Age and Disability Friendly stakeholders	See Citizen Participation Attachment	See Citizen Participation Attachment	n/a	n/a
19	Council of Community Housing Organizations Focus Group - Qualified Non-Profits and Developers, 11/15/2023	Focus group with coalition of housing developers and advocates	See Citizen Participation Attachment	See Citizen Participation Attachment	n/a	n/a
20	LGBTQ Organizations, 11/30/2023	Focus group with LGBTQ stakeholders	See Citizen Participation Attachment	See Citizen Participation Attachment	n/a	n/a
21	Anti-displacement CBO providers, 12/2/2023	Focus group anti-displacement stakeholders	See Citizen Participation Attachment	See Citizen Participation Attachment	n/a	n/a
22	Transgender Providers, 12/5/2023	Focus group with transgender residents, advocates, providers and stakeholders	See Citizen Participation Attachment	See Citizen Participation Attachment	n/a	n/a
23	Human Services Provider Network, 12/5/2023	Focus group with coalition from the health and human services	See Citizen Participation Attachment	See Citizen Participation Attachment	n/a	n/a
24	Tenderloin Spanish-speaking community members, 12/15/2023	Focus group with Spanish-speaking stakeholders from the Tenderloin	See Citizen Participation Attachment	See Citizen Participation Attachment	n/a	n/a

Table 5 – Citizen participation outreach

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/ attendance	Summary of comments	Comments not accepted & reasons	URL – If applicable
25	Pan-Asian community, 1/8/2024	Focus group with Pan-Asian advocates and stakeholders	See Citizen Participation Attachment	See Citizen Participation Attachment	n/a	n/a
26	African Caribbean and African Community, 1/18/2024 & 1/20/24	Focus group with African Caribbean and African advocates and stakeholders	See Citizen Participation Attachment	See Citizen Participation Attachment	n/a	n/a
27	Thai community members, 1/9/2024	Focus group with Thai-speaking stakeholders	See Citizen Participation Attachment	See Citizen Participation Attachment	n/a	n/a
28	Vietnamese community members 1/9/2024	Focus group with Vietnamese-speaking stakeholders	See Citizen Participation Attachment	See Citizen Participation Attachment	n/a	n/a
29	Cambodian community members, 01/10/2024	Focus group with Cambodian-speaking stakeholders	See Citizen Participation Attachment	See Citizen Participation Attachment	n/a	n/a
30	MOHCD Supportive Housing Providers Network (SHPN) 1/11/2023	Focus group Supportive Housing Providers Network stakeholders	See Citizen Participation Attachment	See Citizen Participation Attachment	n/a	n/a
31	Arab community, 1/15/24	Focus group with Arab-advocates and stakeholders	See Citizen Participation Attachment	See Citizen Participation Attachment	n/a	n/a
32	HUD Co-ops, 1/16/2024	Focus group HUD cooperative stakeholders	See Citizen Participation Attachment	See Citizen Participation Attachment	n/a	n/a
33	American Indian/Native American community, 1/16/2024	Focus group American Indian/Native American stakeholders	See Citizen Participation Attachment	See Citizen Participation Attachment	n/a	n/a
34	Lao & Thai community members, 1/17/2024	Focus group Lao and Thai advocates and stakeholders	See Citizen Participation Attachment	See Citizen Participation Attachment	n/a	n/a
35	Veterans, 1/17/2024	Focus group veteran stakeholders	See Citizen Participation Attachment	See Citizen Participation Attachment	n/a	n/a
36	Domestic violence service providers, 1/17/2024	Focus group domestic violence prevention stakeholders	See Citizen Participation Attachment	See Citizen Participation Attachment	n/a	n/a
37	Immigrants and newly arrived shelter families, 1/19/2024	Focus group with immigrants and newly arrived advocates and stakeholders	See Citizen Participation Attachment	See Citizen Participation Attachment	n/a	n/a

Table 5 – Citizen participation outreach

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/ attendance	Summary of comments	Comments not accepted & reasons	URL – If applicable
38	Pan-Latino community, 1/30/2024 & 2/5/2024	Focus group pan-Latino residents and stakeholders	See Citizen Participation Attachment	See Citizen Participation Attachment	n/a	n/a
39	Russian community, 2/7/2024	Focus group with Russian residents, and stakeholders	See Citizen Participation Attachment	See Citizen Participation Attachment	n/a	n/a
40	Persons with HIV, 11/13/2023, 11/17/2023, 11/17/2023, 11/20/2023, 11/28/2024, 11/29/2023, 12/1/2023, 12/8/2023	Focus groups with HIV service consumers	See Citizen Participation Attachment	See Citizen Participation Attachment	n/a	n/a
41	Public report back on summary of findings on the community engagement process, 5/15/24	Non-targeted broad community outreach	See Citizen Participation Attachment	See Citizen Participation Attachment	n/a	n/a
42	Public hearings and availability of Draft Consolidated Plan Strategies, 7/16/24 and 7/18/24	Non-targeted broad community outreach	See Citizen Participation Attachment	See Citizen Participation Attachment	n/a	n/a
43	Public hearing and availability of the Draft 2025-2029 Consolidated Plan for public review and comment, 3/15/25	Non-targeted broad community outreach	See Citizen Participation Attachment	See Citizen Participation Attachment	n/a	n/a
44	Digital engagement - www.EngageSanFranciso.com, 9/1/2024-1/31/2024	Non-targeted broad community outreach	See Citizen Participation Attachment	See Citizen Participation Attachment	n/a	n/a

Needs Assessment

NA-05 Overview

Needs Assessment Overview

MOHCD contracted with Learning For Action (LFA), a consulting firm, to develop an integrated needs analysis for its five year strategic planning process, which includes development of the 2025-2029 Consolidated Plan. This needs analysis includes findings from the community outreach events organized by MOHCD as well as LFA's review of relevant reports by other City departments. This analysis also pulls in secondary data from the Census Bureau's American Community Survey (ACS) and from HUD's Comprehensive Housing Affordability Strategy (CHAS) where appropriate to contextualize data and/or findings.

NA-10 Housing Needs Assessment - 24 CFR 91.205 (a,b,c)

Summary of Housing Needs

Housing affordability continues to be an ongoing issue for San Francisco residents. Increases in housing prices and displacement pressures have been a long-term trend, driven by policy decisions first established decades ago and amplified by regional and national economic trends.[1] Over the last 5 years, the crisis has intensified as the housing demand has grown while regional housing production has not kept pace and is expected to require ongoing investment in the coming years. Two governmental bodies, the California Department of Housing and Community Development (HCD) and the Association of Bay Area Governments (ABAG), set San Francisco's "fair share of the regional housing need" – the amount of new housing that should be built in order to house increasing numbers of residents. This Regional Housing Needs Allocation (RHNA) process also establishes the number of units that should be affordable to lower income households. The 2022 Housing Element marks a significant increase in the total number of housing units allocated to San Francisco by the RHNA process compared to the previous cycle. San Francisco's allocation for the 2023-2031 cycle is 82,069 units (**Table 6**), over three times the targets of the most recent regional planning cycle (2014-2022). These new RHNA goals will require a substantially larger investment, as there is a currently predicted deficit per year to meet the affordability targets ranging from $1.3 billion in 2023 to $2.5 billion in 2031. In addition, based on housing production data from 2019-2023 (**Table 7**), San Francisco did not meet any of its annual production goals for any income category.

Table 6 – Regional housing needs assessment for San Francisco, 2023–2031

Household Income Category	# of Housing Units Needed	% of Total	Annual Production Goal
Very Low (0–50% AMI)	20,867	25.4%	2,608
Low (51–80% AMI)	12,014	14.6%	1,502
Moderate (81–120% AMI)	13,717	16.7%	1,715
Above Moderate (over 120% AMI)	35,471	43.2%	4,434
TOTAL UNITS	**82,069**	**100.0%**	**10,259**

Source: San Francisco Housing Element 2022 Update

Table 7 – New affordable housing construction by income level, 2019-2023

Household Income Category	2019	2020	2021	2022	2023	Total
Very Low (0-50% AMI)	883	109	564	652	229	2,437
Low (51-80% AMI)	252	422	551	267	285	1,777
Moderate (81-120% AMI)	335	429	399	340	457	1,960
Total Affordable Units	1,470	960	1,514	1,259	971	6,174
Total All New Units	4,836	5,472	4,640	2,893	2,618	20,459
Affordable % of All New Units	**30%**	**18%**	**33%**	**44%**	**37%**	**30%**

Source: San Francisco Planning Department, 2023 Housing Inventory

Housing Needs Summary Tables

Despite a high average income level in San Francisco (**Table 8**), there are significant disparities in earnings, with over a fifth of all households making less than 30% of the median **(Figure 1)**. Family households, both large and small, are less likely to be extremely low-income, but one-in-ten families still make less than 30% of the median, and about another on-in-ten make more than 30% but still less than 50%. In particular, senior households have far higher rates of extremely low incomes: over a quarter of households with 62-74 year-olds and almost half of households with seniors older than 74. San Francisco's seniors are particularly vulnerable, especially those on fixed incomes that cannot adapt to the quickly rising costs of living.

Table 8 - Housing needs assessment demographics

| Demographics	Base Year: 2009	Most Recent Year: 2020	% Change
Population	840,765	874,785	4%
Households	353,285	362,140	3%
Median Income	$81,294.00	$119,136.00	47%

Source: 2000 Census (Base Year), 2016-2020 ACS (Most Recent Year)

Table 9 – Total households

	0-30% HAMFI	>30-50% HAMFI	>50-80% HAMFI	>80-100% HAMFI	>100% HAMFI
Total Households	76,410	39,160	53,160	30,890	162,525
Small Family Households	14,430	11,065	16,340	10,035	65,440
Large Family Households	2,220	2,800	4,050	1,890	6,115
Household contains at least one person 62-74 years of age	20,715	10,575	14,465	6,920	20,365
Household contains at least one person age 75 or older	19,090	6,595	7,010	2,504	7,685
Households with one or more children 6 years old or younger	4,584	2,883	4,388	2,578	17,020

Source: 2016-2020 CHAS

Figure 1 - Household types by AMI
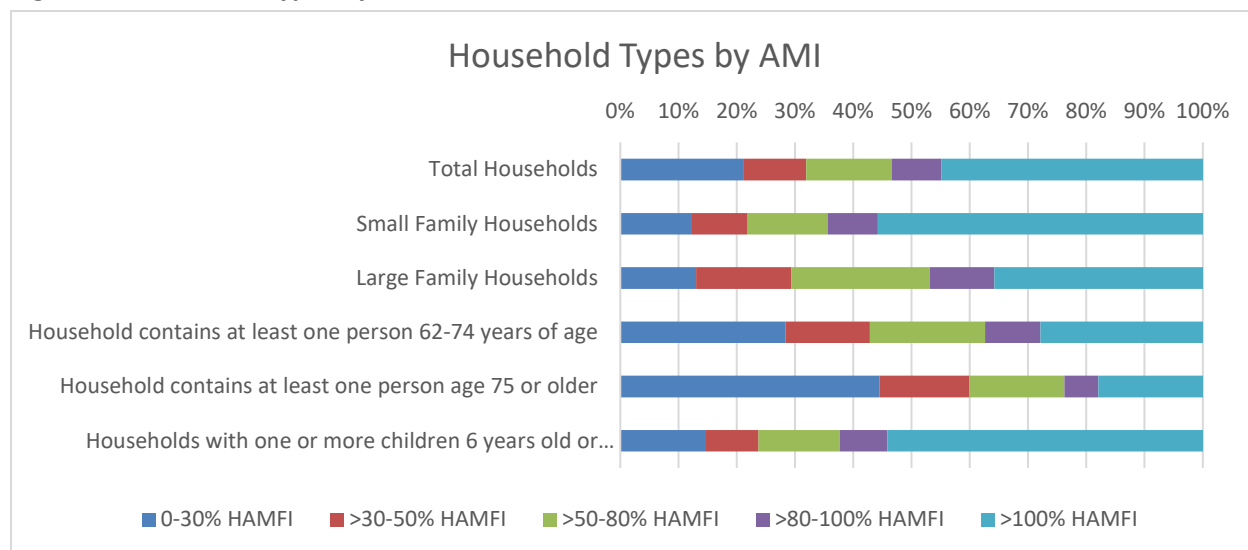
Source: 2016-2020 CHAS

1. Housing Problems (Households with at least one of the listed needs)

HUD designates four types of housing problems: lacking a complete kitchen, lacking complete plumbing, being overcrowded, and being cost-burdened. A unit has complete kitchen facilities when it has all three of the following: (a) a sink with a faucet, (b) a stove or range, and (c) a refrigerator. All kitchen facilities must be located in the house, apartment, or mobile home, but they need not be in the same room. Complete plumbing facilities include: (a) hot and cold running water, (b) a flush toilet, and (c) a bathtub or shower. All three facilities must be located inside the house, apartment, or mobile home, but not necessarily in the same room. A unit is considered overcrowded when there is more than one household member per room (excluding kitchens, bathrooms, hallways, patios, and unfurnished garages and attics), and it is considered severely overcrowded when there is, on average, more than 1.5 household members per room. A household is considered cost-burdened when they pay more than 30% of their income on housing, and they are considered extremely cost-burdened when they pay more than 50% of their income on housing.

Over half of renter households in San Francisco earning less than 80% of area median income (AMI) have at least one of the four housing problems (**Table 10**). Among extremely low-income and low-income renters, the share rises to about three fourths having at least one housing problem **(Figure 2)**. One of the more significant problems is substandard housing. San Francisco has an aging housing stock, which makes units vulnerable to maintenance issues. Citywide, only a small percentage of owner-occupied units in San Francisco lack kitchen facilities or plumbing facilities, whereas significantly more renter-occupied housing units lack kitchen or plumbing facilities. This difference is significantly due to the 19,000 single room occupancy (SRO) units that house lower income-residents and usually are located in older buildings that lack kitchen facilities.[1] About 15% of extremely low-income renters and about 10% of low-income renters do not have complete kitchens or plumbing.

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[1] City and County of San Francisco, San Francisco General Plan Housing Element, 2022
https://generalplan.sfplanning.org/I1_Housing.htm

Of the extremely low-income and low-income renters that do not live in substandard housing, about 10% live in overcrowded housing. Of the remaining renter households, about 40% of those earning less than 30% of AMI pay over half of their income on rent, and for those earning 30-50% AMI, about 20% are paying over half of their income on rent. Although low-income renters are less likely than extremely low-income renters to be extremely cost-burdened, a third of low-income renters are paying between 30% and 50% of their income on rent. Although the types of housing problems that San Francisco's lowest income renters face are variable, the overall experience of hardship in some form is constant.
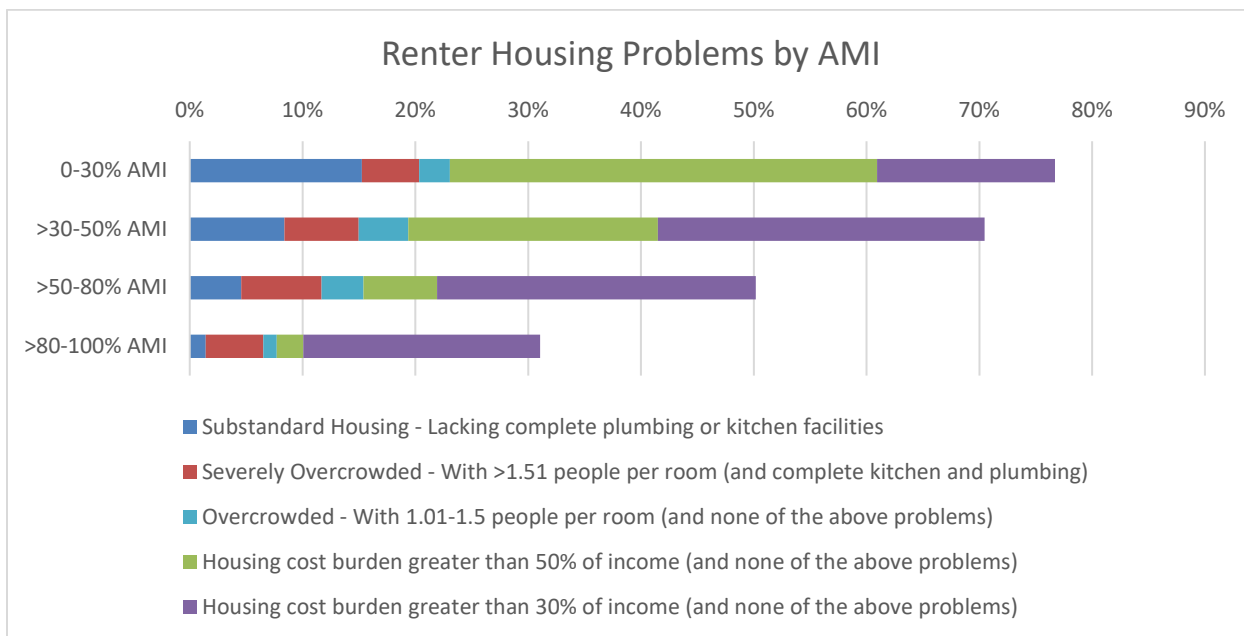
Owner households earning less than 80% of AMI also have considerable housing problems **(Figure 3)**. Unlike renters, a large majority of owners in the lower income categories do not live in substandard or overcrowded homes. Instead, the primary housing problem for owners is cost burden. Over half of extremely low-income owners spend more than 50% of their income on housing, with another tenth paying over 30% but less than 50%. Likewise, about a third of low-income owners spend over half their income on housing and another tenth spend 30-50%.

Table 10 – Number of households by housing problems and tenure

	Renter					Owner				
	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total
Problem										
	NUMBER OF HOUSEHOLDS					NUMBER OF HOUSEHOLDS				
Substandard Housing - Lacking complete plumbing or kitchen facilities	9,130	2,095	1,399	255	12,879	304	109	240	30	683
Severely Overcrowded - With >1.51 people per room (and complete kitchen and plumbing)	3,045	1,639	2,175	914	7,773	155	400	419	280	1,254
Overcrowded - With 1.01-1.5 people per room (and none of the above problems)	1,630	1,095	1,135	219	4,079	140	495	1,154	509	2,298
Housing cost burden greater than 50% of income (and none of the above problems)	22,670	5,515	1,995	419	30,599	8,415	4,125	3,635	960	17,135
Housing cost burden greater than 30% of income (and none of the above problems)	9,450	7,220	8,635	3,770	29,075	2,005	2,065	4,470	2,755	11,295
Zero/negative Income (and none of the above problems)	2,735	0	0	0	2,735	1,235	0	0	0	1,235

Source: 2016-2020 CHAS

Figure 2 – Renter housing problems by AMI

Renter Housing Problems by AMI

Legend:
- Substandard Housing - Lacking complete plumbing or kitchen facilities
- Severely Overcrowded - With >1.51 people per room (and complete kitchen and plumbing)
- Overcrowded - With 1.01-1.5 people per room (and none of the above problems)
- Housing cost burden greater than 50% of income (and none of the above problems)
- Housing cost burden greater than 30% of income (and none of the above problems)

Source: 2016-2020 CHAS

Figure 3 – Owner housing problems by AMI

Owner Housing Problems by AMI

Legend:
- Substandard Housing - Lacking complete plumbing or kitchen facilities
- Severely Overcrowded - With >1.51 people per room (and complete kitchen and plumbing)
- Overcrowded - With 1.01-1.5 people per room (and none of the above problems)
- Housing cost burden greater than 50% of income (and none of the above problems)
- Housing cost burden greater than 30% of income (and none of the above problems)

Source: 2016-2020 CHAS

Table 11 – Number of households by housing problems 2 and tenure

Problem 2	Renter					Owner				
	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total
	NUMBER OF HOUSEHOLDS					NUMBER OF HOUSEHOLDS				
Having 1 or more of four housing problems	36,475	10,345	6,700	1,805	55,325	9,025	5,120	5,445	1,765	21,355
Having none of four housing problems	23,385	14,585	23,870	16,155	77,995	7,540	9,105	17,125	11,175	44,945
Household has negative income, but none of the other housing problems	0	0	0	0	0	0	0	0	0	0

Source: 2016-2020 CHAS

2. Cost Burden

Because the need for low-cost housing continues to exceed its availability, many households are cost burdened. Cost burden creates a trap that impedes financial growth when households are stretched thin financially and have few resources to invest in asset building opportunities or professional development opportunities. Thus, poverty alleviation and economic development are especially challenging for cost-burdened communities. About 70% of San Francisco renter households who earn less than 30% of AMI are cost burdened, and about 50% of those earning 30-50% of AMI are cost burdened (**Figure 4**). Although the share of owners in lower income categories is smaller than renters, they are cost burdened at comparable rates to renters. About two thirds of extremely low-income owners and close to half of low-income owners are cost-burdened.

The rate of cost burden varies across household types, with large households that earn 0-30% of AMI experiencing the greatest hardship (**Figure 7**). Over four-fifths of extremely low-income large households are paying more than 30% of their income on housing, with a third paying more than 50%. In comparison, about two-thirds of small households earning less than 30% of AMI are cost burdened (**Figure 6).** Although large households in the lowest income category are more significantly cost-burdened than small households, the trend shifts at higher income ranges. Both large and small households earning 30-50% of AMI are cost burdened at a rate of about 50%, and among households earning 50-80% of AMI, small households are more likely to be cost burdened (one-third) than large (one-fifth). A third household type, senior households, is less likely to be cost-burdened but still experiences high rates: about 60% of extremely low-income senior households and over 30% of low-income senior households are cost-

burdened.

Table 12 – Cost burden of >30% in households by household type and tenure

Household Type	Renter				Owner			
	0-30% AMI	>30-50% AMI	>50-80% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	Total
	NUMBER OF HOUSEHOLDS				NUMBER OF HOUSEHOLDS			
Small Related	8,615	3,630	2,490	14,735	1,950	2,340	2,955	7,245
Large Related	1,495	634	339	2,468	354	780	685	1,819
Elderly	17,195	3,229	1,779	22,203	6,279	2,470	2,864	11,613
Other	14,495	7,120	7,040	28,655	2,170	1,154	1,974	5,298
Total need by income	41,800	14,613	11,648	68,061	10,753	6,744	8,478	25,975

Source: 2016-2020 CHAS

Table 13 – Cost burden of >50% in households by household type and tenure

Household Type	Renter				Owner			
	0-30% AMI	>30-50% AMI	>50-80% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	Total
	NUMBER OF HOUSEHOLDS				NUMBER OF HOUSEHOLDS			
Small Related	5,625	1,465	405	7,495	1,670	1,500	1,065	4,235
Large Related	510	110	0	620	265	365	125	755
Elderly	10,195	1,085	374	11,654	4,800	1,720	1,569	8,089
Other	11,855	3,290	1,360	16,505	1,965	850	950	3,765
Total need by income	28,185	5,950	2,139	36,274	8,700	4,435	3,709	16,844

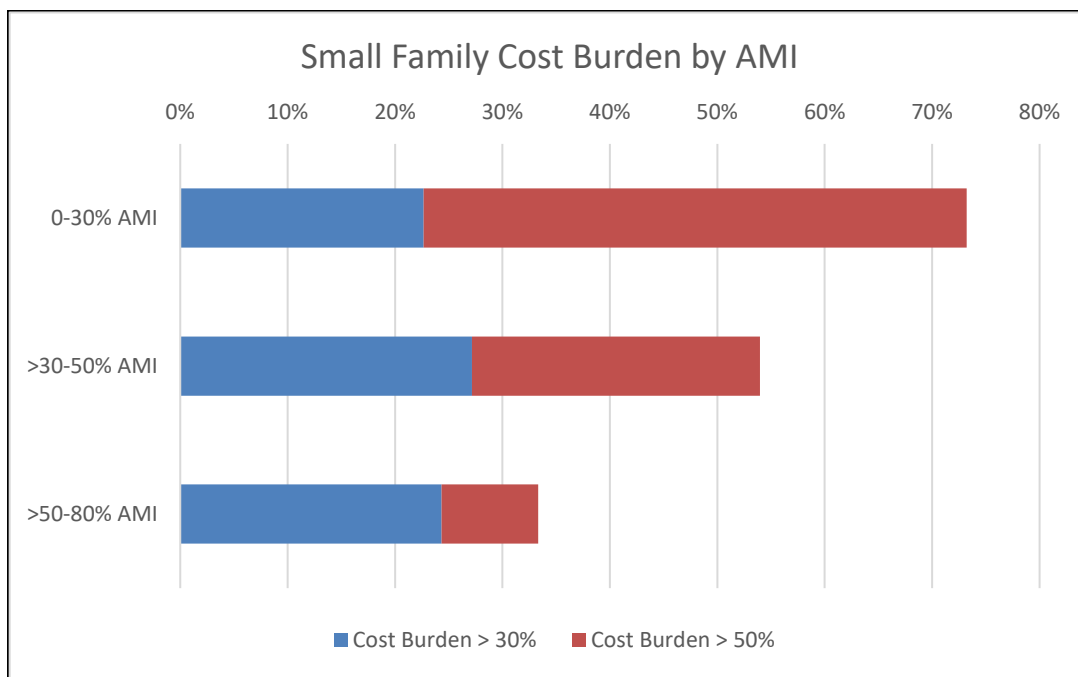Source: 2016-2020 CHAS

Figure 4 - Cost burden by AMI and tenure

Cost Burden by AMI and Tenure
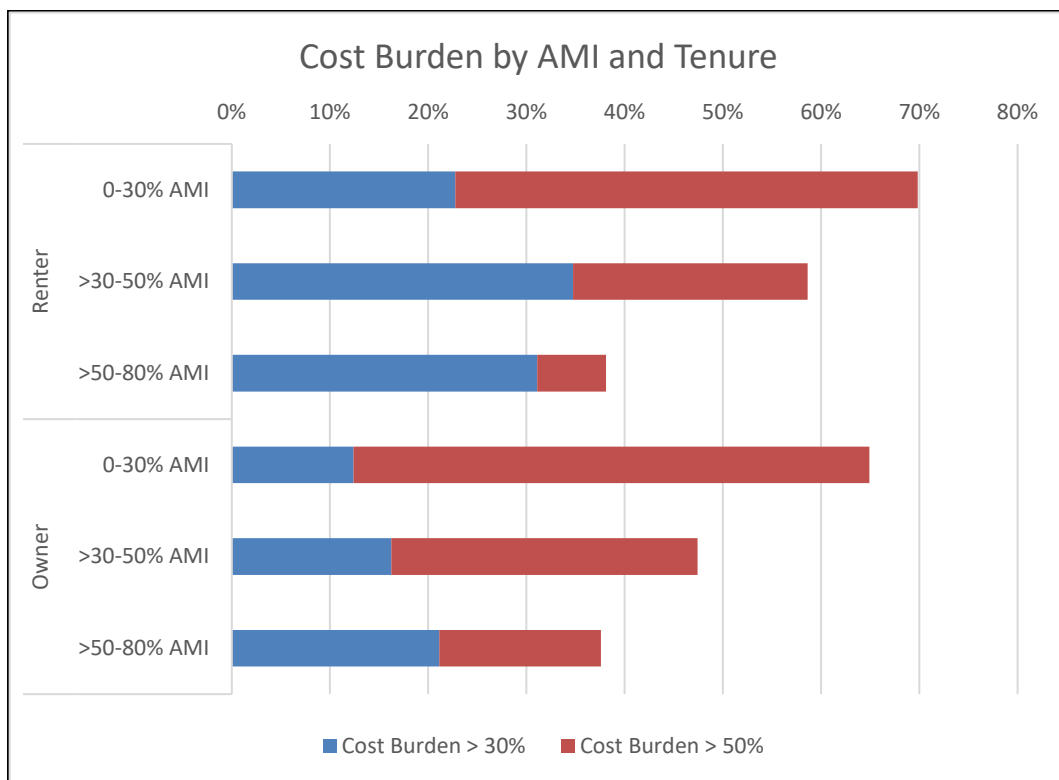
Source: 2016-2020 CHAS

Figure 5 – Elderly cost burden by AMI

Elderly Cost Burden by AMI
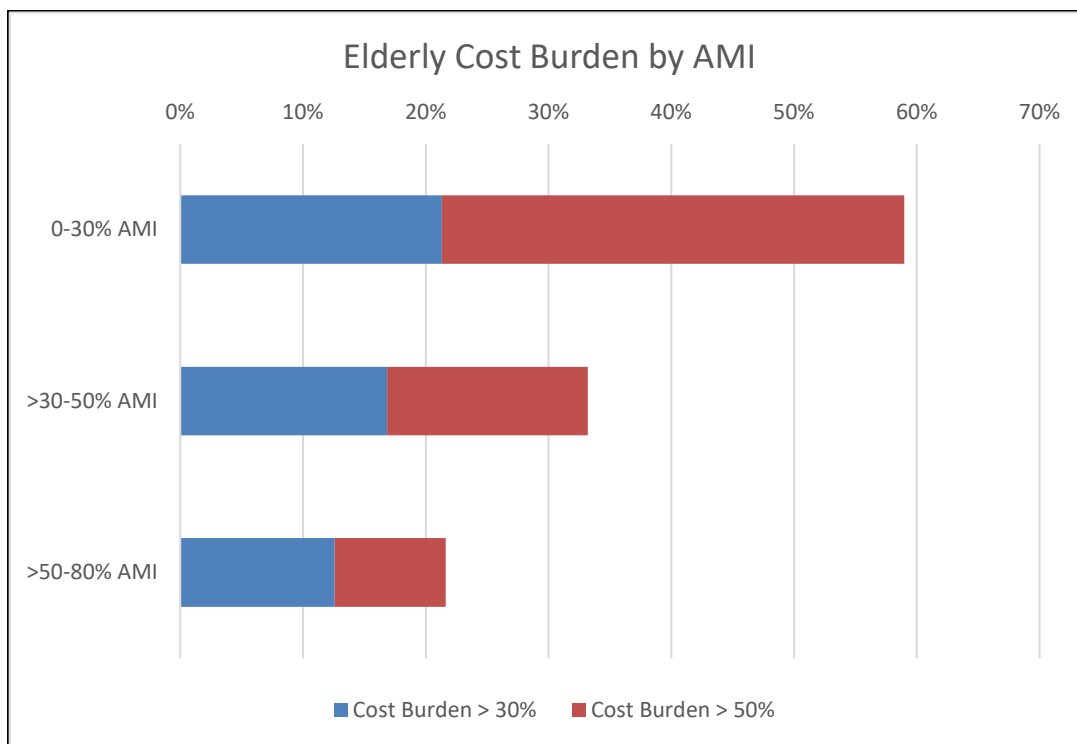
Source: 2016-2020 CHAS

Figure 6 – Small family cost burden by AMI

Small Family Cost Burden by AMI

Source: 2016-2020 CHAS

Figure 7 – Large family cost burden by AMI

Large Family Cost Burden by AMI
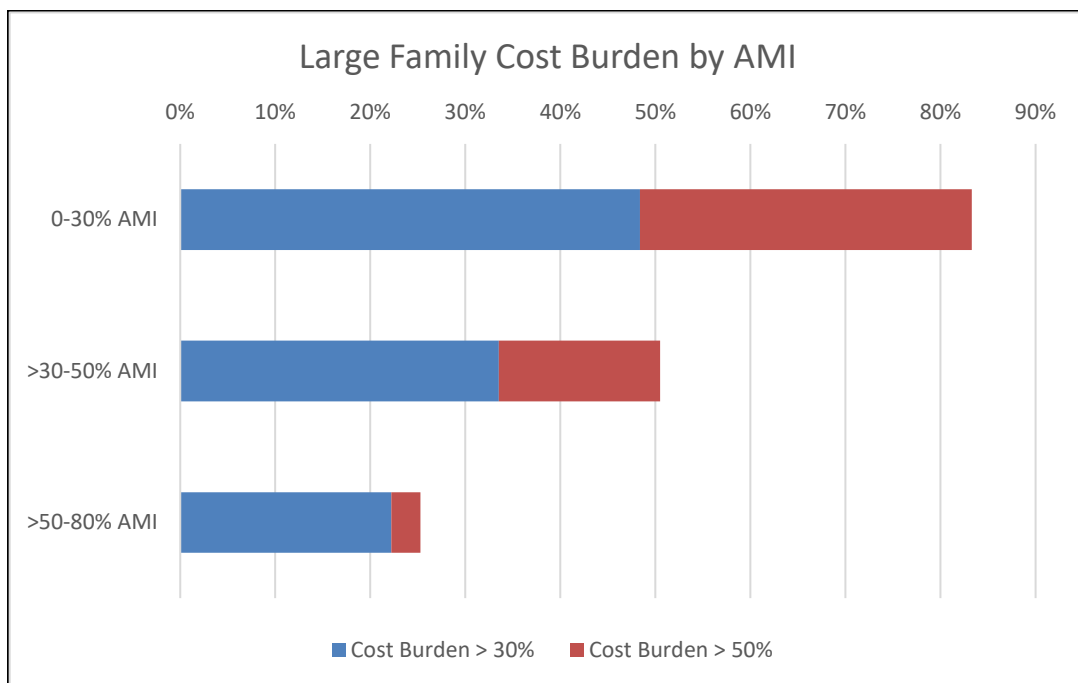
Source: 2016-2020 CHAS

3. Overcrowding (More than one person per room)

Another consequence of high housing costs is overcrowding, when households double-up to reduce their housing costs to a manageable level. Although cost burden affects large shares of both owners and renters, overcrowding is much more common among renters than owners (**Table 14**). This trend may be due to owned homes generally having more rooms than rented homes. Across all lower income ranges, about one in ten renters are overcrowded, with extremely low-income renters being slightly less likely to be overcrowded (**Figure 8**). Disaggregating by household type shows that single family households are more likely to be overcrowded (about one-tenth) than non-family (about one-fiftieth) and multiple family (about one-hundredth) households. Multiple family households may have more breadwinners than small family households and thus be able to live in larger homes. HUD household size adjustments for AMI may also confound comparisons of family sizes within an income range.

Although the overall prevalence of overcrowded conditions is low citywide, certain communities have a high concentration of overcrowded housing: specifically, the Chinatown, Tenderloin, South of Market, Western Addition, Mission, Excelsior, Visitation Valley, and Bayview Hunters Point neighborhoods. (**Map 1**). Corresponding to the demographic representation of these neighborhoods, certain ethnic groups are more likely to live in overcrowded conditions. White households are less likely to be overcrowded than other ethnicities, particularly Latino-headed households and Asian-headed households. Community engagement findings indicate the presence of larger families and cultural norms favoring inter- or multigenerational living emphasize the need for spacious accommodations with more bedrooms/bathrooms and square footage.

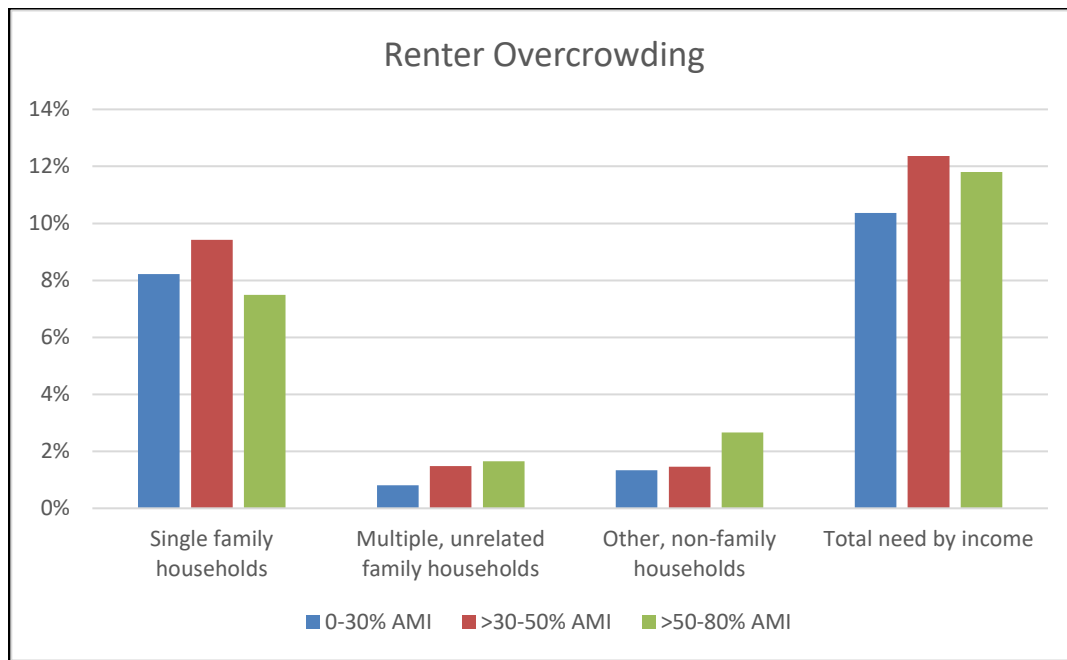**Table 14 – Crowding in households by household type and tenure**

	Renter					Owner				
Household Type	**0-30% AMI**	**>30-50% AMI**	**>50-80% AMI**	**>80-100% AMI**	**Total**	**0-30% AMI**	**>30-50% AMI**	**>50-80% AMI**	**>80-100% AMI**	**Total**
	NUMBER OF HOUSEHOLDS									
Single family households	4,920	2,349	2,289	823	10,381	264	530	1,128	323	2,245
Multiple, unrelated family households	483	369	505	65	1,422	63	340	409	464	1,276
Other, non-family households	803	364	814	304	2,285	0	25	40	0	65
Total need by income	6,206	3,082	3,608	1,192	14,088	327	895	1,577	787	3,586

Source: 2016-2020 CHAS

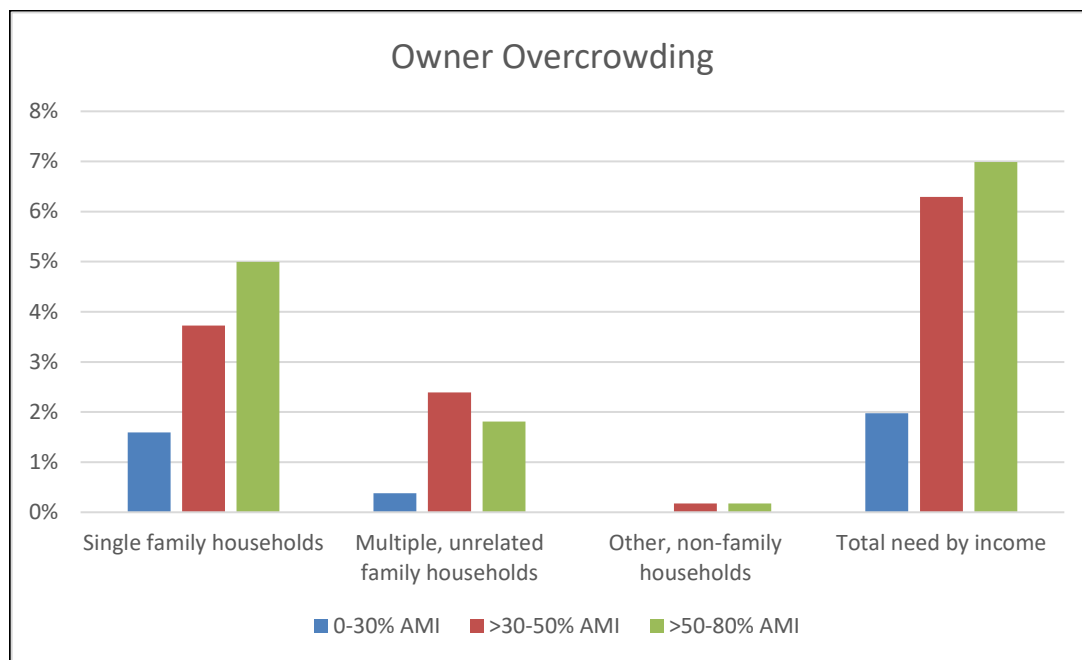**Table 15 – Crowding in households with children by tenure**

	Renter				Owner			
	0-30% AMI	**>30-50% AMI**	**>50-80% AMI**	**Total**	**0-30% AMI**	**>30-50% AMI**	**>50-80% AMI**	**Total**
Households with Children Present								

Figure 8 – Overcrowding in households for renters

Renter Overcrowding

Source: 2016-2020 CHAS

Figure 9 – Overcrowding in households for owners

Owner Overcrowding

Source: 2016-2020 CHAS

Map 1 – Households with severe overcrowding by neighborhood

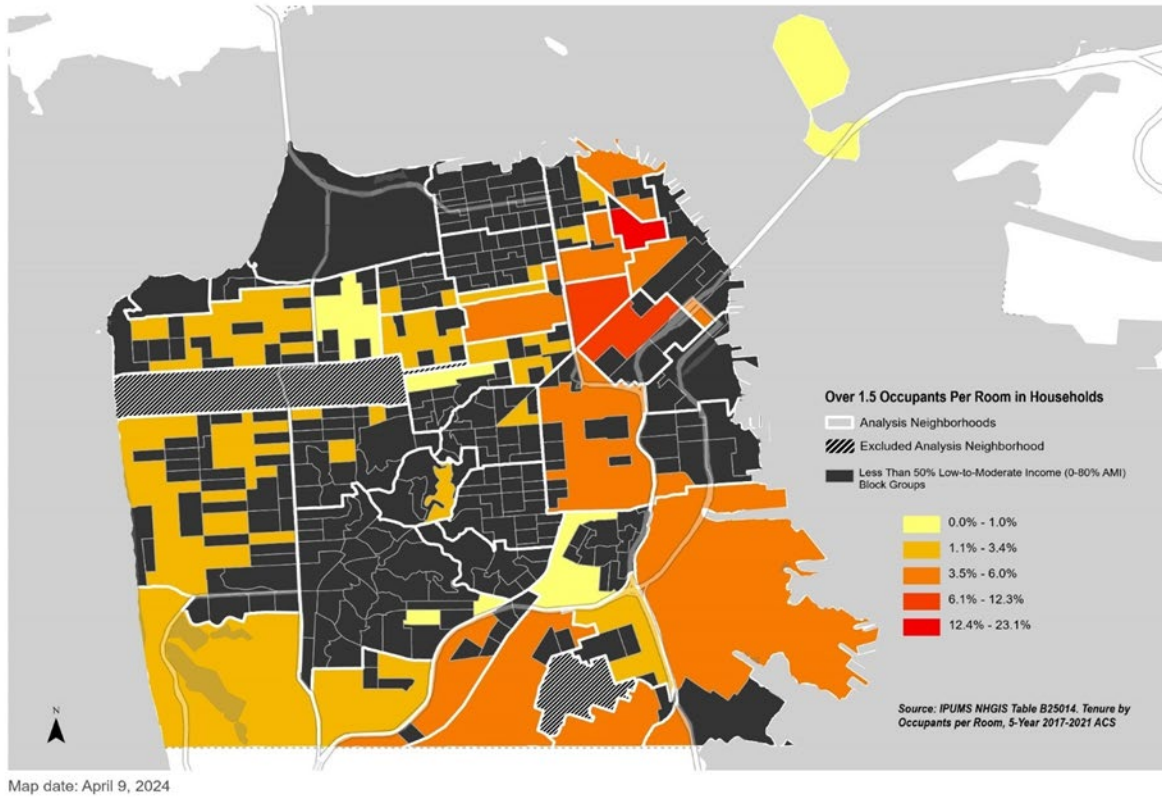Households with Severe Overcrowding in San Francisco by Neighborhood.

Map date: April 9, 2024

Table 16 – Low to moderate-income population with severe overcrowding by race and ethnicity

Low-Mod (0-80% AMI) Severe Overcrowding (Above 1.5 per Room)	Total	Black	Asian	Indigenous	Latino	Pacific Islander	MENA	White
Total Households	380,170	24,667	126,874	5,722	46,842	2,849	7,965	209,600
Low-Mod	136,549	14,019	52,614	2,552	22,444	1,034	2,852	56,835
Low-Mod and Overcrowded	8,284	259	4,656	44	2,103	0	438	1,280
Concentration of Low-Mod Overcrowding	2.2%	1.0%	3.7%	0.8%	4.5%	0.0%	5.5%	0.6%
Race Breakdown of Low-Mod Overcrowding	100.0%	3.1%	56.2%	0.5%	25.4%	0.0%	5.3%	15.5%

Source: IPUMS, 2022 ACS 5-Year Estimates

Describe the number and type of single-person households in need of housing assistance.

As of 2022, single person households compose approximately 36% of San Francisco's overall population.[2] One person households are the most disproportionately low income (compared to couples, families with children, related adults and roommates), making up 61% of all households living under 30% AMI. Of this population group, the types of households in need of housing assistance are predominantly very low-income seniors, disabled or formerly homeless individuals currently living in SRO units or unhoused.

Estimate the number and type of families in need of housing assistance who are disabled or victims of domestic violence, dating violence, sexual assault and stalking.

In San Franciso, approximately 54,000 adults ages 62 and older have a disability and 37,000 adults ages 18 to 61 have a disability, which accounts for about 23% of San Franciscans as of 2019. By 2030, adults living with a disability are expected to constitute 30% of San Francisco residents.[3]

According to the 2024 homeless Point-in-Time (PIT) Count, 42% of respondents report having a disabling condition (defined by HUD as a developmental disability, HIV/AIDS, or a long term physical or mental impairment that impacts a person's ability to live independently but could be improved with stable housing).

There are an estimated 9,200 reported incidents of domestic violence in San Francisco each year, taking the form of physical violence as well as other abuses. According to the Centers for Disease Control, one in three women and one in four men experience domestic violence in their lifetime.

On human trafficking: Eighteen public and non-profit agencies reported human trafficking data to the Department on the Status of Women in San Francisco. Human trafficking refers to the definition of "severe forms of trafficking in persons" outlined in the Trafficking Victims Protection Act. This definition covers both sex and labor trafficking. The eighteen agencies reported 2,501 cases of human trafficking over two years, 2022 and 2023. This represents an increase over previous reports, for example 2016-18, when 567 cases were reported. Approximately 38% of cases were for individuals under age 25, with 54% women and 43% men and 88% people of color. Housing and financial support remain barriers for survivors.[4]

For the 2024 homeless PIT, 20% of all survey respondents reported that they are currently experiencing domestic/partner violence or abuse and 51% of respondents reported experiencing domestic/partner violence or abuse in their lifetime. Although an exact percentage of families in need of housing assistance that fall into these categories is not available, the risk factors as described above would indicate that a high percentage of these families fall into these categories.

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[2] City and County of San Francisco, San Francisco General Plan Housing Element, 2022 https://generalplan.sfplanning.org/I1_Housing.htm

[3] City and County of San Francisco, 2022 Aging & Disability Affordable Housing Needs Assessment Report https://www.sfhsa.org/sites/default/files/media/document/2023-01/Report_2022%20Aging%20Disability%20Affordable%20Housing%20Needs%20Assessment%20%281.20.23%29.pdf

[4] City and County of San Francisco, Human Trafficking in San Francisco, 12/31/24 https://dosw.org/sites/default/files/2024-12/HumanTrafficking_Report_12312024_0.pdf

What are the most common housing problems?

The most common housing problems are the lack of available affordable housing and the severe cost burden impacting very-low and low-income households. In particular, the growing affordability gap between incomes earned and rental and ownership housing costs has made housing extremely unaffordable for many San Franciscans. Since the economic recovery started in 2011, the median rent and home prices in San Francisco have skyrocketed, making housing only affordable to higher income households. In 2022, a household would need to earn $137,000 per year in order to afford the median rent for a 2-bedroom apartment, which is less than 40% of households.[5]

Are any populations/household types more affected than others by these problems?

The permanent affordable housing needs of some specific population groups are described below. These categories are not intended to be comprehensive, but rather to represent groups for whom the City will prioritize affordable housing over the next five years.

Low-Income Seniors
Older adults age 60+ make up 23% of the city's population. Collectively, one in four San Franciscans is an older adult and/or a person with a disability.

San Francisco has experienced significant demographic shifts, as illustrated in **Table 17** below. Seniors are the fastest growing age group in the city, outpacing general population growth at nearly triple the rate of growth. Since 2000, the senior population has grown by over 53,000 individuals — an increase of 39%. By contrast, the overall city population has only grown by 5% during this time. This growth trend is expected to hold — according to the California Department of Finance population projections, people age 60 and older will account for over 30% of the city's residents by 2030.[6]

Table 17 – Change in population by age in San Francisco, 2000 to 2021

Population	2000	2021	# change	% change
Children (Under 18)	111,683	113,921	2,238	2%
Adults (Age 18-59)	531,014	510,385	(20,629)	(4%)
Seniors (Age 60+)	136,852	190,689	53,837	39%
Total Population	779,549	814,995	35,446	5%

Source: 2000 Decennial Census, 2021 ACS 1-Year Estimates

The (un)affordability of life in San Francisco is especially challenging for the city's older residents, who tend to live on lower fixed incomes relative to the overall population. Based on the 2021 ACS 1-Year Estimates, most senior renters in the city are rent-burdened, meaning their rent costs more than 30% of their monthly income, leaving them with limited means to afford their other needs, and 13% of the city's older adults — about 25,353 individuals — have household income below the federal poverty level.

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[5] City and County of San Francisco, San Francisco General Plan Housing Element, 2022
https://generalplan.sfplanning.org/I1_Housing.htm
[6] California Department of Finance. County Population Projections by Age (2010-2060).
http://www.dof.ca.gov/Forecasting/Demographics/Projections/.

For seniors that wish to age in place, both senior services and housing rehabilitation programs are needed, including transportation to medical appointments and grocery shopping, in home supportive services, and recreational programs. Based on the findings from the community engagement process, many seniors are in need of supportive housing, chiefly, to "age in place" in the community. Findings raise the concurrent need for a range of community-based services, i.e. social, physical, mental health, case management, chronic disease management, and other services to further support this aim of retaining housing, improving or sustaining their health, and thriving within the community. Notably, community members described features of supportive housing for this population, including: working elevators or ground-level units in new developments, adaptable spaces to accommodate hospital beds, rails, and other assistive supports as needed, and potentially shared housing models to support seniors' income levels and needs.

Low-Income Persons with Disabilities
As stated above, approximately one in ten residents in San Francisco reports having a disability and 37% of those people are extremely low income and another 31% are very low or low income.[7] Almost half of the people with disabilities are under the age of 65, but similar to the aging population, the high correlation between disability status and lower income means that securing accessible and affordable housing is of particular concern for the city's disabled residents.

Findings from an affordable housing needs assessment for those who are aging and/or have a disability found that there is insufficient affordable and accessible housing to meet the needs of extremely low-income and low-income seniors and adults with disabilities, the affordable housing application process can be confusing and cumbersome for adults with disabilities and older adults, information about the affordable housing system and related services does not always reaching aging and disability communities, and some affordable housing units and buildings have inadequate accessibility features to meet the full range of accessibility needs of their residents.

Given these findings, San Francisco is working to meet the housing needs of this population. For these special populations who are experiencing chronic homelessness and have a disability, the City offers permanent supportive housing, which has supportive services on-site. The City also has the Permanent Housing Advance Clinical Services (PHACS) and In-Home Supportive Services (IHSS) teams, which provide services to improve quality of life and assist shelter and housing residents with activities of daily living. Finally, to address the complex needs of the aging population who need higher levels of in-home support, the City is piloting the Oakdays model, which provides a supportive residential setting with graduated levels of care in permanent supportive housing (PSH) that allow tenants to safely age in place.

Disconnected Transitional Age Youth
Disconnected transitional age youth (TAY) are defined by San Francisco's legislation as young people aged 18–24 who are homeless or in danger of homelessness; have dropped out of high school; have a disability or other special needs, including substance abuse; are low-income parents; are new immigrants and/or English learners; are LGBTQ+; and/or are transitioning from the foster care, juvenile justice, criminal justice or special education system. According to the 2024 PIT homeless count, 14% of the homeless counted were unaccompanied children or TAY, and of those youth 93% were aged 18–24.

Young people in San Francisco face significant challenges accessing affordable and safe housing. They often do not know what is available; they also face prohibitive eligibility restrictions, long wait lists, and a

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[7] 2019 ACS 5-Year Estimates https://www2.census.gov/programs-surveys/acs/data/pums/2023/

lack of affordable options in safe neighborhoods. Community findings emphasized the need for dedicated affordable housing for this population.

Describe the characteristics and needs of Low-income individuals and families with children (especially extremely low-income) who are currently housed but are at imminent risk of either residing in shelters or becoming unsheltered 91.205(c)/91.305(c)). Also discuss the needs of formerly homeless families and individuals who are receiving rapid re-housing assistance and are nearing the termination of that assistance

As of 2022, approximately 18% of households in San Francisco have children, a significantly lower percentage than the overall Bay Area (32%). Nearly 23,000 families with children live at 0%-80% AMI, while 26,000 families with children earn more than 150% AMI. San Francisco has too few large affordable units to accommodate the needs of these families, and as a result, larger families are more likely than smaller households to live in overcrowded conditions. The 2024 PIT Homeless Count identified 405 families with children experiencing homelessness, a significant increase compared to the 205 families counted in 2022. According to survey respondents from the 2024 PIT Homeless Count, the primary reasons for the cause of the family's homelessness were job loss, alcohol or drug use, or eviction.

If a jurisdiction provides estimates of the at-risk population(s), it should also include a description of the operational definition of the at-risk group and the methodology used to generate the estimates:

Very-low (0-50% AMI) and low (51-80% AMI) income households and households experiencing cost burden (paying more than 30% of household income toward housing expenses) and severe cost burden (paying more than 50% of household income toward housing expenses) are most at risk of homelessness. Severe cost burden on extremely low-income households who are living in housing units with severe housing problems is essentially at risk of homelessness.

According to 2015-2019 CHAS data, there were 118,100 households in San Francisco with income between 0-80% AMI. Of the 118,100 very-low and low income households, 69,320 households, or almost 60%, were cost burdened. Below (**Table 18**), is a breakdown of very-low and low-income households by cost burden levels.

Table 18 – Very low and low-income households by cost burden in San Francisco

Income Level by Cost Burden (Renters Only)	<= 30% of HAMFI	> 30% but <= 50% of HAMFI	> 50% but <= 80% of HAMFI	Total <= 80% of HAMFI	% <= 80% of HAMFI
Cost burden > 30% but <= 50% of household income	13,605	8,455	9,885	**31,945**	**27.05%**
Cost burden > 50% of household income	29,570	5,440	2,365	**37,375**	**31.65%**
Subtotal Renters Cost burden > 30% of household income	*43,175*	*13,895*	*12,250*	*69,320*	*58.70%*
Cost burden <= 30% of household income	14,860	10,890	19,140	**44,890**	**38.01%**

Table 18 – Very low and low-income households by cost burden in San Francisco

Income Level by Cost Burden (Renters Only)	<= 30% of HAMFI	> 30% but <= 50% of HAMFI	> 50% but <= 80% of HAMFI	Total <= 80% of HAMFI	% <= 80% of HAMFI
Cost burden cannot be computed, none of the above problems	3,885	0	5	**3,890**	**3.29%**
Total Renters	**61,920**	**24,785**	**31,395**	**118,100**	**100.00%**

Source: 2015-2019 CHAS

Specify particular housing characteristics that have been linked with instability and an increased risk of homelessness

As discussed above, severe cost burden on extremely low-income households at or below 30% AMI is the greatest risk factor for housing instability and increased risk of homelessness. Additionally, the increase in evictions, especially Ellis Act evictions, is causing many low- to moderate-income households to be displaced or become homeless.

Discussion

See above.

NA-15 Disproportionately Greater Need: Housing Problems – 91.205 (b)(2)

Assess the need of any racial or ethnic group that has disproportionately greater need in comparison to the needs of that category of need as a whole.

Introduction

The four housing challenges analyzed for disproportionately greater need are:
1. Lacks complete kitchen facilities,
2. Lacks complete plumbing facilities,
3. More than one person per room,
4. Cost Burden greater than 30%

Table 19 - Housing problems by ethnicity, disproportionally greater need, 0 - 30% AMI

Ethnic Group	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	56,210	13,720	4,300
White	18,985	3,755	1,565
Black / African American	6,390	2,265	430
Asian	19,535	5,340	1,790
American Indian, Alaska Native	275	40	0
Pacific Islander	250	115	20
Hispanic	8,770	1,795	385

Source: 2016-2020 CHAS

Figure 10 - Housing problems by ethnicity, disproportionally greater need, 0 - 30% AMI (Table 19)
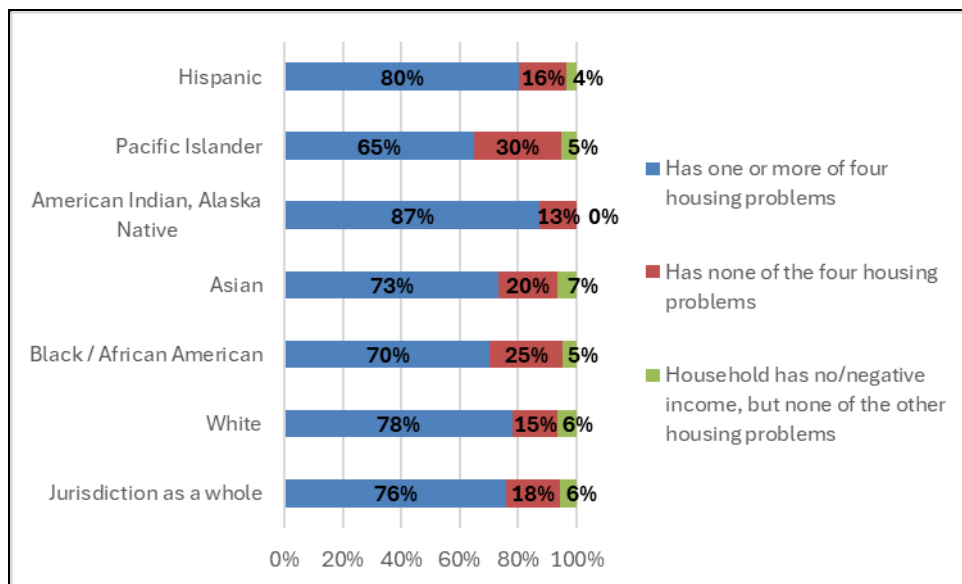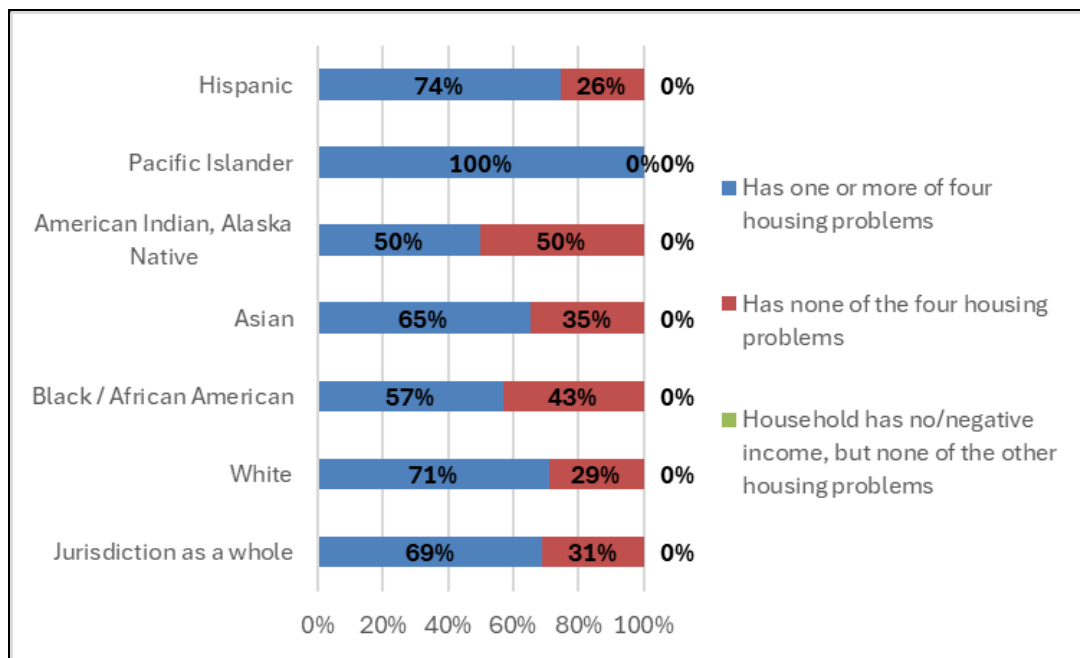

Source: 2016-2020 CHAS

Table 20 - Housing problems by ethnicity, disproportionally greater need, 30 - 50% AMI

Ethnic Group	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	25,765	11,555	0
White	9,735	3,990	0
Black / African American	1,480	1,120	0
Asian	8,395	4,485	0
American Indian, Alaska Native	10	10	0
Pacific Islander	79	0	0
Hispanic	5,255	1,800	0

Source: 2016-2020 CHAS

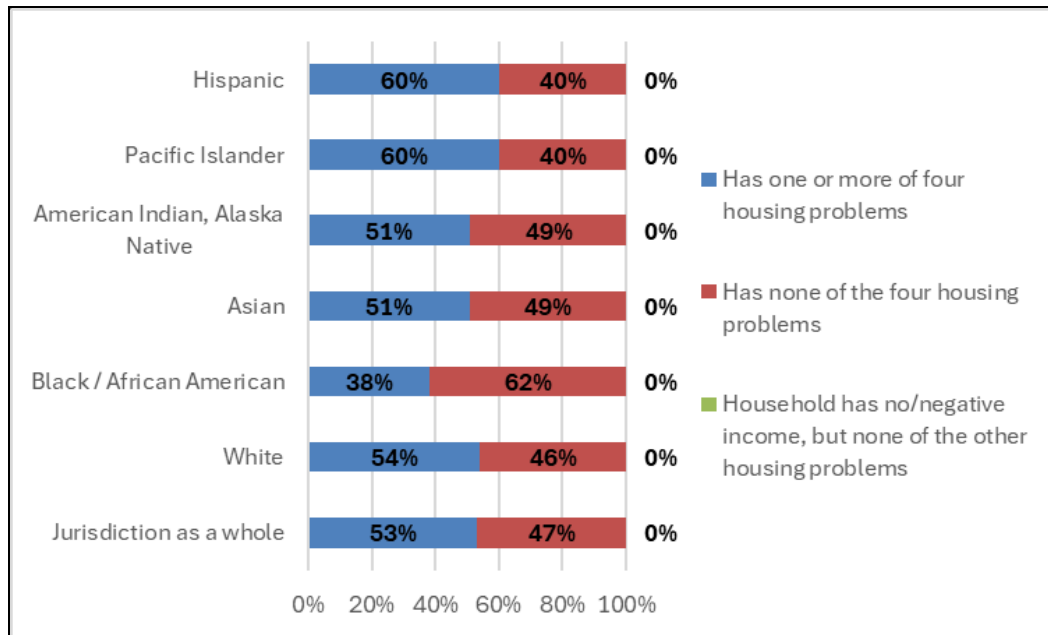**Figure 11 - Housing problems by ethnicity, disproportionally greater need, 30 - 50% AMI (Table 20)**

Source: 2016-2020 CHAS

Table 21 - Housing problems by ethnicity, disproportionally greater need, 50 - 80% AMI

Ethnic Group	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	25,745	22,690	0
White	11,445	9,755	0
Black / African American	955	1,560	0
Asian	7,835	7,635	0
American Indian, Alaska Native	25	24	0
Pacific Islander	150	99	0
Hispanic	4,510	3,025	0

Source: 2016-2020 CHAS

Figure 12 - Housing problems by ethnicity, disproportionally greater need, 50 - 80% AMI (Table 21)

Source: 2016-2020 CHAS

Table 22 - Housing problems by ethnicity, disproportionally greater need, 80 - 100% AMI

Ethnic Group	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	11,265	18,170	0
White	5,445	9,435	0
Black / African American	235	585	0

Table 22 - Housing problems by ethnicity, disproportionally greater need, 80 - 100% AMI

Ethnic Group	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Asian	3,490	5,145	0
American Indian, Alaska Native	0	60	0
Pacific Islander	49	35	0
Hispanic	1,770	2,250	0

Source: 2016-2020 CHAS

Figure 13 - Housing problems by ethnicity, disproportionally greater need, 80 - 100% AMI (Table 22)
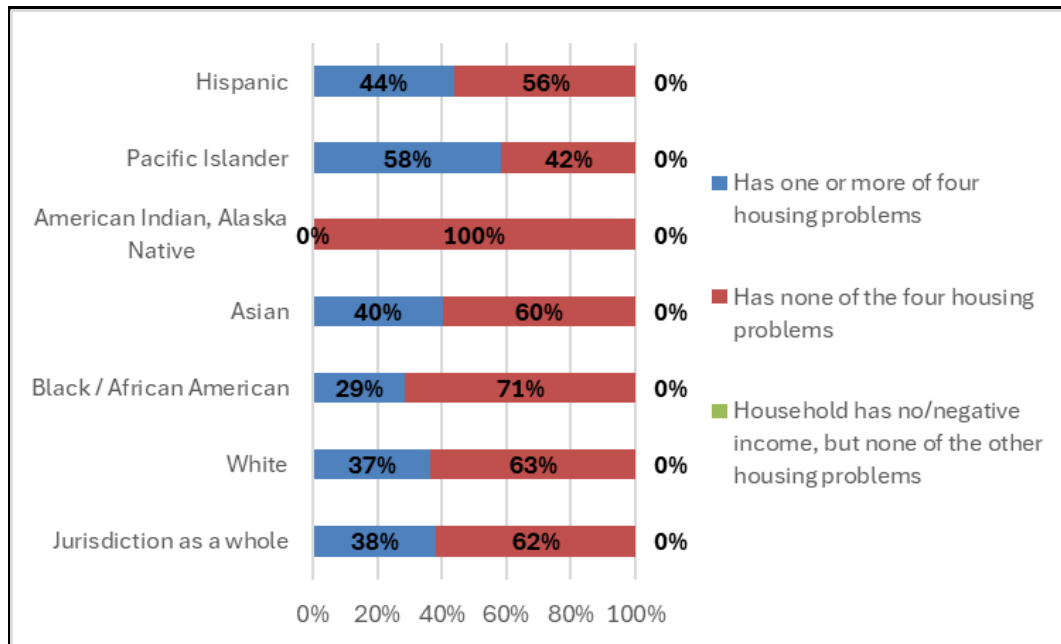
Source: 2016-2020 CHAS

Discussion

Based on HUD's definition of disparate impact (percentage of households with housing problems or no/ negative income > 10% than the jurisdiction as a whole for the income category), this data does not reveal disparate impacts on any particular racial or ethnic group, with the exception of low-income American Indian, Alaska Native at 0-30 % AMI and Pacific Islander at 30-50% AMI and at 80–100% AMI . Please note that the margins of error make the statistics for some categories of households not as reliable as others (e.g. Pacific Islanders; American Indian, Alaska Native).

NA-20 Disproportionately Greater Need: Severe Housing Problems – 91.205 (b)(2)

Assess the need of any racial or ethnic group that has disproportionately greater need in comparison to the needs of that category of need as a whole.

Introduction

The four severe housing problems analyzed for disproportionately greater need are:
1. Lacks complete kitchen facilities,
2. Lacks complete plumbing facilities,
3. More than 1.5 persons per room,
4. Cost Burden over 50%

Table 23 – Severe housing problems by ethnicity, disproportionally greater need, 0 - 30% AMI

Ethnic Group	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	45,290	24,640	4,300
White	15,810	6,930	1,565
Black / African American	4,670	3,995	430
Asian	15,765	9,110	1,790
American Indian, Alaska Native	220	95	0
Pacific Islander	140	225	20
Hispanic	6,930	3,635	385

Source: 2016-2020 CHAS

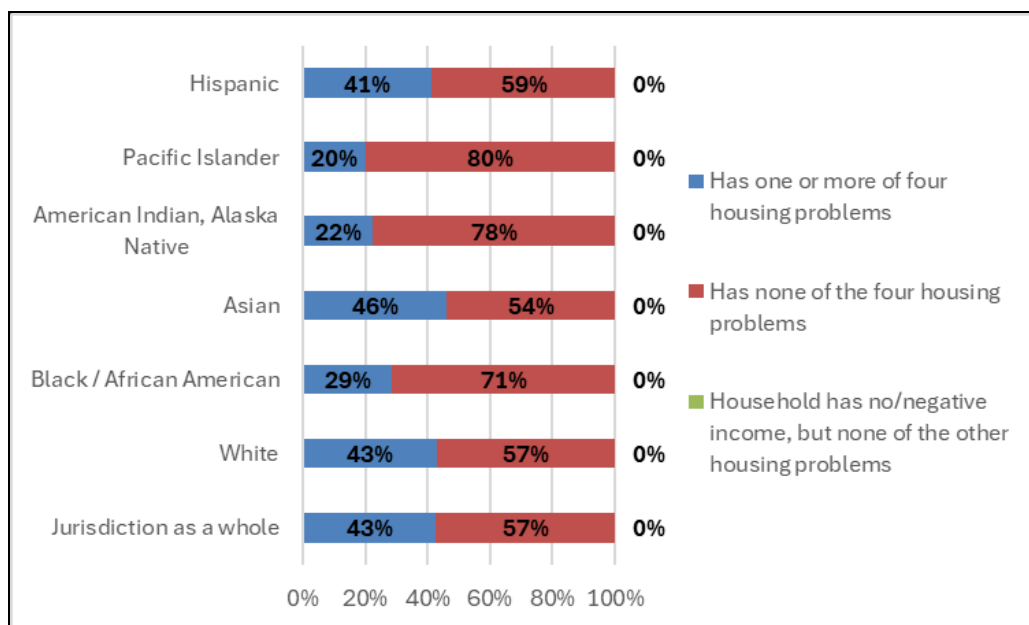**Figure 14 - Severe housing problems by ethnicity, disproportionally greater need, 0 - 30% AMI (Table 23)**
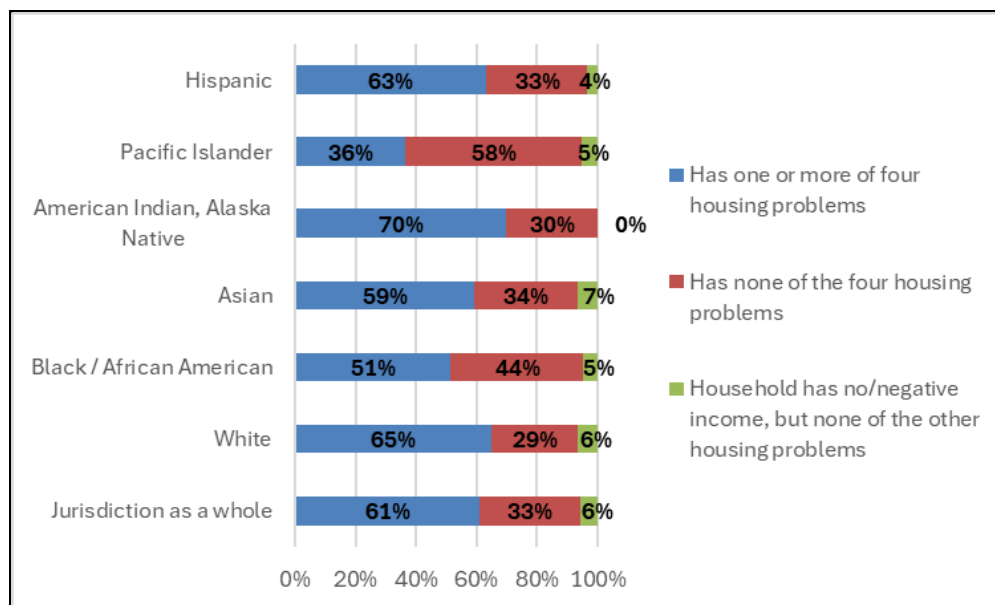
Source: 2016-2020 CHAS

Table 24 – Severe housing problems by ethnicity, disproportionally greater need, 30 - 50% AMI

Ethnic Group	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	15,915	21,410	0
White	5,905	7,825	0
Black / African American	745	1,860	0
Asian	5,935	6,950	0
American Indian, Alaska Native	4	14	0
Pacific Islander	15	59	0
Hispanic	2,920	4,135	0

Source: 2016-2020 CHAS

Figure 15 - Severe housing problems by ethnicity, disproportionally greater need, 30%-50% AMI (Table 24)
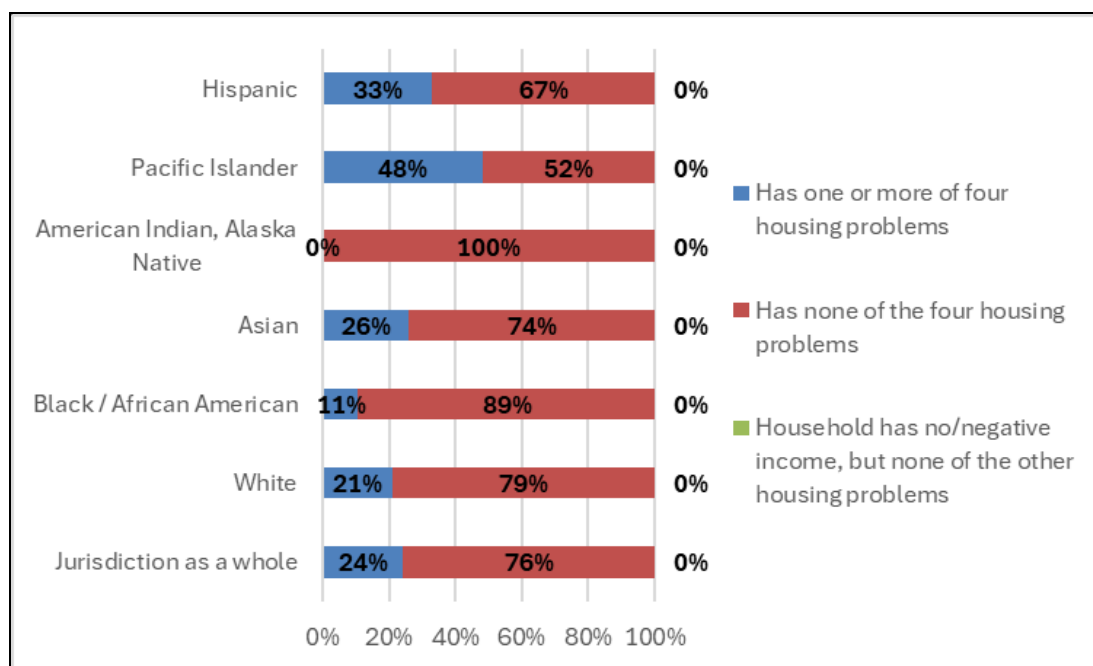

Source: 2016-2020 CHAS

Table 25 – Severe housing problems by ethnicity, disproportionally greater need, 50 - 80% AMI

Ethnic Group	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	11,675	36,760	0
White	4,445	16,745	0

Ethnic Group	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Black / African American	270	2,245	0
Asian	4,005	11,465	0
American Indian, Alaska Native	0	50	0
Pacific Islander	120	129	0
Hispanic	2,490	5,045	0

Source: 2016-2020 CHAS

Figure 16 - Severe housing problems by ethnicity, disproportionally greater need, 50 - 80% AMI (Table 25)
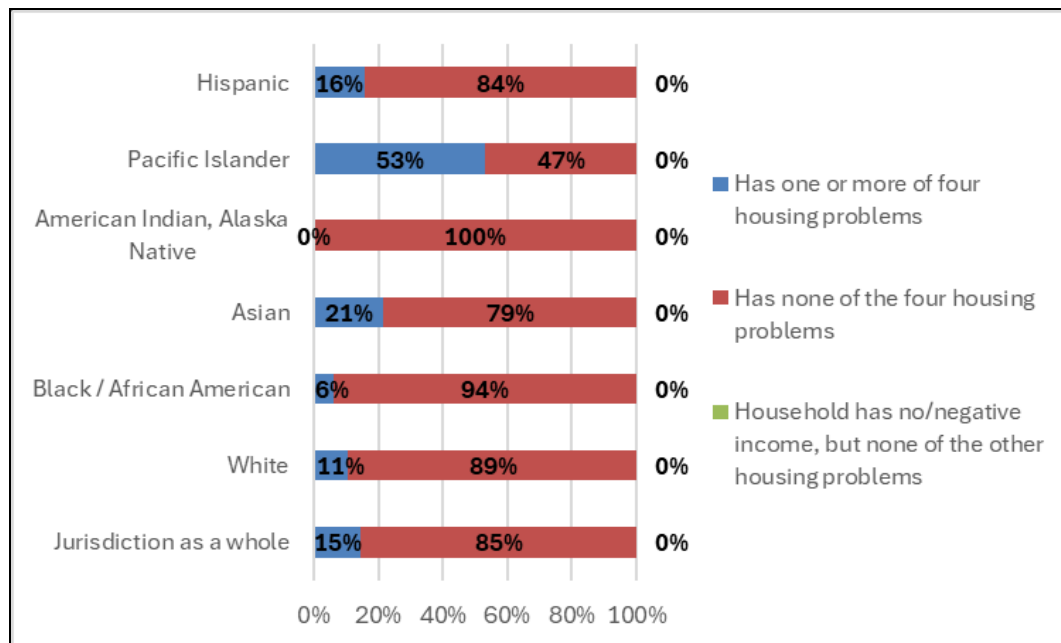

Source: 2016-2020 CHAS

Table 26 – **Severe housing problems by ethnicity, disproportionally greater need, 80 - 100% AMI**

Ethnic Group	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	4,295	25,140	0
White	1,590	13,285	0
Black / African American	50	775	0
Asian	1,845	6,785	0
American Indian, Alaska Native	0	60	0
Pacific Islander	45	40	0
Hispanic	630	3,395	0

Source: 2016-2020 CHAS

Figure 17 - Severe housing problems by ethnicity, disproportionally greater need, 80 - 100% AMI (Table 26)

Source: 2016-2020 CHAS

Discussion

Based on HUD's definition of disparate impact (percent of households with severe housing problems or no/negative income > 10% than the jurisdiction as a whole for the income category), this data does not reveal disparate impacts on any particular racial or ethnic group, with the exception of low-income Pacific Islander at 80–100% AMI. Please note that the margins of error make the statistics for some categories of households not as reliable as others (e.g. Pacific Islanders, American Indian, Alaska Native).

NA-25 Disproportionately Greater Need: Housing Cost Burdens – 91.205 (b)(2)

Assess the need of any racial or ethnic group that has disproportionately greater need in comparison to the needs of that category of need as a whole.

Introduction

As described above, housing cost burden is defined as paying more than 30% of household income toward housing expenses, and extreme rent burden is defined as paying more than 50% of household income on housing expenses.

Table 27 – Housing cost burden by ethnicity and AMI

Ethnic Group	<=30%	30-50%	>50%	No / negative income (not computed)
Jurisdiction as a whole	230,880	63,575	59,100	5,220
White	124,995	27,865	24,850	1,805
Black / African American	8,840	4,205	4,630	475
Asian	65,365	19,040	18,930	2,235
American Indian, Alaska Native	405	90	190	0
Pacific Islander	580	214	275	20
Hispanic	23,365	10,330	8,080	575

Source: 2016-2020 CHAS

Figure 18 - Housing cost burden by ethnicity and AMI (Table 27)
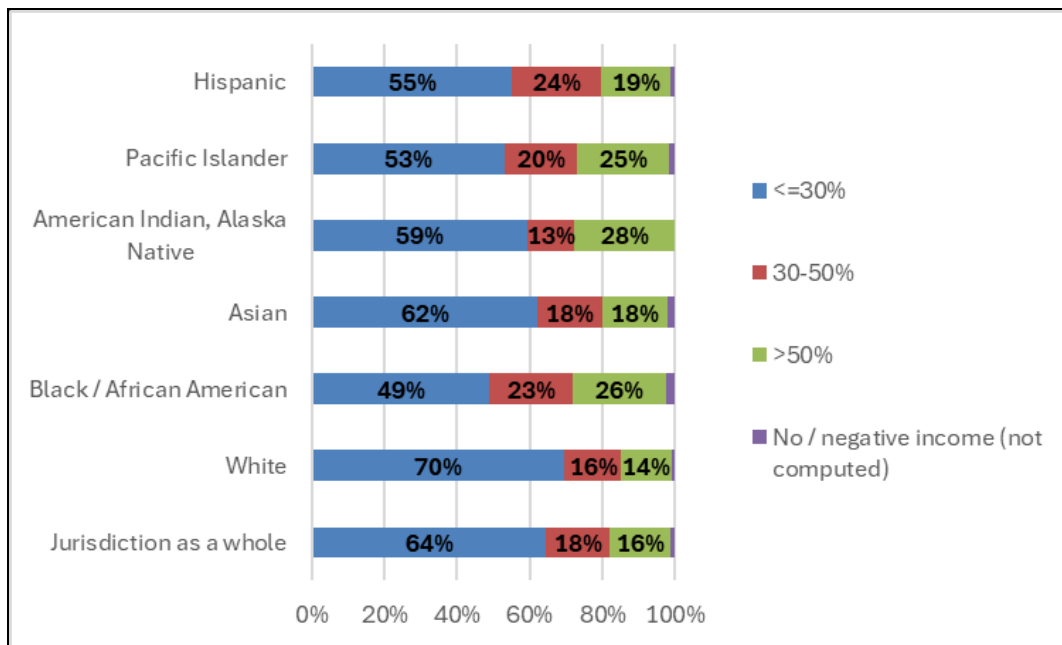
Source: 2016-2020 CHAS

Discussion:

Based on HUD's definition of disparate impact (percent of households with housing cost burden or extreme rent burden or no/negative income > 10% than the jurisdiction as a whole), this data does not reveal disparate impacts on any particular racial or ethnic group, with the exception of American Indian, Alaska Native households with extreme rent burden. Please note that the margins of error make the statistics for some categories of households not as reliable as others (e.g. Pacific Islanders, American Indian, Alaska Native).

NA-30 Disproportionately Greater Need: Discussion – 91.205(b)(2)

Are there any Income categories in which a racial or ethnic group has disproportionately greater need than the needs of that income category as a whole?

Based on HUD's definition that disproportionate needs exist when a racial or ethnic group experience housing problems at least 10 percentage points higher than the category of need for that income group or for the jurisdiction as a whole. Analysis of the 2016–2020 CHAS data shows no particular racial or ethnic group having a disproportionately greater need in comparison to the needs of that income category or the jurisdiction as a whole. What the data indicates is that, when compared to the rest of that racial or ethnic group as a whole, households at or below 30% AMI of all ethnic groups are disproportionately impacted by severe housing problems.

If they have needs not identified above, what are those needs?

Not applicable.

Are any of those racial or ethnic groups located in specific areas or neighborhoods in your community?

The proportion of households in the City that are low- and moderate-income (earning less than 80% of AMI) and extremely rent burdened (spending over 50% of household income on rent) is 10.4% (**Table 28**). Across racial groups, Indigenous households have the highest rate of low-mod rent burden (17.2%), almost double the rate of the lowest group (White, 9.1%). The next two racial groups with higher proportions of low-mod rent burden are Black (15.6%) and Latino (15.2%), with effectively equivalent rates. The neighborhoods that have the highest concentration of households with extreme rent burden are the Chinatown, Tenderloin, Japantown, and Lakeshore neighborhoods, followed by the South of Market, Western Addition, and Bayview Hunters Point neighborhoods. (**Map 2**). These neighborhoods correlate with areas with a concentration of these racial groups (**Map 3** through **Map 7**).

Table 28 – Low- and moderate-income households with extreme rent burden by tenure and ethnicity, 80 - 100% AMI

Low-Mod (0-80% AMI) Extreme Rent Burden (Spends Over 50% Income on Rent)	Total	Black	Asian	Indigenous	Latino	Pacific Islander	MENA	White
Total Households	380,170	24,667	126,874	5,722	46,842	2,849	7,965	209,600
Renters	223,390	15,910	63,653	3,740	32,089	1,782	5,647	129,017
Low-Mod Renters	97,164	11,492	32,380	2,166	18,744	816	2,358	41,216
Low-Mod and Rent Burdened	39,375	3,842	12,323	983	7,101	370	984	19,012
Concentration of Low-Mod Rent Burden	10.4%	15.6%	9.7%	17.2%	15.2%	13.0%	12.4%	9.1%

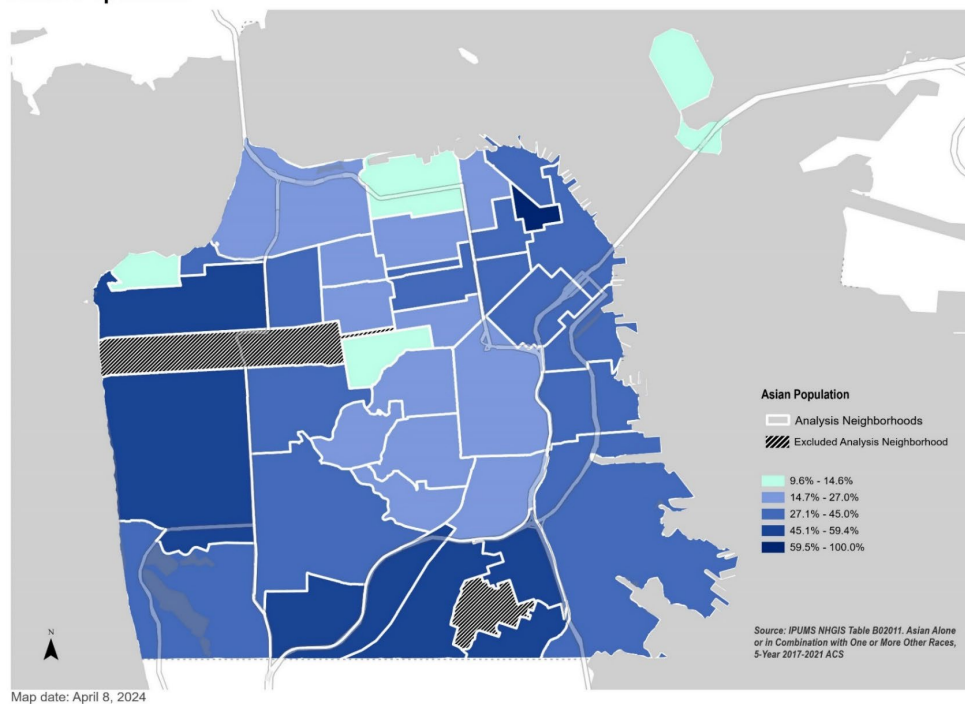Source: IPUMS, 2022 ACS 5-Year Estimates

Map 2 - Households with extreme rent burden in San Francisco by neighborhood

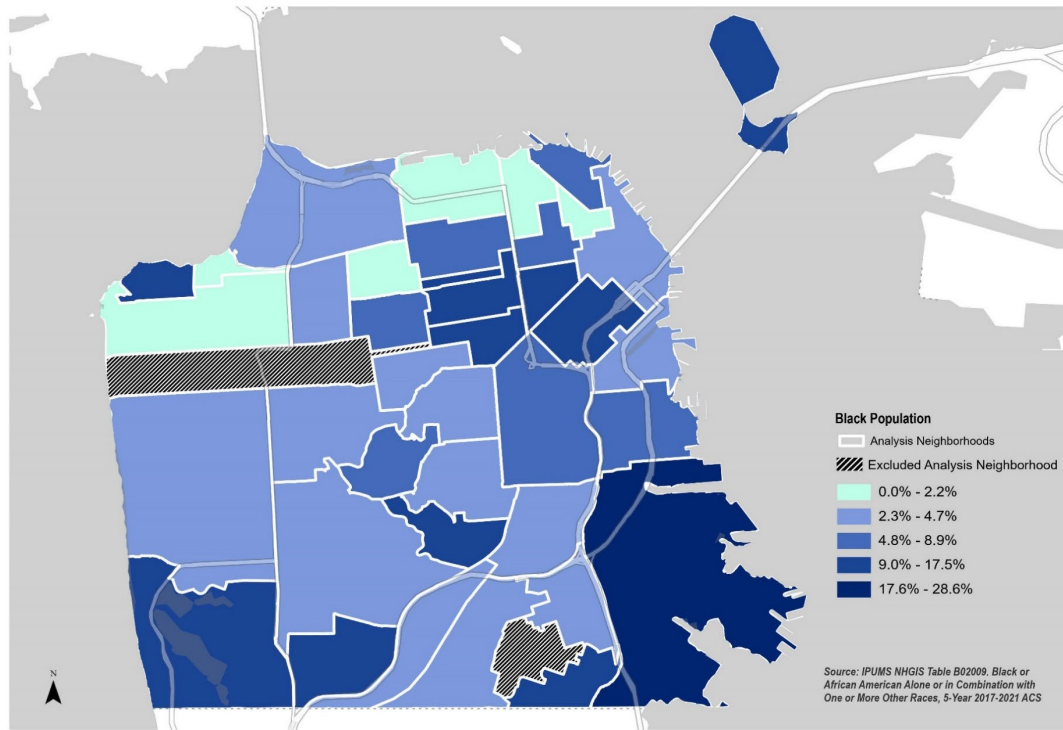Households with Extreme Rent Burden in San Francisco by Neighborhood

Map date: April 9, 2024
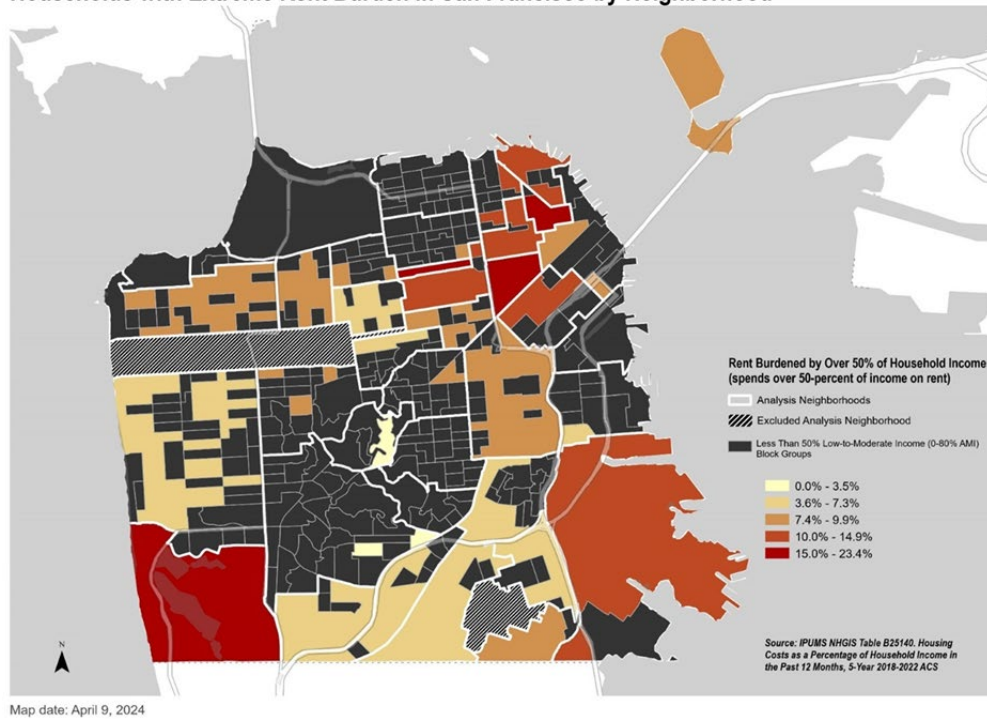
Map 3 – Asian population by San Francisco neighborhoods

Asian Population

Map date: April 8, 2024

Map 4 – Black population by San Francisco neighborhoods

Black Population

Black Population
- Analysis Neighborhoods
- Excluded Analysis Neighborhood
- 0.0% - 2.2%
- 2.3% - 4.7%
- 4.8% - 8.9%
- 9.0% - 17.5%
- 17.6% - 28.6%

Source: IPUMS NHGIS Table B02009. Black or African American Alone or in Combination with One or More Other Races, 5-Year 2017-2021 ACS

Map date: April 8, 2024

Map 5 – Indigenous population by San Francisco neighborhoods

Indigenous Population

Indigenous Population
- Analysis Neighborhoods
- Excluded Analysis Neighborhood
- 0.0% - 0.4%
- 0.5% - 1.0%
- 1.1% - 1.6%
- 1.7% - 2.3%
- 2.4% - 3.4%

Source: IPUMS NHGIS Table B02010. American Indian and Alaska Native Alone or in Combination with One or More Other Races, 5-Year 2017-2021 ACS

Map date: April 8, 2024
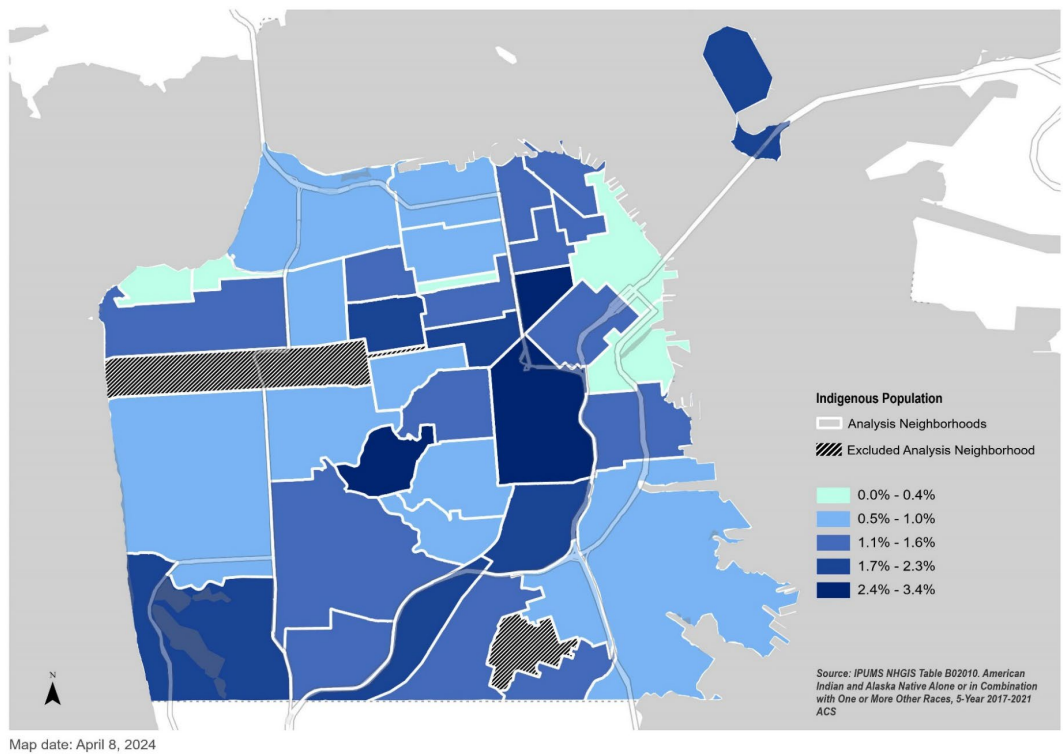
Map 6 – Latino population by San Francisco neighborhoods

Latino Population

Latino Population
Analysis Neighborhoods
Excluded Analysis Neighborhood

0.0% - 6.8%
6.9% - 10.9%
11.0% - 14.8%
14.9% - 24.0%
24.1% - 33.4%

Source: IPUMS NHGIS Table B03003. Hispanic or Latino Origin, 5-Year 2017-2021 ACS

Map date: April 8, 2024
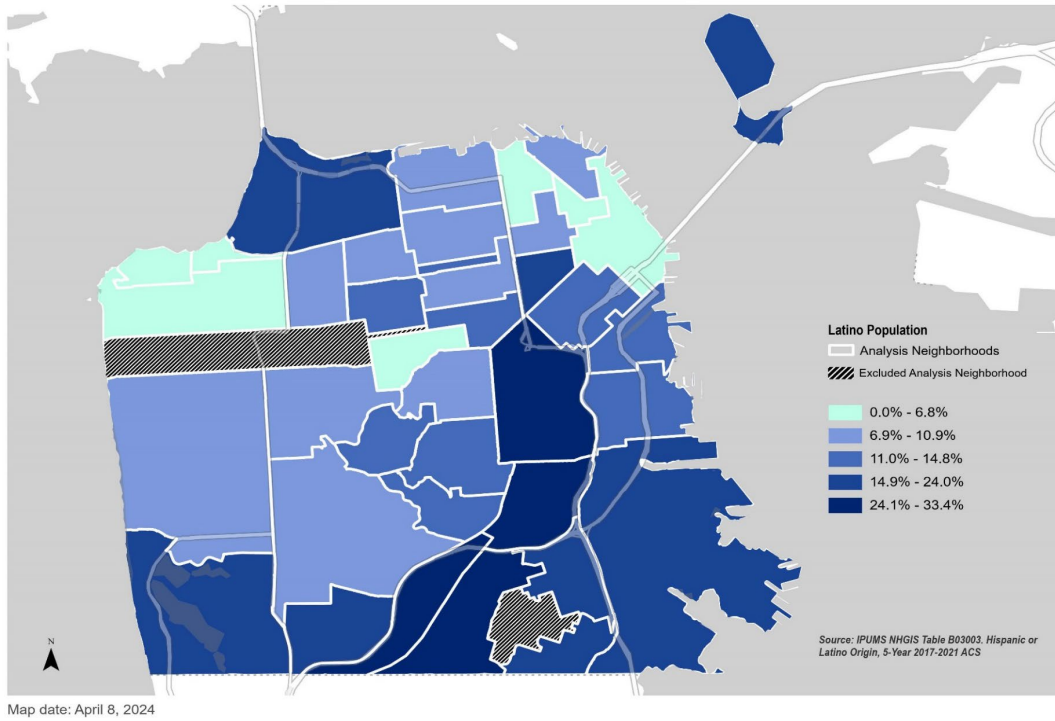
Map 7 – Pacific Islander population by San Francisco neighborhoods

Pacific Islander Population

Pacific Islander Population
Analysis Neighborhoods
Excluded Analysis Neighborhood

0.0% - 0.2%
0.3% - 0.6%
0.7% - 0.8%
0.9% - 1.5%
1.6% - 3.5%

Source: IPUMS NHGIS Table B02012. Native Hawaiian and Other Pacific Islander Alone or in Combination with One or More Other Races, 5-Year 2017-2021 ACS

Map date: April 8, 2024
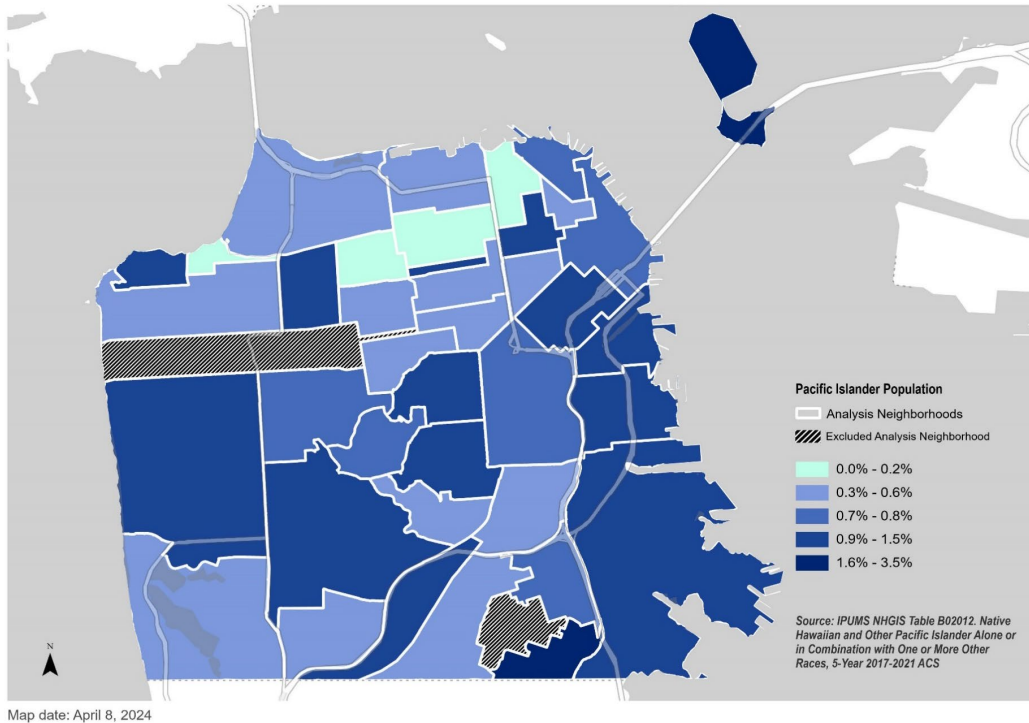
NA-35 Public Housing – 91.205(b)

Introduction

The Housing Authority of the City and County of San Francisco's (Authority's) express mission is to provide safe, sanitary, affordable, and decent housing to very low-income families, senior citizens and persons with disabilities. Founded in 1938, it was the first established housing authority in California and receives nearly all of its $43 million operating income from HUD and tenant-paid rents. The Authority administers both public housing and the Housing Choice Voucher (HCV) program. Without public housing and HCV vouchers, virtually all Authority clients would be forced to live outside the City or even face homelessness.

Totals in Use

Table 29 - Public housing by program type

				Program Type					
					Vouchers				
								Special Purpose Voucher	
	Emergency Housing Vouchers	**Mod-Rehab**	**Public Housing**	**Total**	**Project - based**	**Tenant - based**	**Veterans Affairs Supportive Housing**	**Family Unification Program**	**Disabled ***
# of units with vouchers in use	989	79	5,534	15,428	7,802	6,320	873	150	283
*includes Non-Elderly Disabled, Mainstream One-Year, Mainstream Five-year, and Nursing Home Transition									

Source: SFHA, February 13, 2025

Table 30 – Characteristics of public housing residents by program type

Characteristic	Program Type							
							Vouchers	
								Special Purpose Voucher
	Certificate	Mod-Rehab	Public Housing	Total	Project - based	Tenant - based	Veterans Affairs Supportive Housing	Family Unification Program
Average Annual Income	0	10,161	13,355	17,192	15,435	17,591	12,607	0
Average length of stay	0	5	9	5	3	6	0	0
Average Household size	0	1	2	2	1	2	1	0
# Homeless at admission	0	10	66	17	3	11	3	0
# of Elderly Program Participants (>62)	0	205	2,052	3,113	475	2,601	37	0
# of Disabled Families	0	485	1,204	1,583	242	1,228	113	0
# of Families requesting accessibility features	0	952	5,534	7,445	914	6,331	200	0
# of HIV/AIDS program participants	0	0	0	0	0	0	0	0
# of DV victims	0	0	0	0	0	0	0	0

Source: PIC (PIH Information Center)

Table 31 – Race of public housing residents by program type

Race	Program Type								
							Vouchers		
								Special Purpose Voucher	
	Certificate	Mod-Rehab	Public Housing	Total	Project - based	Tenant - based	Veterans Affairs Supportive Housing	Family Unification Program	Disabled *
White	0	475	1,538	2,341	258	1,983	100	0	0
Black/African American	0	371	2,352	2,148	199	1,857	92	0	0
Asian	0	65	1,386	2,781	426	2,351	4	0	0

Table 31 – Race of public housing residents by program type

				Program Type					
					Vouchers				
							Special Purpose Voucher		
Race	Certificate	Mod-Rehab	Public Housing	Total	Project -based	Tenant -based	Veterans Affairs Supportive Housing	Family Unification Program	Disabled *
American Indian/Alaska Native	0	32	71	136	25	109	2	0	0
Pacific Islander	0	9	187	39	6	31	2	0	0
Other	0	0	0	0	0	0	0	0	0
*includes Non-Elderly Disabled, Mainstream One-Year, Mainstream Five-year, and Nursing Home Transition									

Source: PIC (PIH Information Center)

Table 32 – Ethnicity of Public Housing Residents by Program Type

				Program Type					
					Vouchers				
							Special Purpose Voucher		
Ethnicity	Certificate	Mod-Rehab	Public Housing	Total	Project -based	Tenant -based	Veterans Affairs Supportive Housing	Family Unification Program	Disabled *
Hispanic	0	78	777	1,636	166	1,465	5	0	0
Not Hispanic	0	874	4,757	5,809	748	4,866	195	0	0
*includes Non-Elderly Disabled, Mainstream One-Year, Mainstream Five-year, and Nursing Home Transition									

Source: PIC (PIH Information Center)

Table 33 – Housing authority voucher usage

	Mod-Rehab	Emergency Housing Vouchers	Vouchers					
						Special Purpose Voucher		
Category	Mod-Rehab	Emergency Housing Vouchers	Total	Project-Based	Tenant-Based	Veterans Affairs Supportive Housing	Family Unification Program	Disabled*
# of Units vouchers in use	79	949	15428	7802	6320	873	150	283
General Info								
Average Annual Income	$13,470.49	$ 19,997.69	$24,758.48	$ 22,764.39	$ 27,061.16	$ 27,671.69	$ 20,651.43	$21,478.72
Average Length of Stay	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Average Household Size	1.11	1.80	1.84	1.79	2.00	1.15	2.58	1.67
# of Homeless at Admission	1	12	134	37	2	63	0	32
# of Elderly Program Participants (>62)	18	84	7770	3885	3380	474	0	31
# of Disabled Families	49	229	9229	4555	3726	661	31	256
# of Families Requesting Accessibility Features	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
# of HIVAIDS Program Participants	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
# of DV Participants								
Race								
White	31	278	5790	2640	2448	497	70	135
Black/African American	38	565	4921	2735	1681	324	66	115
Asian	5	61	4112	1998	2057	32	6	19
American Indian/Alaska Native	0	16	126	65	41	8	4	8
Pacific Islander	5	36	510	379	100	13	8	10
Other	-	-	-	-	-	-	-	-
Ethnicity								
Hispanic	16	204	2583	1447	921	118	46	51
Non-Hispanic	63	745	12842	6352	5399	755	104	232

* Includes Non-Elderly Disabled, Mainstream One-Year, Mainstream Five-Year, and Nursing Home Transition

Source: Housing Authority of the City and County of San Francisco

Section 504 Needs Assessment: Describe the needs of public housing tenants and applicants on the waiting list for accessible units:

San Francisco has 1,639 affordable housing units with special eligibility criteria for people with disabilities. However, the actual number of people with disabilities living in affordable housing may be higher than reported because there is no consistent process for gathering disability status. In 2021, 58% of affordable housing units in San Francisco were occupied by people with disabilities or older adults. This high proportion requires accessible features in those units, though, given the age of the portfolio, appropriate accessibility improvements are not always installed. Tenant needs include wheelchair accessibility, accessible bathroom features (sinks and faucets, bathroom grab bars, roll-in showers), building amenities (using elevators, accessing garbage and compost, using laundry rooms, using outdoor space), and visual alarms and doorbells, among other things.[8]

What are the number and type of families on the waiting lists for public housing and section 8 tenant-based rental assistance? Based on the information above, and any other information available to the jurisdiction, what are the most immediate needs of residents of public housing and Housing Choice voucher holders?

There are currently 990 households on the public housing wait list. The preference categories have changed since 2010 and the Authority no longer has a "homeless" preference that is not connected to a referral from a City and County of San Francisco agency. The needs of the prioritized households on the Authority wait list are self-explanatory. In addition, note that the average annual income of Authority residents is less than $24,759, a number that includes multi-person families. Since the 2024 median income of a household of three in San Francisco is $134,830, Authority residents and would-be residents are in particular need of extremely low-cost housing in order to survive.

How do these needs compare to the housing needs of the population at large?

Compared to the San Francisco population at large, Authority wait list households are far poorer and thus in tremendous need for rental subsidy assistance. Authority households also present more challenges of the poor, i.e., a strong likelihood of diminished educational achievement, less access to health care, higher incidents of trauma, employment retention problems, and family instability.

Discussion

See above.

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[8] City and County of San Francisco, 2022 Aging & Disability Affordable Housing Needs Assessment Report https://www.sfhsa.org/sites/default/files/media/document/2023-01/Report_2022%20Aging%20Disability%20Affordable%20Housing%20Needs%20Assessment%20%281.20.23%29.pdf

NA-40 Homeless Needs Assessment – 91.205(c)

Introduction:

In San Francisco, HSH manages the HMIS, which has client-level data on individuals and households who utilize services in the homelessness response system. This includes data on inflow into homelessness and outflow out of homelessness as well as program-specific data.

In 2024, San Francisco conducted its biannual PIT Count to help understand how many people are experiencing sheltered and unsheltered homelessness on a given night across the county. The PIT is an important supplement to HMIS data as it provides a critical snapshot of people experiencing homelessness in San Francisco and increases the City's understanding of local needs, funding priorities, and program and policy decisions.

Table 34 - Homeless needs assessment

Population	Estimate the # of persons experiencing homelessness on a given night		Estimate the # experiencing homelessness each year	Estimate the # becoming homeless each year	Estimate the # exiting homelessness each year	Estimate the # of days persons experience homelessness
	Unsheltered	Sheltered				
Persons in Households with Adult(s) and Child(ren)	262	841	5,269	4,478	4,772	187
Persons in Households with Only Children	39	6	148	138	138	13
Persons in Households with Only Adults	4,053	3,122	14,697	10,818	13,553	232
Chronically Homeless Individuals	1,278	1,614	7,212	4,873	6,690	-
Chronically Homeless Families	36	61	7,228	4,886	6,704	-
Veterans	468	119	827	576	752	226
Unaccompanied Youth	795	323	2,265	1,871	2,049	-
Persons with HIV	202	354	611	450	566	-
Notes:						

Table 34 - Homeless needs assessment

- "Persons experiencing homelessness on a given night" data comes from the Point In Time count conducted January 30, 2024.
- "Persons experiencing homelessness" data comes from HMIS and represents unduplicated count of clients active or entering into Street Outreach (SO), Coordinated Entry (CE), Emergency Shelter or Transitional Housing (ES/TH) as of in the 2023 calendar year.
- "Persons becoming homeless" data comes from HMIS and represents unduplicated count of clients newly entering into SO, CE, or ES/TS as of in the 2023 calendar year. A subset of the above category (experiencing homeless), it excludes those active in SO, CE, or ES/TH at the start of calendar year 2023.
- "Persons exiting homelessness" data comes from HMIS and represents unduplicated count of clients exiting SO, CE, or ES/TH to a Permanent Housing Situation or have moved in to our Permanent Supporting Housing Program units.
- Break outs by Household type, Chronically Homeless status, and HIV status come from HMIS and represent the client's response in their most recent enrollment into any program (presumably their most recent answer when asked). The break out for "Unaccompanied youth" also comes from HMIS and represents enrollments in SO, CE, or ES/TH during calendar year 2023 where household types are "only children" -OR- where the head of household is between the ages of 18-24 at the time of enrollment.
- Length of time measures are calculated from Stella P where available for the LSA reporting period of 10/1/2023 - 9/30/2024.

Indicate if the homeless population is All Rural Homeless Partially Rural Homeless xxHas No Rural Homeless

If data is not available for the categories "number of persons becoming and exiting homelessness each year," and "number of days that persons experience homelessness," describe these categories for each homeless population type (including chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth):

The metric on "number of days that persons experience homelessness" is not readily available in our HMIS system reports, and would require complex custom calculations and analysis to approximate. In preparing this report, we identified this measure in HUD's Stella reporting tool, though the outputs were not disaggregated by chronically homeless individuals and families, unaccompanied minors, or people with HIV. We used this measure for other subpopulations where it was available. While we are unable to account for the length of time these populations experience homelessness in days, we were able to report on the metrics that estimate the size and inflow/outflow of these subpopulations.

Table 35 - Nature and extent of homelessness (Optional)

Race	Sheltered	Unsheltered (optional)
White	1602	1459
Black or African American	1051	1053
Asian	198	175
American Indian or Alaska Native	200	163
Pacific Islander	78	164
Middle Eastern or North African	19	75
Multi-Racial	249	422
Ethnicity:	**Sheltered:**	**Unsheltered (optional)**
Hispanic	1470	1350
Not Hispanic	2499	3004

Estimate the number and type of families in need of housing assistance for families with children and the families of veterans.

According to the 2024 PIT Count, of the 8,323 people experiencing homelessness on any given night in San Francisco, 1,103 (13%) were persons in families, making up 405 family households. A majority of those in families (76%) were sheltered, and about 97 were chronically homeless. Thirty-two of these family households (8%) are headed by transition age youth ages 18-24. A small proportion of those experiencing homelessness were unaccompanied minors (0.5%), with 45 minors in 40 households. An estimated 597 of those experiencing homelessness were veterans.

Annually, it is estimated that 5,269 people in family households experience homelessness, with about 4,478 becoming homeless and 4,772 exiting homelessness. On average, families spend about 187 days experiencing homelessness. Among families who are chronically homeless, about 7,228 experience homelessness each year, with 4,886 becoming homeless and 6,704 exiting homelessness. Of families who are headed by transition age youth, 238 households experience homelessness annually, with 190 households becoming homeless and 217 exiting. Additionally, about 148 unaccompanied minors experience homelessness each year, with 138 becoming homeless each year and 138 exiting homelessness. Unaccompanied minors generally experience homelessness for a shorter amount of time, with an average of 13 days.

Finally, it is estimated that 827 veterans experience homelessness annually. About 576 become homeless each year, and 752 exit homelessness. On average, veterans spend about 225 days experiencing homelessness. A small percentage of these veterans are veterans in family households. Among veterans in households with children, 9 experience homelessness annually, with 7 becoming homeless each year and 9 exiting.

Describe the Nature and Extent of Homelessness by Racial and Ethnic Group.

In San Francisco, Black, Latino, Native American, and Native Hawaiian or Pacific Islander residents are more likely to experience homelessness while Asian or Asian American residents are underrepresented in homelessness.

According to the 2024 PIT Count, white residents represent 37% of those experiencing homelessness and 34% of those experiencing unsheltered homelessness. However, they represent 40% of the general San Francisco population. Asian residents only represent 4% of those experiencing homelessness and unsheltered homelessness but are 35% of the City's population.

In comparison, Black residents represent 25% of those experiencing homelessness and 24% of those experiencing unsheltered homelessness but only represent 5% of San Francisco's population. Native American residents represent 4% of both those experiencing homelessness and unsheltered homelessness, though they represent less than 1% of San Francisco's population. Finally, Native Hawaiian or Pacific Islander residents represent 3% of those experiencing homelessness and 4% of those experiencing unsheltered homelessness but represent less than 1% of the City's overall population. When looking at ethnicity, those of Latino descent represent 34% of those experiencing homelessness and 31% of those experiencing unsheltered homelessness but are only 16% of San Francisco's population.

Describe the Nature and Extent of Unsheltered and Sheltered Homelessness.

According to the 2024 PIT Count, 48% of those experiencing homelessness (3,969 people) are sheltered while 52% (4,354 people) are unsheltered.

Since 2019, the number of people experiencing sheltered homelessness has increased by 39%. This corresponds with a 28% increase in available shelter beds since 2019 and highlights the City's commitment to expand its shelter system. As a result, more people experiencing homelessness in San Francisco are in shelter than ever before. Among youth, the number of those sheltered has increased by 76% between 2022 and 2024, reflecting both an increase in shelter capacity and shelter utilization. San Francisco has also increased the percent of Hispanic or Latine residents staying in shelter. In 2024, 52% of those who were Hispanic or Latine were in shelters on the night of the PIT count, up from 36% in 2022.

In 2024, the number of unsheltered people decreased by 1% since 2022 and by 16% since 2019. The PIT Count found that 13% fewer people were sleeping on the streets or in tents than in 2022, the lowest the number has been in ten years. Between 2022 and 2024, the number of people living in vehicles increased by 37% but decreased by 20% since 2019. Among youth, the number who were unsheltered decreased by 9% between 2022 and 2024. Unsheltered families are more likely to stay in vehicles, as the PIT found 90% of the 130 families experiencing unsheltered homelessness were sleeping in vehicles.

Discussion:

While San Francisco has made progress in addressing homelessness, particularly unsheltered homelessness, more work needs to be done, particularly as inequities in homelessness persist. The City's 2023 - 2028 strategic plan, "Home by The Bay: An Equity-Driven Plan to Prevent and End Homelessness in San Francisco" recognizes these needs. In collaboration with City departments, homelessness providers, and people with lived experience of homelessness, "Home by the Bay" has set the following goals:
1. Reduce the number of people who are unsheltered by 50% and reduce the total number of people experiencing homelessness by 15%
2. Reduce racial inequities and other disparities
3. Actively support at least 30,000 people to move from homelessness into permanent housing
4. Ensure that at least 85% of people who exit homelessness do not experience it again
5. Provide prevention services to at least 18,000 people at risk of losing their housing

To achieve these goals, the City must also expand its homelessness response system and provide prevention services for 4,300 additional households, 1,075 new shelter beds, and 3,250 new units of permanent housing. Through data-informed systems modeling, the City has predicted that it needs to make the following investments in its inventory, in addition to the existing pipeline, to meet these goals.

Table 36 - System inventory and additions needed to reach "Home by the Bay" goals

Resource Type	Starting Inventory 7/1/23	Additions Already in Pipeline to Come Online after 7/1/23	New Additions in Modeling Scenario 7/1/23 – 6/30/28	Target for Total Inventory Additions 7/1/23 – 6/30/28
Prevention Slots	1,180	0	4,300	4,300
Total Permanent Housing Units	15,800	700	2,550	3,250
Permanent supportive housing	13,500	700	825	1,525
Rapid rehousing	2,300	0	1,325	1,325
Shallow subsidy	0	0	400	400
Shelter Beds	3,500	0	1,075	1,075

In year 1 of "Home by the Bay," San Francisco made progress towards meeting these goals and inventory targets. Between July 2023 and June 2024, the City added 498 new shelter beds, 282 new units of permanent housing, and expanded capacity to provide prevention services to an additional 600 households. The City will continue to work towards these goals and implement key activities and strategies to ensure that homelessness in San Francisco is rare, brief, and one-time.

NA-45 Non-Homeless Special Needs Assessment - 91.205 (b,d)

Introduction:

This section is intended to describe the housing needs of persons who are not homeless but require supportive housing, and includes the following groups:
- Elderly and frail elderly,
- Persons with mental, physical, and/or developmental disabilities,
- Persons with alcohol or other drug addiction,
- Survivors of domestic violence, dating violence, sexual assault, and stalking,
- Veterans, and
- Persons with HIV and their families.

Table 37 – HOPWA Data

Current HOPWA formula use:	
Cumulative cases of AIDS reported	8,579
Number of new cases prior year	133

Current HIV surveillance data:	
Number of Persons living with HIV (PLWH)	15,537
Area Prevalence (PLWH per population)	1,411
Number of new HIV cases reported last year	157

Source: HOPWA CAPER and HOPWA Beneficiary Verification Worksheet

Table 38 – HIV Housing Need (HOPWA Grantees Only)

Type of HOPWA Assistance	Estimates of Unmet Need
Tenant-based rental assistance	170
Short-term Rent, Mortgage, and Utility	94
Facility Based Housing (Permanent, short-term or transitional)	193

Source: HOPWA CAPER and HOPWA Beneficiary Verification Worksheet

Describe the characteristics of special needs populations in your community:

- Elderly and frail elderly

See NA-10 Housing Needs Assessment section.

- Persons with mental, physical, and/or developmental disabilities

See NA-10 Housing Needs Assessment section.

- Persons with alcohol or other drug addiction

Drug overdoses are a public health crisis nationally and in San Francisco. San Francisco released an Overdose Prevention Plan in 2022 through DPH to meet the increased challenges presented by fentanyl and methamphetamine through expanded, coordinated and data-driven responses. In 2023, the San Francisco Office of the Chief Medical Examiner reported that more than 800 people died from an unintentional drug overdose in San Francisco. Deaths attributed to alcohol (without opioids) numbered more than 200 in 2023. The rate of substance-related deaths was highest among people aged 50-59 years and Black/African people, with three times as many men as women represented.[9]

- Survivors of domestic violence, dating violence, sexual assault, and stalking

See NA-10 Housing Needs Assessment section.

- Veterans

According to the 2019-2023 ACS five-year estimates, there are approximately 18,553 veterans residing in San Francisco. Comparing this to the 2014-2018 ACS 5-year estimates, which reported approximately 22,000 veterans in San Francisco, there is a decrease of about 3,447 veterans over the five-year period.

According to the 2024 PIT Count, there were an estimated 587 veterans experiencing homelessness in San Francisco. Eighty percent (80%) of these veterans were unsheltered, while 20% were sheltered. This marks a significant increase in the proportion of unsheltered veterans compared to previous years. In 2022, 67% of veterans surveyed during the PIT were unsheltered, and in 2019, 81% were unsheltered. The total number of veterans experiencing homelessness decreased by 3% from 2022 to 2024, but the proportion of unsheltered veterans increased by 13 percentage points. This trend highlights the ongoing challenges in providing adequate shelter and support services for veterans experiencing homelessness in San Francisco. For more detailed information, you can refer to the 2024 San Francisco PIT Count Report.

While the specific causes of homelessness among these veterans were not detailed in the available 2024 PIT data, previous surveys have identified several key factors contributing to veteran homelessness:
- Job Loss: In the 2022 PIT Count, 25% of veterans cited job loss as a primary cause.
- Eviction: 14% reported eviction as a significant factor.
- Substance Use: 10% attributed their homelessness to alcohol or drug use.
- Incarceration or Legal Issues: 10% mentioned incarceration or probation and parole restrictions.
- Mental Health Issues: 9% identified mental health challenges as a contributing factor.

Given these findings, it is evident that homeless veterans often require comprehensive support services to achieve housing stability. These services should address not only housing needs but also employment

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[9] 12/19/24 Overdose Prevention Plan 2024 Update and Substance Use Mortality Trends in San Francisco through 2023 https://www.sf.gov/reports--december-2024--overdose-prevention-plan-2024

assistance, substance use treatment, legal support, and mental health care. For more detailed information, you can refer to the 2024 San Francisco PIT Count Report.

- Persons living with HIV (PLWH) and their families

Getting to Zero San Francisco is a consortium of 300+ individual community members and advocates, community-based organizations, educational institutions, industry partners, government agencies, and providers – public and private – from different disciplines who work together to achieve the vision to make the City and County of San Francisco the first jurisdiction with zero new HIV infections, zero HIV stigma, and zero preventable deaths among people living with HIV. Its 2025 goal is to reduce HIV transmission and the number of HIV-related deaths by 90%.

Their success in reducing the number of new HIV infections is demonstrated in the chart below (**Figure 19**). Since 2016, the number of deaths has exceeded new infections, resulting in a peak in the number of San Franciscans living with HIV in 2016, and a slight decline (approximately 3%) through 2022.[10]

Figure 19 – HIV diagnosis, deaths and prevalence, 2006-2022

Figure 1.2 HIV diagnoses, deaths, and prevalence, 2006-2022, San Francisco
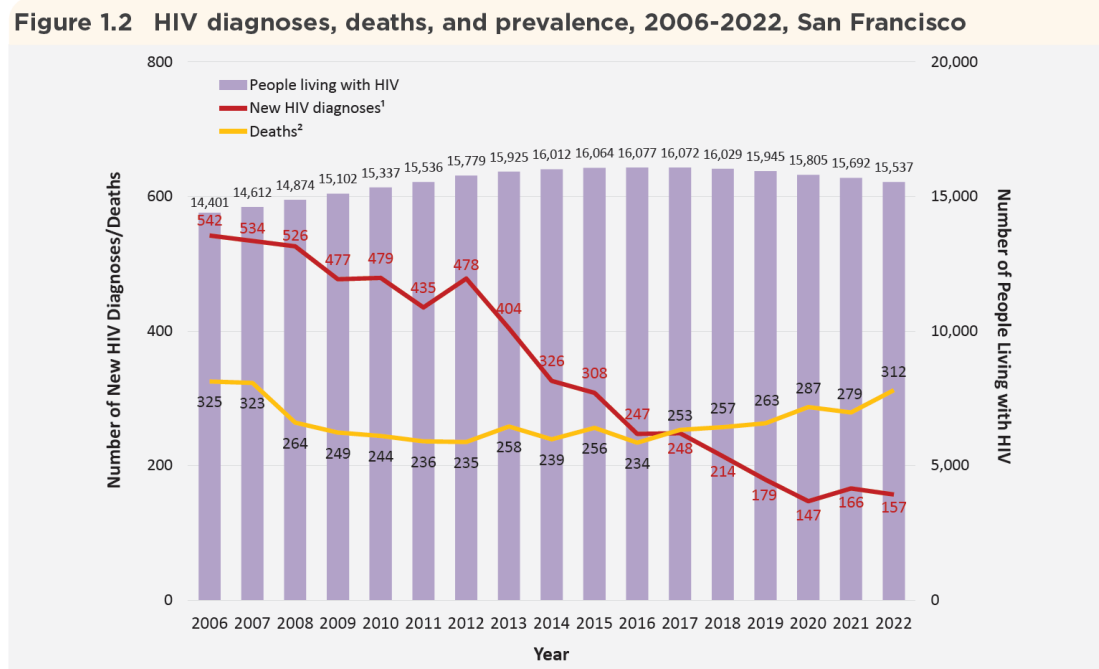
1 See Technical Notes "Date of Initial HIV Diagnosis."
2 Death reporting for 2022 is not complete..
   Source: HIV Epidemiology Annual Report 2022

The HIV Epidemiology 2022 Annual Report[8] shows relatively little change (one percent or less) in the racial and ethnic percentages of PLWH in San Francisco between 2018 and 2022. The 2022 percentages are shown in **Figure 20**.

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[10] San Francisco Department of Public Health Population Health Division, HIV Epidemiology Annual Report 2022, HIV Epidemiology Section December 2023.
https://sfdph.org/dph/files/reports/RptsHIVAIDS/AnnualReport2022-Orange.pdf

Figure 20 – Percentage of San Franciscans living with Aids by race in 2022

San Franciscans Living with HIV - December
2022 - from HIV Epidemiology 2022 Annual Report Table
1.2 [1]

4% 0%
7%
22%
11%
0%
56%

- White
- Black/African American
- Latinx
- Asian/Pacific Islander
- Multi-Race
- Native American
- Unknown
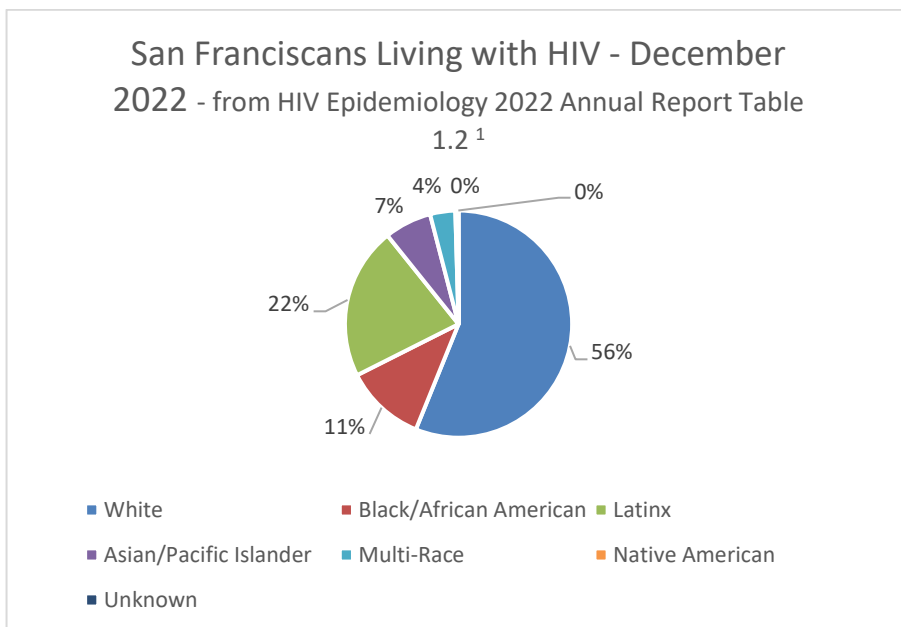
Source: HIV Epidemiology Annual Report 2022

Like race and ethnicity, the HIV Epidemiology 2022 Annual Report[8] shows relatively little change (less than one percent) in the gender identity of PLWH in San Francisco between 2018 and 2022. The 2022 percentages are shown in **Figure 21**.

Figure 21 - Percentage of San Franciscans living with Aids by gender identity in 2022

San Franciscans Living with HIV - December 2022
HIV Epidemiology 2022 Annual Report - Table 1.2 [1]

6% 3% 0%
91%

- Cis Men
- Cis Women
- Trans Women
- Trans Men
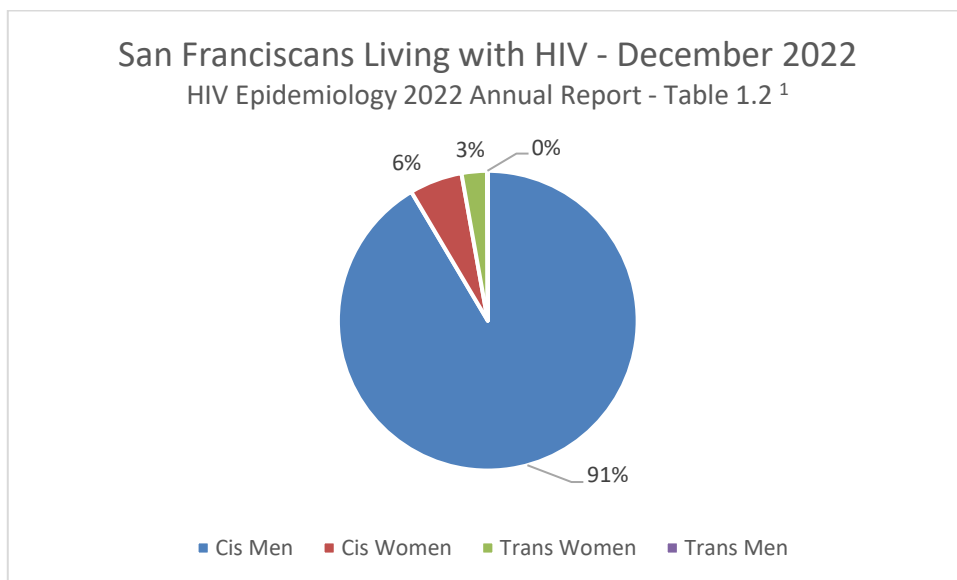
Source: HIV EPIDEMIOLOGY Annual Report 2022

With the aging of the cohort of those who were infected earlier in the epidemic, the next chart shows that 73% of PLWH in San Francisco are now 50 or older. This group faces additional health and social

challenges associated with aging, and for those who have been able to work, a future without work-related income.

Figure 22 – Number and percentage of San Franciscans living with Aids by age group in 2022

Number and percentage of people in San Francisco living with HIV by age category - 2022

	0 - 12	13 - 17	18 - 24	25 - 29	30 - 39	40 - 49	50 - 59	60 - 69	70+
Number	-	-	53	248	1,473	2,382	4,911	4,534	1,936
Percentage	0%	0%	0%	2%	9%	15%	32%	29%	12%
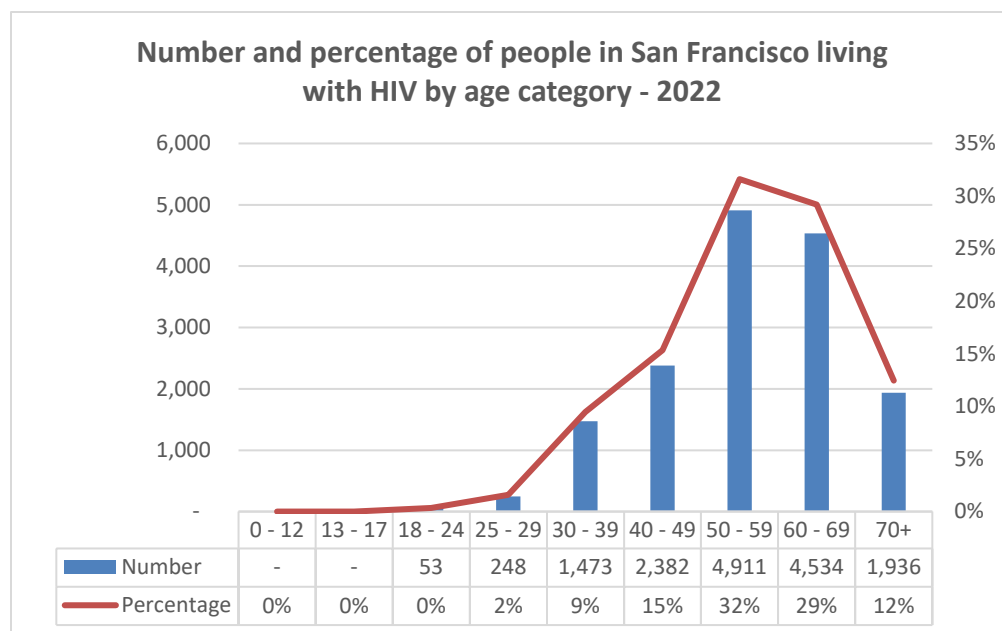
Source: Email from DPH staff member, 6/30/2024

Projections by the San Francisco Department of Public Health[2] estimate that these numbers will continue to grow, and that by 2030, 78% of PLWHA in San Francisco will be 50 or older, bringing into focus the compound issue of aging with HIV.[11]

What are the housing and supportive service needs of these populations and how are these needs determined?

- Elderly and frail elderly

See NA-10 Housing Needs Assessment section.

- Persons with mental, physical, and/or developmental disabilities

See NA-10 Housing Needs Assessment section.

- Persons with alcohol or other drug addiction

See above in this section (NA-45 Non-Homeless Special Needs Assessment).

- Survivors of domestic violence, dating violence, sexual assault, and stalking

See NA-10 Housing Needs Assessment section.

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[11] Email from DPH staff member, 6/30/2024 with slides from Presentation to San Francisco HIV Planning Council

- Veterans

See above in this section (NA-45 Non-Homeless Special Needs Assessment).

- Persons living with HIV (PLWH) and their families

In the community outreach conducted for PLWH, several opportunities were identified for improving existing services. From the combination of focus groups and surveys the following themes were identified for improving the system for ensuring housing stability for PLWH:

- Process/access/awareness of housing options
- Consistency of eligibility criteria
- Flexibility/responsiveness as client needs evolve due to aging, physical or mental health changes

Several focus group participants have made known through in-person meetings and survey responses that the services below are most important to them:

- Programs that operate in buildings dedicated to PLWH (RCFCIs, TRCFs, etc.)
- Tenant-based subsidies, with a priority for maintaining them for individuals currently receiving them
- Rapid housing for individuals exiting prisons or hospitals

In the Home by The Bay strategic planning process of HSH in 2023, interviewers found that "survey respondents do want to live in safe, clean locations that aren't triggering for those seeking to be in recovery….and to avoid the potential for physical or sexual violence, being victims of theft, drug and gang activity, guns, harassment from neighbors, pest infestations, dirty conditions and unresolved maintenance issues." Similar concerns were also raised in focus groups for this project, but in rank-ordered responses, these concerns were rated lower in significance to those outlined above.

An exact number of needed units or subsidies for PLWHA in San Francisco is difficult to estimate. There are several fairly clear data points:

- According to the latest HIV Epidemiology Report, of the 8,163 PLWH with a San Francisco residential housing status or address information, 438 (5%) were homeless or lived in a SRO facility in 2022. Women, Black/African Americans, Latinx, people who inject drugs, and people in younger age groups (13-49 years), were more likely to be homeless or live in a SRO facility/shelter during 2022.
- In addition, the Plus Housing waitlist maintained by MOHCD had 946 individual applications as of July 1, 2024

Additionally, anyone living in San Francisco who is HIV positive can apply for rental assistance (either through a tenant-based subsidy or project based subsidized unit) through the Plus Housing waitlist. Although resources are limited, a staff member from MOHCD manages the waitlist and contacts applicants when resources are available.

Every opportunity a MOHCD staff member has to communicate with an applicant is an opportunity to ensure the applicant/household is currently connected to an HIV medical provider to maintain good care and treatment. Applicants are also assessed for social service and community needs. If needs are identified, the MOHCD staff member provides referral and service follow up information and can make introductions as needed.

Discuss the size and characteristics of the population with HIV/AIDS and their families within the Eligible Metropolitan Statistical Area:

According to the 2023 publication of the San Francisco HIV epidemiology report, by the end of 2023 there were 15,544 residents of San Francisco living with a diagnosis of HIV. San Franciscans represented 11% of the total number of people diagnosed and living with HIV infection in the state of California and 1% of people diagnosed and living with HIV in the United States.

In 2023, there were 133 people diagnosed with HIV in San Francisco, the majority of whom were cis men who have sex with men. As PLWH live increasingly longer lives, the proportion of people aged 60 and older increased from 33% in 2019 to 45% in 2023. Among the 15,544 San Francisco residents at time of diagnosis, 8,561 were still living in the city based on their most recent available address. In addition, people who reside outside of San Francisco (Out-of-Jurisdiction, OOJ) are often diagnosed at San Francisco facilities and testing sites. The annual number of OOJ residents diagnosed in San Francisco trended downward since 2014, accounting for 26% of people diagnosed by San Francisco providers. The total number of PLWH with a known current San Francisco address was 11,572 by the end of 2023 (people diagnosed OOJ made up 26% of these PLWH).

The demographic characteristics of current residents both diagnosed in San Francisco and diagnosed OOJ are similar to those of all San Francisco residents diagnosed and living with HIV except that San Francisco residents diagnosed OOJ were younger than those diagnosed in San Francisco (51% age <50 years vs. 28%, respectively). In 2023 the proportion of Whites diagnosed was 37% with Latinx diagnosed at 30%. Though cis men made up the largest share of diagnoses each year, the proportion of diagnoses among women and trans women was 10% and 8%, respectively, in 2023.

Data since 2015 indicates a small annual increase of diagnoses in trans men. No children (<13 years) were diagnosed with HIV during 2014 to 2023, and no people aged 13-17 were diagnosed during 2019 to 2023. The proportion of cis men who have sex with men diagnosed declined over time, from 74% in 2014 to 63% in 2023.

If the PJ will establish a preference for a HOME TBRA activity for persons with a specific category of disabilities (e.g., persons with HIV/AIDS or chronic mental illness), describe their unmet need for housing and services needed to narrow the gap in benefits and services received by such persons. (See 24 CFR 92.209(c)(2) (ii))

San Francisco does not use HOME funding for TBRA activities.

NA-50 Non-Housing Community Development Needs – 91.215 (f)

Describe the jurisdiction's need for Public Facilities:

San Francisco residents and stakeholders shared needs for the following public facilities:
- Parks and recreational facilities (e.g. pools, playgrounds and other spaces geared toward children to play sports or engage in activities, spaces for wellness or physical activity),
- Community centers and cultural spaces,
- Libraries (with accessible hours),
- Computer rooms (e.g. for school and business use),
- Green spaces, and
- Farmers market.

Community centers are particularly critical because they serve as hubs where residents get information about services and access resources. Community centers also provide spaces for groups with shared racial/ethnic identities to convene, build community, and access services tailored to their community. Communities that spoke about the need for a hub or center in their community (or upgrades to an existing center) included the Excelsior and Visitacion Valley residents, as well as resident identifying as part of the African Diaspora community and Russian speaking community.

How were these needs determined?

These needs are informed by community input gathered through community forums; online engagement (including a survey) for all San Francisco resident and stakeholders; focus groups for targeted groups and community advocates; interviews with staff of other City departments, and a review of prior City plans and documents. More information about the community engagement process can be found in PR-10 Consultation and the PR-15 Citizen Participation sections above.

Describe the jurisdiction's need for Public Improvements:

San Francisco residents and stakeholders shared needs for the following public improvements.

Clean, safe, accessible public/community spaces (e.g., parks/recreational/green, community centers, cultural spaces) were named as a priority by residents. Some neighborhoods highlighted these spaces as assets in their community (Visitacion Valley, Western Addition, Sunset/Parkside), though some spaces could benefit from better maintenance or upgrades. Other neighborhoods expressed an important need for parks/community/cultural spaces (Excelsior, Mission, Oceanview Merced Ingleside, South of Market, Tenderloin, Visitation Valley) and others expressed the need for spaces/streets that are safe and clean (i.e. from trash, vandalism, open drug use/dealing, homeless encampments) (Mission, South of Market, Tenderloin, Visitation Valley).

How were these needs determined?

These needs are informed by community input gathered through community forums; online engagement (including a survey) for all San Francisco resident and stakeholders; focus groups for targeted groups and community advocates; interviews with staff of other City departments, and a

review of prior City plans and documents. More information about the community engagement process can be found in PR-10 Consultation and the PR-15 Citizen Participation sections above.

Describe the jurisdiction's need for Public Services:

San Francisco residents and stakeholders were asked about the importance of public services offered by MOHCD. Participants of the community forums ranked most services as important or very important but the top three were community services, emergency rental assistance, and rental housing support and services for affordable housing residents were tied. Rental housing support, services for affordable housing residents, and digital equity ranked at the top among survey respondents.

How were these needs determined?

These needs are informed by community input gathered through community forums; online engagement (including a survey) for all San Francisco resident and stakeholders; focus groups for targeted groups and community advocates; interviews with staff of other City departments, and a review of prior City plans and documents. More information about the community engagement process can be found in PR-10 Consultation and the PR-15 Citizen Participation sections above.

Housing Market Analysis

MA-05 Overview

Housing Market Analysis Overview:

Alongside Los Angeles and New York, San Francisco has the distinction of having one of the nation's most expensive housing markets. The impact is felt by the City's low- and middle-income residents, who are more likely to experience overcrowding, substandard living conditions, and/or bear a heavier cost burden for housing. The high cost of adequate housing has long-range implications for the economic balance in the region and the very makeup of the City, as individuals and families seeking to live in the city and avoid long commutes remain locked out of the local housing market.

- **Lack of Affordability: Rental Housing**

Low-income households face a significant gap between what they can afford and the price of available housing. According to HUD standards, renters earning 50% of AMI, or $67,450 for a three-person household, should pay $1,686 for a two-bedroom apartment[12], which is 30% of gross household income. In 2024 the average San Francisco apartment rents for $4,270 per month[13]. While this is lower than in 2018 when the average was $4,650 per month[14], it is still almost three times the affordable value.

The difference between an affordable rent and market-rate rent is commonly called the housing "affordability gap." **Table 39** below describes the affordability gap for various income levels in 2024. The table illustrates an affordability gap even exists for households paying rents at 100% AMI. The gap is closed or narrows for households paying rents at 120% AMI.

Table 39 – Rental housing affordability gap in San Francisco, 2024

Number BRs	Market Rent Sept 2024	Affordable rent 30% AMI	Gap	Affordable rent 50% AMI	Gap	Affordable rent 80% AMI	Gap	Affordable rent 100% AMI	Gap	Affordable rent 120% AMI	Gap
1BR	$3,170	$899	($2,271)	$1,499	($1,671)	$2,398	($772)	$2,998	($172)	$3,598	$428
2BR	$4,270	$1,011	($3,259)	$1,686	(-$2,584)	$2,698	(-$1,572)	$3,371	($899)	$4,045	($225)

Source: "Zumper National Rent Report," October 2024 and "2024 Maximum Monthly Rent by Unit Type derived from the Unadjusted AMI," available online at the MOHCD website

- **Lack of Affordability: Ownership Housing**

While rental apartments are unaffordable to low-income residents, homeownership opportunities are out of reach for the vast majority of San Francisco households, including low-income, moderate-income, and above moderate-income residents. Households earning above 120% AMI are at the threshold for being able to afford a typical San Francisco home. **Table 40** below describes the average homeownership affordability gap facing residents of various income levels. Per HUD standards, monthly mortgage and utility costs that total 35% of household income are considered affordable.

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[12] "2024 Maximum Income by Household Size, Unadjusted AMI for HUD Metro Fair Market Rent Area that contains San Francisco," and "2024 Maximum Monthly Rent by Unit Type derived from the Unadjusted AMI," both available online at the MOHCD website at: https://sfmohcd.org/ami-levels

[13] Zumper National Rent Report. https://www.zumper.com/blog/rental-price-data/

[14] SF Planning Department, 2018 Housing Inventory, 2019 https://sfplanning.org/resource/housing-inventory-2018

Table 40 – Homeownership affordability gap in San Francisco by income level, 2024

Income Levels[15]	Affordable Sales Price[16] [17]	Affordability Gap[18]
130% AMI	$708,000	($533,000)
105% AMI	$536,000	($705,000)
80% AMI	$365,000	($876,000)
Median Home Value[19]	$1,241,000	

Sources: 2024 Sample Sales Prices for the San Francisco Inclusionary Housing Program published by SF MOHCD on 4/30/2024, and Zillow

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[15] Income categories are based on SF MOHCD's income table named "2024 Maximum Income by Household Size derived from the Unadjusted AMI for HUD Metro Fair Market Rent (HMFA) that contains San Francisco." Households earning up to 100% of AMI are eligible to apply for low-income BMR Ownership Units with an affordable purchase price set at 80% of AMI or less. Households earning from 95% to 120% of AMI eligible to apply for moderate-income BMR Ownership Units with an affordable purchase price set at 105% of AMI or less. Households earning from 120% to 150% of AMI are eligible to apply for middle-income BMR Ownership Units with an affordable purchase price set at 130% of AMI or less.

[16] Affordable sales prices are rounded to nearest $1,000 and are for three-person households.

[17] Affordable sales price calculation assumes 33% of income is spent on housing, including taxes and insurance, a 10% downpayment, and 90% financing based on an annual average interest rate per the Federal Reserve Bank.

[18] Affordability gap equals affordable sales price minus median sales price for 2-bedroom unit.

[19] Zillow, San Francisco Home Prices & Values, February 2024. Median home price is rounded to the nearest $1,000 https://www.zillow.com/san-francisco-ca/home-values

MA-10 Number of Housing Units – 91.210(a)&(b)(2)

Introduction

San Francisco's housing stock has specific characteristics that are foundational to its housing market. Like most large cities, San Franciso is a city of renters who live in 61% of occupied housing units in the City. In terms of west coast cities, San Francisco's housing stock is older than most, with almost 50% of San Francisco's housing units constructed before World War II. Its housing stock is roughly divided into low-, medium-, and higher-density structures, with housing trending toward smaller sizes, with about 69% of all units containing two bedrooms or less.

Table 41 - All residential properties by number of units

Property Type	Number	%
1-unit detached structure	76,445	19%
1-unit, attached structure	47,730	12%
2-4 units	83,160	21%
5-19 units	76,005	19%
20 or more units	114,430	29%
Mobile Home, boat, RV, van, etc.	840	0%
Total	**398,610**	**100%**

Source: 2016-2020 ACS

Table 42 – Residential properties by unit size and tenure

	Owners		Renters	
	Number	**%**	**Number**	**%**
No bedroom	2,190	2%	48,715	22%
1 bedroom	12,525	9%	77,265	34%
2 bedrooms	47,355	34%	62,580	28%
3 or more bedrooms	75,610	55%	35,895	16%
Total	**137,680**	**100%**	**224,455**	**100%**

Source: 2016-2020 ACS

Describe the number and targeting (income level/type of family served) of units assisted with federal, state, and local programs.

There are approximately 34,200 existing affordable housing units that have received local financial assistance from MOHCD or from the former San Francisco Redevelopment Agency or are monitored by MOHCD for long-term affordability. Those units also received a combination of federal or state assistance ranging from Low Income Housing Tax Credits, HUD Section 202/811 capital funding or funding from the California Department of Housing and Community Development. They targeted households earning 60% AMI or below and served populations ranging from very low-income seniors, TAY, homeless adults to low-income families. For more information about MOHCD units, including both our pipeline and portfolio, please see our affordable housing dashboard.

In 2024, there were 15,428 HCVs, including 9,573 project based vouchers, of which 2,979 were Rental Assistance Demonstration (RAD), and 331 public housing units under the Authority. The average annual

household income for Authority clients is $24,759. Without public housing and HCV vouchers, virtually all Authority clients would be forced to live outside the City or even face homelessness.

Provide an assessment of units expected to be lost from the affordable housing inventory for any reason, such as expiration of Section 8 contracts.

According to the 2024 annual Housing Balance Report (City and County of San Francisco), between 2014 and 2024 there were 2,772 units removed from protected status under rent control under the City's Residential Rent Stabilization and Arbitration Ordinance. Over that same period, there were 10,153 net new affordable housing units built in San Francisco.

California Housing Partnership's annual "Affordable Homes at Risk" report (April 2024) estimates that there are 1,583 homes at risk of conversion to market rate in San Francisco. This includes 398 at very high risk, 540 at high risk, and 645 at moderate risk of affordable homes leaving the available pool due to expiring regulatory restrictions on federal government assisted multifamily developments. Because of historic local support of affordable housing, risk of loss through expiring contracts is considered very low.

Does the availability of housing units meet the needs of the population?

No. Based on the relatively constant number of homeless persons in San Francisco, the high cost burden for very low-income San Franciscans and the overcrowded conditions, the availability of housing units is not meeting the needs of the population.

Describe the need for specific types of housing:

San Francisco needs to preserve its existing housing stock that serves low-income households, most especially public housing and rent-controlled apartments. See above data about units at risk.

Discussion

- **Public Housing**

The Authority administers both public housing and the HCV program. In 2024, there were 331 public housing units and 15,428 HCV vouchers (both tenant and project based) under Authority management. The average annual household income for public housing clients nationwide is $17,835 (2023) and for the Authority, it is $24,758 (2024). Without public housing and HCV vouchers virtually all Authority clients would be forced to live outside the City or even face homelessness. Please see Section MA-25 for a more detailed description of the state of San Francisco's public housing.

- **Rent-Controlled Apartments**

The San Francisco Rent Ordinance became effective June 13, 1979. The Ordinance applies to most rental units built before June 1979, and places limits on rent increases to about 2.2% annually, as well as limiting reasons for tenant evictions. Approximately 170,000 rental units are protected by rent control.

San Francisco's Condominium Conversion Ordinance restricts the number of rental units that can be converted to ownership properties to 200 per year. These controls remain an important feature of the City's ability to retain its rental housing stock for low-income renters, since most rental buildings in San

Francisco have a higher market value when converted to single-family homes or condominiums than they do as apartments. Despite protections, the number of rent-controlled units continues to decline, particularly in smaller two-unit buildings that are not subject to condominium conversion controls.

- **Preservation**

Because many such sites are too small for traditional local financing models (less than 20 units), MOHCD launched its Small Sites Program for acquisition and rehabilitation of buildings with 2–25 units, including existing group housing or cooperative housing buildings and mixed-use buildings with 2–25 units. The program prioritizes buildings where Ellis Act eviction notices have been filed. It aims to maintain an average affordability of 80% of AMI so that existing households earning as low as 40% of AMI and up to 120% of AMI will not be displaced. It also requires affordability covenants be recorded on the properties in perpetuity in order to maintain the housing as affordable since it will no longer be subject to rent control if a government entity such as MOHCD is regulating the rents in the building. Program guidelines were updated in 2022. As of the end of 2024, the Small Sites Program has preserved 530 homes in 58 buildings across San Francisco.

MA-15 Housing Market Analysis: Cost of Housing - 91.210(a)

Introduction

San Francisco's housing prices are among the highest in the nation for both renters and homeowners. After hitting a 5-year high of $1.6 million in mid-2022, the median home value for a single-family home in San Francisco had a sharp decline in 2023 to $1.4 million. Despite a further decline to $1.3 million in 2024, a rebound of 3.9% is predicted within the next year.[20] The median sales price for San Francisco was over 1.2 times the cost of similar housing in the Bay Area and nearly four times the national average[21].

Table 43 - Cost of housing in San Francisco

	Base Year: 2009	Most Recent Year: 2020	% Change
Median Home Value	799,600	1,152,300	44%
Median Contract Rent	1,498	1,931	29%

Source: 2000 Census (Base Year), 2016-2020 ACS (Most Recent Year)

Table 44 - Rent paid in San Francisco

Rent Paid	Number	%
Less than $500	27,390	12.2%
$500-999	27,140	12.1%
$1,000-1,499	32,125	14.3%
$1,500-1,999	32,700	14.6%
$2,000 or more	105,085	46.8%
Total	**224,440**	**100.0%**

Source: 2016-2020 ACS

Table 45 - Housing affordability in San Francisco

Number of Units affordable to Households earning	Renter	Owner
30% HAMFI	26,540	No Data
50% HAMFI	53,315	1,514
80% HAMFI	93,959	4,741
100% HAMFI	No Data	7,647
Total	**173,814**	**13,902**

Source: 2016-2020 CHAS

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[20] Zillow, http://www.zillow.com/san-francisco-ca/home-values/
[21] Bay Area Market Reports. https://www.bayareamarketreports.com/trend/san-francisco-home-prices-market-trends-news

Table 46 - Monthly rent in San Francisco

Monthly Rent ($)	Efficiency (no bedroom)	1 Bedroom	2 Bedroom	3 Bedroom	4 Bedroom
Fair Market Rent	2,156	2,665	3,188	3,912	4,283
High HOME Rent	1,818	1,949	2,341	2,695	2,986
Low HOME Rent	1,411	1,511	1,813	2,095	2,337

Source: HUD FMR and HOME Rents

Is there sufficient housing for households at all income levels?

There is insufficient housing for very low-income households as shown in previous tables.

How is affordability of housing likely to change considering changes to home values and/or rents?

Housing affordability will worsen should home values increase and rents increase between now and 2028.

How do HOME rents / Fair Market Rent compare to Area Median Rent? How might this impact your strategy to produce or preserve affordable housing?

The area median rent is more than one time to up to 2.08 times the Fair Market Rent or Low HOME Rents (**Table 47**). The significant price differential only emphasizes the need to construct more affordable rental housing.

Table 47 – Area median rent compared to fair market rent and HOME rents

Monthly Rent ($)	Efficiency (no bedroom)	1 Bedroom	2 Bedroom	3 Bedroom	4 Bedroom
Market Rent	$2,195	$3,095	$4,172	$5,300	$5,424
Fair Market Rent	$2,292	$2,818	$3,359	$4,112	$4,473
Ratio Market Rent to FMR	0.96	1.10	1.24	1.29	1.21
High HOME Rent	$2,208	$2,366	$2,842	$3,275	$3,634
Ratio Market Rent to High HOME Rent	0.99	1.31	1.47	1.62	1.49
Low HOME Rent	$1,713	$1,836	$2,203	$2,545	$2,840
Ratio Market Rent to Low HOME Rent	1.28	1.69	1.89	2.08	1.91

Source: HUD FMR; 2024 HOME Rents; Zumper.com, 2/9/2025

Discussion

- **Rental Housing Market Trends**

San Francisco has one of the highest cost housing markets in the country. Because the City is only 7 miles square, and has scarce undeveloped land, housing is truly at a premium. Furthermore, cultural and culinary attractions, natural beauty, and jobs in highly skilled occupations have drawn a relatively large upper income population to the area. Yet, San Francisco is home to many low-income residents as well as upper-income professionals.

According to the CHAS data, at least a third of San Francisco's population is very low-income and earns less than half of AMI (HUD 50% unadjusted AMI in 2024 is equivalent to $52,450/year or $4,371/month for a single individual). At this income level, market rate rents are out of reach with market rent for a studio or efficiency apartment at $2,195. According to HUD, an "affordable" rent should not exceed 30% of a household's total income. Thus, the affordable rent for a single person earning $52,450/year at 50% AMI would be $1,311. While this rental amount may signal affordability from a fair market rent perspective, it is likely less than the actual market rate rent for a studio apartment. Due to the City's overall high housing costs, San Francisco is predominantly a city of renters – 61% of all households rent. With strong job market growth and correlating increase in the demand for housing, rental prices continue to rise.

- **Ownership Housing Market Trends**

San Francisco is consistently ranked as one of the most expensive for-sale housing markets in the country. In 2024, San Francisco had an estimated median sale price of $1,241,000[22]. While the strength of San Francisco's housing market is positive in many respects, it also means that few households can afford to buy (see Table 40 – San Francisco Homeownership Affordability Gap above).

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[22] Zillow. https://www.zillow.com/home-values/20330/san-francisco-ca/

MA-20 Housing Market Analysis: Condition of Housing – 91.210(a)

Introduction

This section provides data on the condition of housing units within the City and County of San Francisco, based on 2016-2020 ACS and CHAS data.

Describe the jurisdiction's definition of "standard condition" and "substandard condition but suitable for rehabilitation":

The City and County of San Francisco housing code defines substandard conditions in housing as "any residential building or portion thereof,… in which there exists any condition that endangers the life, limb, health, property, safety or welfare of the public or the occupants thereof shall be deemed and hereby is declared to be a substandard building." The City and County of San Francisco defines substandard residential buildings suitable for rehabilitation as those buildings that have the ability undergo rehabilitation and eliminate all conditions that endanger the safety and welfare of the public or the building's occupants.

Condition of Units

Table 48 - Condition of units by tenure

Condition of Units	Owner-Occupied		Renter-Occupied	
	Number	%	Number	%
With one selected Condition	41,675	30%	75,165	33%
With two selected Conditions	1,820	1%	11,785	5%
With three selected Conditions	69	0%	4,125	2%
With four selected Conditions	4	0%	649	0%
No selected Conditions	94,105	68%	132,735	59%
Total	**137,673**	**99%**	**224,459**	**99%**

Source: 2016-2020 ACS

Year Unit Built

Table 49 – Year unit built by tenure

Year Unit Built	Owner-Occupied		Renter-Occupied	
	Number	%	Number	%
2000 or later	14,195	10%	23,864	11%
1980-1999	12,175	9%	23,055	10%
1950-1979	26,685	19%	63,075	28%
Before 1950	84,635	61%	114,470	51%
Total	**137,690**	**99%**	**224,464**	**100%**

Source: 2016-2020 CHAS

Risk of Lead-Based Paint Hazard

Table 50 – Risk of lead-based paint

Risk of Lead-Based Paint Hazard	Owner-Occupied		Renter-Occupied	
	Number	**%**	**Number**	**%**
Total Number of Units Built Before 1980	111,320	81%	177,545	79%
Housing Units built before 1980 with children present	6,877	5%	3,257	1%

Source: 2016-2020 ACS (Total Units) 2016-2020 CHAS (Units with Children present)

Vacant Units

Table 51 - Vacant units

	Suitable for Rehabilitation	Not Suitable for Rehabilitation	Total
Vacant Units			
Abandoned Vacant Units			
REO Properties			
Abandoned REO Properties			

Describe the need for owner and rental rehabilitation based on the condition of the jurisdiction's housing.

San Francisco's historical architectural and aging housing landscape is susceptible to deteriorating housing conditions. Within the City and County of San Francisco's housing stock, 37% or 130,368, of San Francisco housing units have one or more conditions that could classify them as substandard housing, and that threaten the vitality of its occupants. Renter-occupied households are more likely to live in substandard housing than owner-occupied counterparts (see **Table 48 - Condition of Units**). Moreover, 80% of the 362,132 housing units in San Francisco were built prior to 1980 and 55% were built prior to 1950 (see **Table 49 – Year Unit Built**). The need to provide housing rehabilitation programs to address the substandard conditions of tenant- and owner-occupied housing is not only prevalent today, but will continue to be so for decades to come.

Estimate the number of housing units within the jurisdiction that are occupied by low or moderate income families that contain lead-based paint hazards. 91.205(e), 91.405

Children are present in 4% of units built before 1980, therefore having a number of aging units at risk for presenting lead-based paint hazards that can harm children (see **Table 50 – Risk of Lead-Based Paint**). The use of lead-based paint was banned in 1978. If 4% of the housing built prior to 1980 also has a child present, then one can estimate that 4% of San Francisco's housing would also have lead-based paint hazards.

Discussion

Seismic activity is a unique concern in many California cities, including San Francisco. In the early 1990s, there were approximately 400 unreinforced masonry residential hotels and apartment buildings, most of which are occupied by low-income households. Since then, the City has worked closely with building owners and invested in improvements to ensure they comply with seismic safety requirements. In addition to the unreinforced masonry buildings, much of San Francisco's multi-unit housing stock built before 1978 is wood-framed construction with soft, weak, or open front wall lines that could cause the building to collapse in an earthquake. This is known as a "soft-story" condition. Like its unreinforced masonry ordinance, San Francisco also passed a mandatory retrofit ordinance requiring buildings with a "soft story" condition to seismically strength their properties by December 31, 2020. As of November 2022 reporting[23], more than 5,000 San Francisco buildings are required to participate in the program, 75% of screened buildings. As of February 2025 (per Department of Building Inspection database), 4,655 buildings have completed their required soft story retrofits, with only 284 buildings listed as non-compliant.

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[23] City and Conty of San Francisco Earthquake Safety Implementation Program, Soft Story
https://www.sfgov.org/sfc/esip/soft-story

MA-25 Public and Assisted Housing – 91.210(b)

Introduction

MOHCD continues to work closely with the Authority to support the disposition and conversion of all remaining public housing in San Francisco either through rehabilitation or new construction. As of the end of 2024, the Authority converted all but 331 of the 1,911 units of public housing to the Housing Choice Voucher (HCV) program via HUD's disposition programs: the Rental Assistance Demonstration (RAD) program and the Section 18 Disposition program. Given the Authority's financial difficulties, HUD approved the early conversion of these units to HCV in order to stabilize the agency's finances and operations. San Francisco has utilized the RAD program and the Section 18 Disposition program to repair, preserve and reposition these important resources. The City's HOPE SF program rebuilds and revitalizes four large public housing communities.

Totals Number of Units

Table 52 – Total Number of Units by Program Type

# of Units	Certificate	Mod-Rehab	Public Housing	Vouchers					
				Total	Project-based	Tenant-based	Special Purpose Voucher		
							Veterans Affairs Supportive Housing	Family Unification Program	Disabled *
# of units vouchers available	0	0	331		7,450	5,641	1,271	0	0
# of accessible units									

includes Non-Elderly Disabled, Mainstream One-Year, Mainstream Five-year, and Nursing Home Transition

Source: PIC (PIH Information Center)

Describe the supply of public housing developments:

As mentioned above, there are 331 remaining units of public housing.

Describe the number and physical condition of public housing units in the jurisdiction, including those that are participating in an approved Public Housing Agency Plan:

The remaining 331 units of public housing are at Plaza East and North Beach Place.

Public Housing Condition

Table 53 - Public Housing Condition

Public Housing Development	Average Inspection Score

Describe the restoration and revitalization needs of public housing units in the jurisdiction:

As discussed above, the strategy has been to take steps to convert as many public housing development units as possible through the programs described above.

Describe the public housing agency's strategy for improving the living environment of low- and moderate-income families residing in public housing:

See above. The strategy has been to take steps to convert as many public housing development units as possible through the programs described above.

Discussion:

See above.

MA-30 Homeless Facilities and Services – 91.210(c)

Introduction

San Francisco offers a variety of programs and services for those experiencing homelessness. The City partners with nonprofit organizations to provide several types of interim and permanent housing including emergency shelter, transitional housing, rapid rehousing, scattered-site PSH, and site-based PSH. Specifically, HSH uses federal and local funds to fund and oversee more than 13,000 units of housing for formerly homeless individuals (adults, older adults, veterans, transition age youth) and families, including more than 9,000 units of site-based PSH, 2,000 units of scattered-site PSH, and 1,700 units of rapid rehousing. HSH is also using local funds to improve the quality of its current portfolio and expand its permanent housing options. The City is currently launching 60 "shallow subsidies" to provide housing subsidies for adults experiencing homelessness who require a rent subsidy and housing stabilization services but not ongoing supportive services. Under the Safer Families Plan, HSH is also expanding its family rapid rehousing program to serve up to 165 families with rapid rehousing and shallow subsidies and 80 new urgent accommodation vouchers that will serve an estimated 600 families over the next two years. Finally, HSH is making significant investments in its PSH stock. The City has a consistent pipeline of new nonprofit-owned PSH buildings and is working to ensure quality across its existing housing stock. HSH is investing in capital repairs, elevator upgrades, and other quality-of-life improvements of private-owned master-leased housing and is ensuring its entire portfolio of locally-funded PSH passes the same rigorous housing quality standards inspections as its federally-funded programs. HSH also funds and administers more than 3,400 shelter and crisis response beds including more than 3,000 emergency shelter and navigation center beds, 200 transitional housing beds, approximately 70 cabin spaces, and one safe parking site for 35 vehicles/RVs.

City agencies and their partners also offer a variety of services to people experiencing homelessness including prevention, housing problem solving, street outreach, case management, housing navigation assistance, health (including behavioral health) services, employment assistance, public assistance benefits, domestic violence support, food, and personal hygiene kits and services.

Facilities and Housing Targeted to Homeless Households

Table 54 - Facilities and Housing Targeted to Homeless Households

Household Type	Emergency Shelter Beds		Transitional Housing Beds	Permanent Supportive Housing Beds	
	Year Round Beds (Current & New)	Voucher / Seasonal / Overflow Beds	Current & New	Current & New	Under Development
Households with Adult(s) and Child(ren)	1,143		207	7,043	1,852
Households with Only Adults	3,272	44	309	11,901	1,239
Chronically Homeless Households				2,554	
Veterans	45		31	1,513	
Unaccompanied Youth	155		230	920	351

Source: HSH

Describe mainstream services, such as health, mental health, and employment services to the extent those services are used to complement services targeted to homeless persons

HSH regularly partners with DPH, OEWD, and other City agencies and community-based organizations to provide services for those experiencing homelessness. Examples of these services include:

- DPH provides street-based medical services, outreach, harm reduction strategies, syringe cleanup and engagement, and health services for individuals requiring care in street settings.
- DPH's shelter health team, made up of registered nurses, health workers, providers, volunteers, and peers, connects and provides health services to those staying in shelter.
- DPH Behavioral Health Services serves more than 800 units of PSH and transitional housing. The Permanent Housing Advance Clinical Services (PHACS) team works with PSH providers to improve quality of life. As of March 2024, PHACS provided services to 139 sites and over 8,000 tenants.
- DAS provides In-Home Supportive Services (IHSS) to both shelters and housing units to assist residents with activities of daily living. The Collaborative Caregiver Support Team provides an enhanced IHSS service model across 66 sites.
- In San Francisco shelters, HSH, DPH, DAS, and HSA work together in a multi-disciplinary team approach to identify individuals who would benefit from linkage to IHSS, state and local benefits, and high levels of medical support. As part of this work, the Adult Protective Services' Home Safe program provides intensive support (including board-and-care placement) to older adults and adults with disabilities.
- HSH, DPH, and DAS are working with the San Francisco managed care plans to leverage CalAIM (California Advancing and Innovating Medi-Cal) funding to support and expand housing navigation, housing deposits, and housing stabilization to Medi-Cal eligible clients. This shift is expected to improve care coordination and encourage timely provision of health care and other services for people experiencing homelessness.

- As part of the Nighttime Telehealth Pilot and to save lives from overdose, DPH provides unhoused people with immediate medication prescriptions at night and a safe place to begin their recovery. Those who are placed in interim housing receive on-site care and services such as case management, medical care, medication delivery, and assistance with Medi-Cal enrollment.
- HSH partners with OEWD and rapid rehousing provider organizations to provide workforce development services to address the employment and income goals of households and increase their ability to remain stable within housing.

In addition, those staying in shelter and housing have access to case managers who help connect clients to needed services. This includes assistance and support with applications regarding local benefits including the County Adult Assistance Program, CalWorks, CalFresh, Social Security Income, veterans benefits, mental and behavioral health and treatment services, supportive programs to support an individual's independence, and employment and job-related services. Several homelessness service providers who are contracted by HSH also offer mainstream services and/or refer those experiencing homelessness to community services. Many PSH sites also offer supportive services to residents, including health and job training services.

List and describe services and facilities that meet the needs of homeless persons, particularly chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth. If the services and facilities are listed on screen SP-40 Institutional Delivery Structure or screen MA-35 Special Needs Facilities and Services, describe how these facilities and services specifically address the needs of these populations.

In addition to the mainstream services mentioned above, HSH and its partners provide a range of programs that meet the needs of people experiencing homelessness. These services include:

Prevention: Those at risk of experiencing homelessness can receive help from San Francisco's Emergency Rental Assistance program, which provides financial assistance to households most at risk of housing loss or homelessness. Other prevention services include rental assistance to prevent loss of housing, eviction prevention resources, the Employment Program to help clients receive gainful employment and increased stability, self-help centers where people can receive services to meet their immediate needs and receive referrals to longer-term services including case management and vocational resources, and Home Match San Francisco, which connects community members seeking housing with older adults who have extra space in their homes.

Coordinated Entry: San Francisco operates 14 Access Points to assess those experiencing homelessness for housing, connect them to resources, and ensure housing readiness. Access Point services include housing eligibility determination and help, move-in help, help with obtaining identification, and information about community resources. Four Access Points serve adults without minor children (with one dedicated to veterans and one dedicated to those with criminal legal involvement), three serve families with children, four serve transition age youth ages 18-24, and three serve survivors of violence.

Outreach: The San Francisco Homeless Outreach Team (SFHOT) engages people living outside and seeks to connect them to services including shelter, health and behavioral healthcare, and permanent housing. Teams work in neighborhoods to provide practical support, information and referrals, in-depth assessments, and referrals to SFHOT case management. SFHOT also partners with other City outreach and response teams as part of a broader citywide effort to address street homelessness.

Interim Housing: San Francisco operates over 50 interim housing sites with capacity for over 3,500 households. These sites provide temporary places for those experiencing homelessness to stay. Interim housing sites include: 1) general emergency shelter, which are facilities with amenities and services like showers, food, laundry, security, and case management; 2) navigation centers, which are low-barrier shelters with amenities and services that offer flexibility for partners, pets, and possessions; 3) individual cabins with communal restrooms, showers, and other amenities and services; 4) urgent accommodation vouchers to provide temporary hotel/motel stays for people experiencing homelessness; 5) seasonal and overflow shelter beds, which are available during periods of high demand (e.g., winter shelter, emergency pop-up shelters); 6) transitional housing, which provides people with significant barriers to housing stability with a place to live and intensive social services for up to two years while they work toward ending their homelessness; and 7) crisis interventions, specifically one safe parking site, which provides unhoused people living in their vehicles with a safe place to stay and with access to services and amenities. In addition to these facilities, San Francisco also has a number of drop-in centers, which provide immediate and long-term services to people who are unsheltered. Interim housing sites are dedicated to single adults, families with children, transition age youth, and unaccompanied minors.

Housing Problem Solving: Housing problem solving is primarily offered at Access Points and family shelters. This intervention seeks to divert or rapidly exit people from homelessness so that they are able to resolve their housing crisis without the need of ongoing shelter or a housing resource from the homelessness response system. Housing problem solving interventions include problem solving conversations; housing location assistance; relocation support outside San Francisco; reunification, mediation, and conflict resolution; financial assistance; and referrals and links to a range of community services.

Housing: San Francisco manages an expansive portfolio of housing dedicated for people experiencing homelessness, with over 13,000 units across various program models:
- Site-based permanent supportive housing, where tenants live in units in a building that the City or a non-profit partner owns or master leases with support services located on site. Site-based PSH is available for single adults, families with children, and transition age youth and is primarily dedicated to those experiencing chronic homelessness.
- Scattered-site PSH, where tenants use subsidies to live in private-unit markets and receive support from mobile service providers. San Francisco's scattered-site PSH portfolio includes the Flexible Housing Subsidy Pool, in which tenants use subsidies to live in units on the private rental market through partnerships with landlords and non-profit partners, and federal voucher programs, where tenants receive ongoing subsidies to lease units of their choice. Housing Choice Voucher programs include Emergency Housing Vouchers, mainstream vouchers, and HUD Veterans Affairs Supportive Housing (HUD VASH) vouchers.
- Rapid rehousing, which is a time-limited subsidy that gradually decreases as the tenant stabilizes and finds housing outside of the homelessness response system. Tenants live in private-market units and access supportive services, including case management and housing retention assistance. Rapid rehousing is available to families with children, transition age youth, and single adults (including veterans).
- The housing ladder program, which is for PSH residents who no longer require intensive case management support services. For these residents, HSH refers them to a more independent housing setting.

MA-35 Special Needs Facilities and Services – 91.210(d)

Introduction

Special needs populations, including older adults; people with mental, physical, or developmental disabilities; people with alcohol or other drug addictions; veterans, and, people living with HIV/AIDS have unique challenges when it comes to securing housing. High housing costs, stagnant wages and fixed incomes, health issues, and a changing job market make it much more difficult for these populations to secure and retain housing and drive these populations into homelessness.

HOPWA Assistance Baseline Table

Table 55 – HOPWA Assistance Baseline

Type of HOWA Assistance	Number of Units Designated or Available for People with HIV/AIDS and their families
TBRA	170
PH in facilities	68
STRMU	94
ST or TH facilities	125
PH placement	28

Data Source: HOPWA CAPER and HOPWA Beneficiary Verification Worksheet

Including the elderly, frail elderly, persons with disabilities (mental, physical, developmental), persons with alcohol or other drug addictions, persons with HIV/AIDS and their families, public housing residents and any other categories the jurisdiction may specify, and describe their supportive housing needs

- Elderly and frail elderly

See NA-10 Housing Needs Assessment section.

- Persons with mental, physical, and/or developmental disabilities

See NA-10 Housing Needs Assessment section.

- Persons with alcohol or other drug addiction

See NA-45 Non-Homeless Special Needs Assessment section.

- Veterans

See NA-45 Non-Homeless Special Needs Assessment section.

- Persons living with HIV (PLWH) and their families

See NA-45 Non-Homeless Special Needs Assessment section.

- Public Housing Residents

Community findings highlighted supportive housing needs for residents living in subsidized or public housing, including onsite services to support residents to keep their housing and for those in temporary supportive housing to transition to more permanent housing. Participants name a need to hire, train, and maintain quality staff; case management, mental health, and addiction recovery services; employment and training services, and better coordination with community services and providers as hallmarks of their supportive housing needs.

Describe programs for ensuring that persons returning from mental and physical health institutions receive appropriate supportive housing

HSH is working with other City agencies and community partners to reduce the number of people experiencing homelessness upon exiting a hospital or other institutional settings. HSH partners with the Zuckerberg San Francisco General Hospital, Psychiatric Emergency Services, the University of California San Francisco, and Veterans Affairs to serve as coordinated entry access partners that assesses and connect people experiencing homelessness to available housing resources based on their unique needs.

In addition, HSH is building on current comprehensive strategic planning efforts to strengthen the partnerships between HSH and DPH, with particular focus on strategies for populations who are unsheltered, have co-occurring behavioral health needs, need higher levels of care/support, are older adults or people with disabilities, have chronic or long-term health needs, and/or are from populations overrepresented across the homelessness response system. HSH is also working with DPH, DAS, managed care plans, and community providers to strengthen pathways and processes through which people can move between permanent supportive housing programs and settings providing higher levels of care and treatment. This includes partnering with a licensed home health care services agency to provide a continuum of adaptive clinical nursing support (skilled nursing) and personal care needs to support residents.

Specify the activities that the jurisdiction plans to undertake during the next year to address the housing and supportive services needs identified in accordance with 91.215(e) with respect to persons who are not homeless but have other special needs. Link to one-year goals. 91.315(e)

Not applicable for entitlement grantees.

For entitlement/consortia grantees: Specify the activities that the jurisdiction plans to undertake during the next year to address the housing and supportive services needs identified in accordance with 91.215(e) with respect to persons who are not homeless but have other special needs. Link to one-year goals. (91.220(2))

See the AP-35 Projects section, which lists specific activities to be funded with CDBG, ESG, HOME, and HOPWA dollars during the program year.

MA-40 Barriers to Affordable Housing – 91.210(e)

Negative Effects of Public Policies on Affordable Housing and Residential Investment

Developing housing in San Francisco continues to be an expensive endeavor and a complex and lengthy process. Barriers to construction of affordable housing include high land values due to the ability of property owners to command high land sale prices and lack of available land; high construction costs; scarce developable parcels; lengthy entitlement and permitting processes, due in part to environmental review and resident concerns over growth; organized opposition from neighbors; and, lack of public and private funding.

Currently, the City's zoning rules limit the variety and types of housing that can be built and prevent the City from building enough new housing to meet people's needs. Most housing built in San Francisco in recent decades has been concentrated in the eastern neighborhoods, where zoning generally allows for mid-rise and high-rise developments. Meanwhile, the northern and western parts of the city have seen relatively little growth. These areas are primarily zoned for single-family development, which is less likely to be affordable to low- and middle-income residents and is shown to reinforce patterns of economic and racial segregation.

MA-45 Non-Housing Community Development Assets – 91.215 (f)

Introduction

The U.S. economy rebounded quickly after the COVID-19 recession. At the end of 2022, Bay Area employment had largely recovered the losses suffered during the pandemic, with San Francisco County showing slightly higher employment levels in Q1 of 2022 than in 2017 (when the economy was considered strong)[24]. Given the impact of the Federal Reserve's 2022 increased interest rates on San Francisco's economic growth-driving sectors and the shift to work from home's impact on the city's GDP (as office industries generate nearly three-quarters of it), the local economic outlook falls short of the national outlook, according to the San Francisco Office of Economic Analysis (2023, p. 10)[25]

The City's tax revenue is expected to be "tepid," due to COVID-19 related factors. Significantly, "the City's tourism and hospitality sector is expected to continue its recovery through the plan period at a slower pace than previously anticipated and is not expected to recover to pre-pandemic levels until after the plan period, impacting hotel, sales tax, and State sales tax-based subventions."[26]

As of October 2023, San Francisco's unemployment rate was 3.4 percent, up from 2.4 percent in October 2022. This is due to job growth in Education, Health, and Leisure & Hospitality, with jobs lost in manufacturing and retail trade, and technology-related industries like information, management, and professional scientific and technical services, per the San Francisco Office of Economic Analysis (2023, p. 10).[27] Between 2024 and 2028, job growth in San Francisco County is expected to average 1.4 percent per year[28], slower than prior to the pandemic.

Together, findings like those above indicate San Francisco's economy is expected to face challenges, including a continued structural gap in the City's budget and expected significant and ongoing shortfalls during the next four years; likely impacting city services and needed reinvestments in public infrastructure. There is potential for the economic outlook to have implications for community development and San Franciscans for years to come.

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[24]Quarterly Census of Employment and Wages (U.S. Bureau of Labor Statistics, 2023). https://www.bls.gov/cew/
[25] San Francisco Controller, Office of Economic Analysis. (22 December 2023). Five Year Financial Plan Update: FY 2024-25 through FY 2027-28. https://www.sf.gov/sites/default/files/2023-12/Joint%20Report%20FY%202024-25%20through%20FY%202027-28.pdf
[26] ibid
[27] San Francisco Controller, Office of Economic Analysis. Five Year Financial Plan Update: FY 2024-25 through FY 2027-28. (22 December 2023). https://www.sf.gov/sites/default/files/2023-12/Joint%20Report%20FY%202024-25%20through%20FY%202027-28.pdf
[28] San Francisco County Economic Forecast. https://dot.ca.gov/-/media/dot-media/programs/transportation-planning/documents/new-state-planning/transportation-economics/socioeconomic-forecasts/2023/2023-pdf/san-francisco-2023-a11y.pdf#:~:text=Between%202024%20and%202028%2C%20job%20growth%20in,the%20highest%20rates%20of%20growth%20occurring%20in

Economic Development Market Analysis
Business Activity

Table 56 - Business activity by sector

Business by Sector	Number of Workers	Number of Jobs	Share of Workers %	Share of Jobs %	Jobs less workers %
Agriculture, Mining, Oil & Gas Extraction	2,085	237	0	0	0
Arts, Entertainment, Accommodations	61,546	96,947	14	15	0
Construction	13,685	23,123	3	4	0
Education and Health Care Services	69,247	92,540	16	14	-2
Finance, Insurance, and Real Estate	32,695	59,349	8	9	1
Information	35,583	46,634	8	7	-1
Manufacturing	19,503	12,163	5	2	-3
Other Services	19,292	30,741	5	5	0
Professional, Scientific, Management Services	88,757	162,271	21	25	4
Public Administration	0	0	0	0	0
Retail Trade	31,215	45,618	7	7	0
Transportation and Warehousing	13,018	19,052	3	3	0
Wholesale Trade	11,451	15,119	3	2	0
Total	398,077	603,794	--	--	--

Source: 2016-2020 ACS (Workers), 2020 Longitudinal Employer-Household Dynamics (Jobs)

Labor Force

Table 57 - Labor force and unemployment

Population Type	Number of People
Total Population in the Civilian Labor Force	547,080
Civilian Employed Population 16 years and over	521,470
Unemployment Rate	4.68
Unemployment Rate for Ages 16-24	14.00
Unemployment Rate for Ages 25-65	3.69

Source: 2016-2020 ACS

Occupations

Table 58 – Employment by occupation sector

Occupation Sector	Number of People
Management, business and financial	228,790
Farming, fisheries and forestry occupations	15,925
Service	42,525
Sales and office	91,555

Table 58 – Employment by occupation sector

Occupation Sector	Number of People
Construction, extraction, maintenance and repair	14,470
Production, transportation and material moving	11,740

Source: 2016-2020 ACS

Travel Time

Table 59 - Travel time to employment

Travel Time	Number	Percentage
< 30 Minutes	196,951	44%
30-59 Minutes	187,834	42%
60 or More Minutes	64,942	14%
Total	**449,727**	**100%**

Source: 2016-2020 ACS

Education

Table 60 - Educational attainment by employment status

Educational Attainment (for Population 16 and Older)	In Labor Force		Not in Labor Force
	Civilian Employed	Unemployed	
Less than high school graduate	28,965	2,140	14,085
High school graduate (includes equivalency)	40,700	3,005	14,655
Some college or Associate's degree	73,585	4,140	20,415
Bachelor's degree or higher	312,435	11,350	32,765

Source: 2016-2020 ACS

Table 61 - Educational attainment by age

	Age				
	18–24 yrs	25–34 yrs	35–44 yrs	45–65 yrs	65+ yrs
Less than 9th grade	418	2,530	3,945	16,770	24,410
9th to 12th grade, no diploma	2,490	3,680	4,710	13,535	10,130
High school graduate, GED, or alternative	12,040	12,750	12,860	32,780	22,285
Some college, no degree	21,045	19,645	16,335	34,220	21,015
Associate's degree	1,830	6,790	6,215	14,990	7,580
Bachelor's degree	21,585	108,460	50,385	56,055	29,190
Graduate or professional degree	1,440	51,140	43,730	46,830	23,540

Source: 2016-2020 ACS

Table 62 - Median earnings in past 12 months by educational attainment

Educational Attainment	Median Earnings in the Past 12 Months
Less than high school graduate	199,377
High school graduate (includes equivalency)	264,327
Some college or Associate's degree	361,994
Bachelor's degree	685,541
Graduate or professional degree	896,535

Source: 2016-2020 ACS

Based on Table 56 - Business activity by sector above, what are the major employment sectors within your jurisdiction?

According to the 2016-2020 ACS, the major employment sectors in San Francisco are: professional, scientific, and technical services; arts, entertainment, and accommodation; education and healthcare services; finance, insurance, and real estate; and information. The above-named sectors, in the order they are listed, have the largest share of workers in the city, which together comprise 66% of the City's business activity.

Broader regional reporting offers additional insights, with the FY 2025-2028 Regional Workforce Innovation and Opportunity Act (WIOA) Plan of the Bay Peninsula Regional Planning Unit--which covers San Francisco, San Mateo, and Santa Clara counties—including representation from the workforce development board of Workforce Investment San Francisco. The Regional WIOA Plan describes significant skills gaps and growing industries across the three-county region. Skills gaps include soft skills such as job readiness, communication, and presentation skills, while technical skills gaps include more entry level skills like Microsoft Office, sales, cash handling, and computer programming/coding. There is also a deficit of trained workers in healthcare-related fields such as Certified Nursing Assistant, Licensed Practical Nurse, Registered Dental Assistant. These skills gaps are reflected in high demand occupations in professional and business services and information ("tech industry") and healthcare.

In alignment with the above data, strategic plans, and federal/state policy strategies for targeted sectors and career pathways, City and County of San Francisco funds coordinated workforce employment and training services in several priority industry sectors that have been identified through a robust strategic planning and stakeholder engagement process and validated by labor market data. Each sector program is designed to improve the responsiveness of the workforce system to the demands of sustainable and growing sectors, providing career pathways leading to self-sufficiency and economic mobility. By preparing residents to enter a growth sector, these services will assist residents to gain the skills and certifications necessary for employment and career advancement. These sectors include:

1. **Construction**: CityBuild Academy offers pre-apprentice construction programs and construction administration training.
2. **Healthcare**: The San Francisco HealthCare Academy prepares job seekers for clinical and non-clinical positions.
3. **Hospitality**: The Hospitality Initiative prepares job seekers for careers in custodial, culinary, bartending, and other occupations.
4. **Information and Communication Technology**: The TechSF Academy provides education, training, and job placement assistance in technology occupations.

5. **Industries of Opportunity (IOO)**: IOO offers training programs in manufacturing, commercial driving, barbering, and appliance repair.

Growing jobs, increasing housing, and improving transportation are expected to propel a positive economic development trajectory for the City. To keep up with our growing industries, workforce has developed four workforce academies in construction, health care, hospitality, and technology to train and connect residents to jobs. We have also invested in efforts to grow jobs across every sector - in professional services, tech, biotech and cleantech, international trade and tourism, film and video production, advanced manufacturing, construction and health care - all parts of the City's diverse economy.

Describe the workforce and infrastructure needs of the business community:

The workforce development system collaborates with regional workforce boards, core partners, and stakeholders to align resources and develop sector-based career pathways, ensuring job seekers and businesses are well served while meeting local, state, and federal performance goals. Their strategy is informed by labor market data and qualitative input from businesses and industry groups.

To support employers, the workforce development system promotes Rapid Response workshops and other employer services through newsletters, business partnerships, and industry events. They collaborate with the State of California Employment Development Department to assist companies planning layoffs, ensuring awareness of Rapid Response, WIOA services, and Trade Adjustment Assistance. As an active member of the Greater Bay Area Rapid Response Roundtable, the workforce development system participates in regional coordination efforts to enhance service delivery for employers and displaced workers.

Additionally, the workforce development system facilitates employer connections for young adult job seekers and ensures compliance with the WARN Act, providing support to affected workers through job transition services, unemployment insurance guidance, and reemployment assistance.

According to the draft Bay Area Comprehensive Economic Development Strategy submitted by the nine-county San Francisco Bay Area Jobs First Collaborative, the business community has the following workforce and infrastructure needs, relevant to the region's priority sectors:

- **Arts and Culture**

The arts and culture sector in the Bay Area region faces challenges from inadequate social and economic infrastructure, unstable and inconsistent demand, and earning disparities, widening the gap of income inequality. Strategic investment in and intentional integration of the arts can transform these challenges into opportunities, improving job quality and economic opportunity. The rising cost of living in the Bay Area has displaced multitudes of artists and art organizations and combined with a lack of social and economic infrastructure, limits demand and opportunities, hindering career mobility. The absence of industry standards for wages and employment practices perpetuates an environment of low-wage jobs and exploitation of people working in this sector.

- **Construction**

The construction sector stands as a cornerstone of the Bay Area's economy, offering high-road, family-sustaining jobs with comprehensive benefits. Driven by the region's dynamic

economic landscape and rising housing demand, this sector is at the forefront of sustainable and resilient building practices, mitigating seismic risk. With historic investments slated for infrastructure upgrades and new projects in the coming decades, the industry is set to create a surge in employment opportunities. This growth presents a substantial chance for young people of all backgrounds to join apprenticeship programs, securing high-quality careers in a field with an aging workforce.

- **Healthcare**

According to OEWD,[29] the healthcare industry and healthcare occupations have been identified on the national, state, and local levels as priorities for workforce investment due to increasing demand for new workers, replacement of retirees, and skills development in response to new technologies, treatment options, and service delivery options. These two occupational categories are projected to grow by approximately 1,500 jobs over the next year.

The Bay Area Jobs First Collaborative notes that, driven by the demands of an aging population, shifts toward in-home and innovative care models, and the region's ongoing involvement in healthcare policy and advocacy efforts for healthcare reform, the healthcare sector is expected to experience significant growth. However, occupations with significant demand needs face the greatest workforce shortages due to low wages, limited opportunities for career advancement, and substantial physical demands. Many of these jobs are entry-level patient-facing positions characterized by poor working conditions with high turnover rates attributed to burnout from the heightened physical and mental workplace demands Investments in expanding workforce opportunities in higher-earning occupations, providing paid training to strengthen communities' capacity to address challenges, ensuring broad access to quality career pathways, enhancing job conditions in essential high-demand fields, and improving the efficiency and availability of in-home and long-term support services are all key strategies for shaping the healthcare sector in the Bay Area.

- **Manufacturing**

Data highlight a significant and relatively stable manufacturing sector in the Bay Area, offering competitive wages and benefits. However, disparities exist within the sector, with frontline positions often providing lower wages, fewer benefits, and limited advancement opportunities compared to managerial roles.

Describe any major changes that may have an economic impact, such as planned local or regional public or private sector investments or initiatives that have affected or may affect job and business growth opportunities during the planning period. Describe any needs for workforce development, business support or infrastructure these changes may create.

- **Workforce Development**

The San Francisco Workforce Development System hosts nearly 300 programs offered by 24 City departments reaching over 80,000 participants. Established in 2022, the Committee on City Workforce Alignment (CCWA) is a 17-member public body comprised of City employees, community members, and labor representatives. OEWD convenes and staffs the CCWA. Starting in 2024, the CCWA must create a Five-Year Citywide Workforce Development Plan, which describes the City's existing workforce

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[29] City and County of San Francisco, Workforce Innovation and Opportunity Act San Francisco Local Plan 2021-2024. https://oewd.org/sites/default/files/Workforce/Workforce-Docs/SF%20Local%20Plan%202021_DRAFT%20for%20Public%20Comment.pdf

development services, the City's anticipated workforce development needs, benchmarks for system efficacy, documentation of partnerships and mission alignment across the entire workforce development system.

Five working groups, including service providers and staff from City departments were formed to coordinate work, ensure workforce investments for vulnerable communities, expand career-focused apprenticeships, promote workforce development across all life stages, and improve data-sharing across. The group is implementing the plan, including establishing a framework by which to review new workforce development programs and widely disseminating updated labor market information to stakeholders to make informed decisions on workforce development strategies.

As an example of these strategies in action, the City and County of San Francisco and several community-based organizations, developed a "co-location" workforce alignment strategy with the intention of providing more interconnected employment and supportive services for unhoused job seekers. The program aims to foster greater collaboration and alignment between homeless and workforce services in San Francisco. The initiative seeks to improve both housing and employment outcomes for individuals experiencing homelessness while strengthening connections among agencies serving this population. By enhancing providers' capacity to make and enroll successful referrals, the program aspires to deliver impactful services grounded in data-driven insights. The target population includes households interested in increasing their income through education or employment, particularly those who visit Neighborhood Job Centers and meet the definition of homelessness, seek prevention or problem-solving services, or participate in the Scattered Site Housing Programs portfolio. Key provider partnerships include collaborations between the Comprehensive, Neighborhood, and Specialized Job Center network.

With regards to regional initiatives, the State of California developed a capacity-building initiative to support a community-led approach to developing a Comprehensive Economic Development Strategy. This initiative is called California Jobs First, and the City and County of San Francisco is the fiscal agent for the entire Bay Area region. California Jobs First focuses on supporting new strategies to diversify local economies and develop industries that create high-quality jobs for all Californians. Led by the Governor's Office of Planning and Research, the Office of Business and Economic Development, and the California Labor Workforce Development Agency, California Jobs First was created to encourage a resilient and fair recovery from the economic challenges posed by COVID-19 through new initiatives and tactics that broaden the scope of local economies. As described later in this document, the Bay Area project has developed a new Comprehensive Economic Development Strategy (CEDS) which outlines new priority sectors and sub-sectors for the region, and the Bay Area submitted the CEDS to the U.S. Economic Development Administration in December 2024.

- **Economic Development**

In late 2024, OEWD partnered with Main Street Launch, a Community Development Financial Institution, on a new initiative to bring economic revitalization to San Francisco's downtown. Main Street Launch provides loans to historically disadvantaged communities and their portfolio emphasis the need to provide capital to low-to-moderate income neighborhoods and entrepreneurs. This new initiative, the Downtown Vibrancy Loan Fund, leverages partnerships with US Bank and JP Morgan Chase to fill ground-floor commercial vacancies in the downtown core. Aspiring and existing entrepreneurs that fill a vacancy downtown can access up to $100,000 in loans at a fixed interest rate. OEWD, to further incentivize businesses, will provide grants of $25,000 to entrepreneurs at loan closing. Through this program, OEWD expects to fill 25 commercial storefront vacancies in 2025. Additionally, OEWD will be

running a subsequent grant program called Open Downtown that will provide businesses with grants to fill an additional 50 commercial vacancies downtown. With the potential of 75 new businesses in previously vacant storefronts, this initiative will have a profound impact in the business sector as there will be an increase in tax revenues, job creation, and vibrancy in downtown.

How do the skills and education of the current workforce correspond to employment opportunities in the jurisdiction?

The FY 2024-2029 Citywide Workforce Development Plan notes that many San Franciscans are highly educated, so the San Francisco workforce has a "paper ceiling" which is a barrier to advancement due to workers without a bachelor's degree. The San Francisco population is more highly educated than most municipalities, with 61.4% of San Franciscans holding a bachelor's degree or higher. This leads to a bifurcated labor market of very low wage and high wage workers, with high exclusion based on educational attainment. According to the Citywide Workforce Development Plan, while the poverty rate for all San Franciscans is 10.4%, the poverty rate for San Franciscans with less than a High School degree is 20.4%, with High School graduates or equivalency is 13.9%, and with Some College or Associate's Degree is 10.2%. Comparatively, Bachelor's and Professional Degree holders have a 5.1% poverty rate.

Common in-demand skills for job postings requiring only a High School, GED, or Associate's Degree include communication, customer service, management, operations, sales, leadership, problem solving, detail oriented, writing, English language, Microsoft Office, professionalism, interpersonal communications, Microsoft Excel, organizational skills, lifting ability, Microsoft Outlook, multitasking, planning, and coordination, and more.

Describe any current workforce training initiatives, including those supported by Workforce Investment Boards, community colleges and other organizations. Describe how these efforts will support the jurisdiction's Consolidated Plan.

The following describes San Francisco's workforce training initiatives by sector, as reported in the Strategic Local Plan for Program years 2025-2028, as required by WIOA. It details workforce training initiatives initiated or prioritized during these plan years.

- **Construction**

CityBuild is the longest established sector initiative of OEWD. It offers two distinct construction training programs, operated in partnership with local community colleges, labor unions, community-based organizations and construction contractors. CityBuild Academy (CBA) is a hands-on pre-apprentice construction program that prepares candidates to enter construction trade apprenticeships with union employers; and the Construction Administration and Professional Services Academy (CAPSA) prepares candidates to perform office functions on construction sites or home base offices. CBA and CAPSA have established eligibility requirements and industry-specific service delivery models that successfully prepare candidates to enter the construction industry.

- **Healthcare**

OEWD's strategies to promote healthcare careers post-pandemic include expanding training and internship opportunities, implementing career pathways programming (with a skills enhancement incumbent worker training) within the San Francisco HealthCare Academy, and increasing employer engagement efforts with the city's largest medical facilities.

Healthcare trainings and pathways include home care provider with career advancement tracks, certified home health aide, certified nursing assistant, certified dental assistant, medical administrative assistant, certified phlebotomist, certified medical assistant, emergency medical technician, dental assistant, care supervisor, and support retention coordinator.

- **Hospitality**

Hospitality is one of the biggest sectors in the area, and prior to the pandemic, was one of the fastest growing sectors for both the City and the region. Without many perspective job opportunities for new hires within the Hotel and Restaurant industries, offering training in Hotel and Culinary occupational tracts would mislead jobseekers and fail to prepare them to successfully enter the workforce. Therefore, OEWD is pivoting efforts and investments to a Hospitality Initiative Displacement Coordinator to lead outreach and partnerships with industry stakeholders and impacted workers. The Coordinator will spearhead efforts to help displaced workers recover and will conduct research on industries/sectors that hospitality workers may transition into. OEWD will continue to monitor the economy and adapt programming to meet the needs of the industry.

- **Tech**

TechSF is a citywide economic and workforce initiative that provides education, training, and job placement assistance to both job seekers and employers, so that all benefit from the major job growth in technology occupations and opportunities. TechSF has existing employer, education, training, and community-based partners that provide collaborative services to job seekers and employers in tech occupations across sectors in the pursuit of three goals: 1) Address the local technology workforce talent supply and demand through a coordinated labor exchange; 2) Provide access to a continuum of training and employment services that prepare individuals to enter and advance in the industry; and 3) Partner with secondary, postsecondary and other education partners to develop career pathways and opportunities for a future pipeline of technology workers. TechSF offers a wide range of tech trainings with an emphasis on serving long-term unemployed and low-income individuals.

Among OEWD's strategies to advance tech careers are expanding and growing apprenticeship opportunities with local technology companies; continued collaboration with CCSF and SFUSD to expose vulnerable communities to careers in the tech industry; and developing regional systems to support tech apprenticeships. OEWD and TechSF staff were the program lead for the regional implementation grants 2.0 and 3.0 which focused on developing tech apprenticeships. TechSF training and pathways include digital marketing, software and web development, apprenticeship and work-based learning, multimedia and design, Salesforce and database administration, IT and networking.

- **Industries of Opportunity (IOO)**

IOO prepares people for a variety of careers in manufacturing, commercial driving, barbering, and appliance repair by offering training programs at no cost to participants. Programs explore pilot sectors and emerging industries including transportation, personal maintenance, and other services.

Does your jurisdiction participate in a Comprehensive Economic Development Strategy (CEDS)? XYes or No

If so, what economic development initiatives are you undertaking that may be coordinated with the Consolidated Plan? If not, describe other local/regional plans or initiatives that impact economic growth.

Yes. The City and County of San Francisco participates in Association of Bay Area Governments (ABAG), which encompasses its nine-county Economic Development Districts. City and County ABAG representatives participated in ABAG's Economic Strategy Committee during production of the ABAG's 2019 for the San Francisco Bay Area.

The CEDS vision is: A dynamic and resilient economy, spurred by a culture of innovation, providing opportunities, shared prosperity, and a sustainable quality of life for all residents and workers. The vision statement is the distillation of conversations among business, workforce, local government and community stakeholders, reflecting the region's aspirations for the economy and its participants over the next 10 to 20 years.

As part of the above-mentioned California Jobs First initiative, the Bay Area region updated its CEDS and submitted it to the US Economic Development Administration for review in December 2024. The updated CEDS identified the following target sectors and sub-sectors for regional investment: arts and culture, childcare and early childhood education, construction, healthcare, manufacturing, and sustainable environmental management, semiconductors and computer manufacturing, advanced manufacturing and robotics, biotechnology, transportation electrification, battery storage and other renewable energy technologies, aerospace and space manufacturing, sustainable agriculture and viticulture, tourism and hospitality, artificial intelligence, and alternative fuel production. Regional economic development will target these sectors over the next ten years.

Discussion

See above.

MA-50 Needs and Market Analysis Discussion

Are there areas where households with multiple housing problems are concentrated? (include a definition of "concentration")

Based on **Map 1** and **Map 2** shown above, the Chinatown and Tenderloin neighborhoods have both an overcrowding and housing cost burden problem. Concentration is defined as neighborhoods where there is an overlap in both a high percentage (15-23.4%) of households spending over 50% of income on rent and a high percentage (12.4%-23.1%) of households with severe overcrowding.

Are there any areas in the jurisdiction where racial or ethnic minorities or low-income families are concentrated? (include a definition of "concentration")

- **Areas of Minority Population Concentration**

HUD defines Racially and Ethnically Concentrated Areas of Poverty (R/ECAP) as census tracts with a non-White population of 50 percent or more and a poverty rate of 40 percent or more. The R/ECAP census tracts in San Francisco are shown in **Map 8**. These census tracts are located in the following neighborhoods:

- o Bayview Hunters Point;
- o Chinatown;
- o Lakeshore;
- o Tenderloin;
- o Treasure Island;
- o Visitacion Valley; and,
- o Western Addition.

For concentrations of specific race/ethnic groups, see **Map 3** through **Map 7** in the NA-30 Disproportionately Greater Need section of this document.

Map 8 – Racially and ethnically concentrated areas of poverty (R/ECAP)

Legend

- ☐ RECAP Zones 2020
- ▨ Majority White communities
- ▨ Non-white communities
- ▨ Not in San Francisco
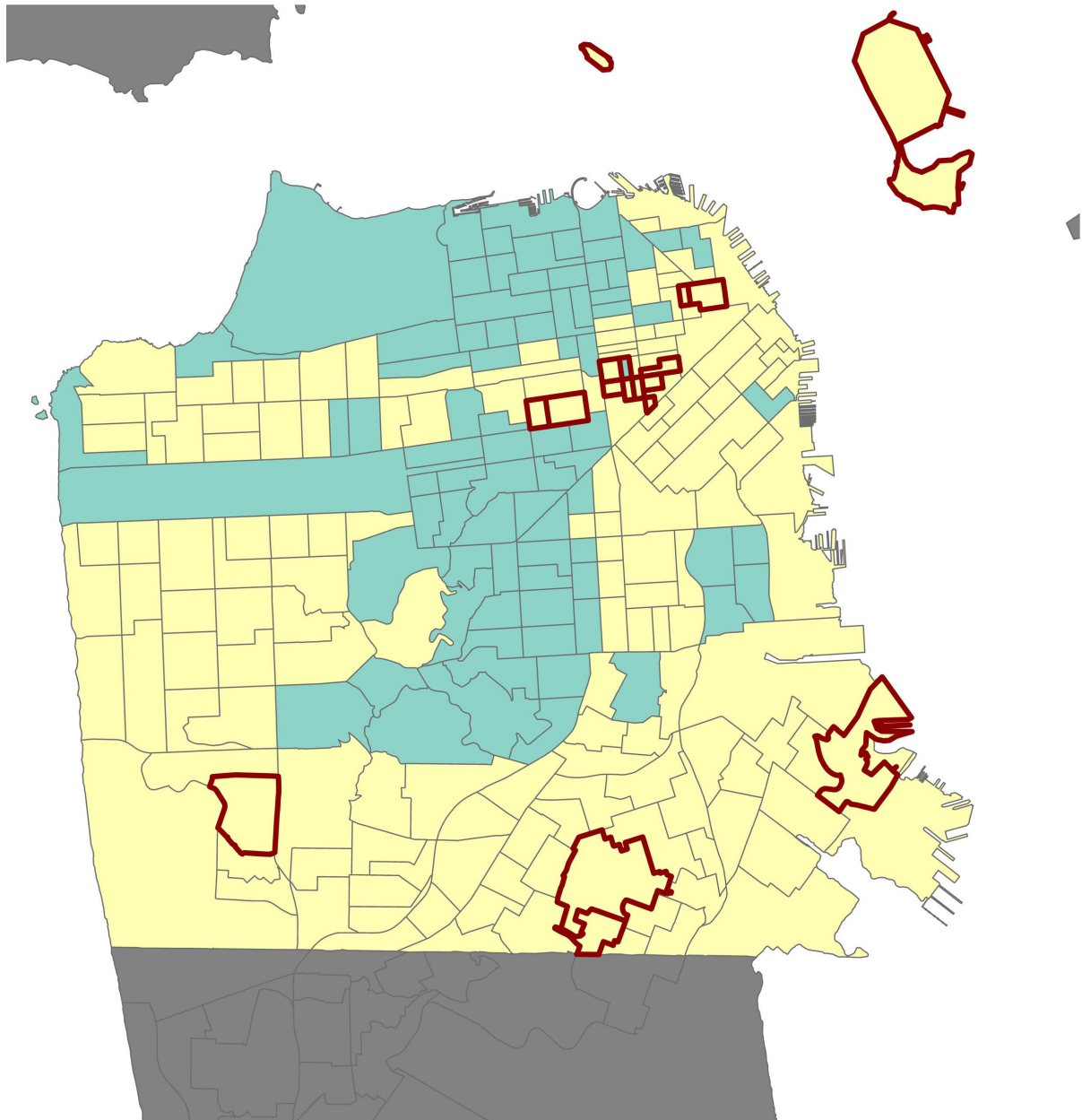
Source: 2018-2022 ACS

- **Areas of Low- and Moderate-Income Concentration**

San Francisco uses HUD income data to calculate low- and moderate-income concentration. San Francisco's definition of low- and moderate-income concentration is a neighborhood in which more than 50% of the population is low- and moderate-income. The following neighborhoods in San Francisco are primarily low- and moderate-income (**Map 9** – Low- and Moderate-Income Population by San Francisco Neighborhoods):

- o Bayview Hunters Point;
- o Chinatown;
- o Excelsior;
- o Japantown;
- o Lakeshore;
- o Lone Mountain/USF;
- o Mission;
- o Nob Hill;
- o North Beach;
- o Oceanview/Merced/Ingleside;
- o Outer Mission;
- o Outer Richmond;
- o Portola;
- o South of Market;
- o Tenderloin;
- o Treasure Island;
- o Visitacion Valley; and,
- o Western Addition.

Map 9 – Low- and moderate-income population by San Francisco neighborhoods
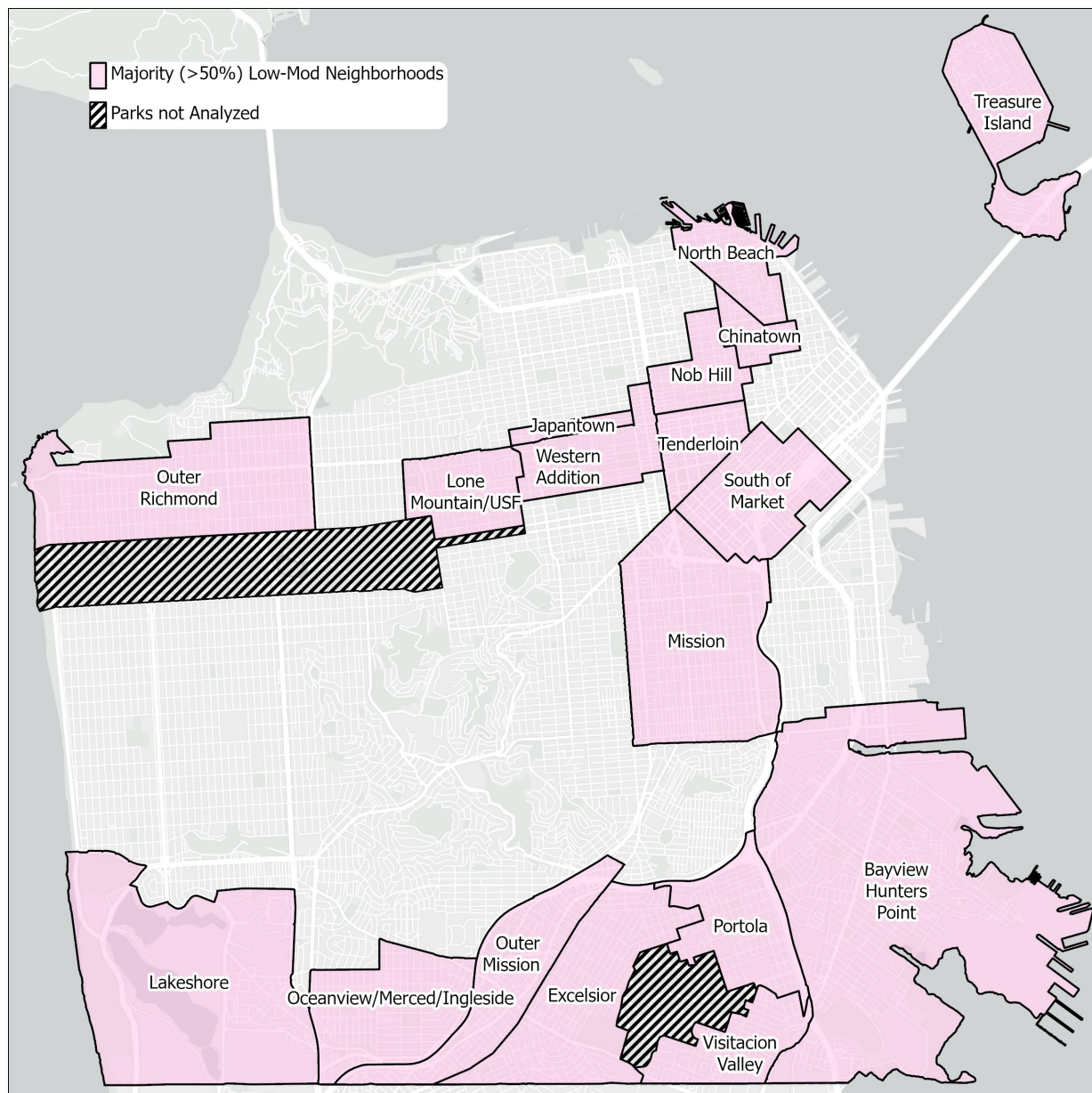
Source: IPUMS, 2022 ACS 5-Year Estimates

What are the characteristics of the market in these areas/neighborhoods?

The markets in these neighborhoods have differing characteristics, but, residents commonly face a number of challenges. Residents in neighborhoods with higher concentrations of low- and moderate-income households often experience housing problems like overcrowding and cost burdens. There also tends to be a greater need for public investment and infrastructure, with limited access to public facilities such as parks, and an increased demand for public safety services, like police and fire stations.

Are there any community assets in these areas/neighborhoods?

As stated above, demographics are one factor in the description of a neighborhood and the experience of residents living there. Residents in neighborhoods with high concentrations of a particular racial and/or ethnic group or those who are economically marginalized, also have a number of assets that are valuable features and characteristics of the geographic area and the communities themselves.

Of the neighborhoods indicating concentrations of racial or ethnic minorities or low- or moderate-income families, community engagement findings indicate residents consider accessible public/community spaces (e.g., parks/recreational/green, community centers, cultural spaces) as assets. Community centers are named as particularly critical because they serve as hubs where residents get information about services and access resources and provide spaces for those groups with shared racial/ethnic identities to convene, build community, and access services tailored to their community. Residents also state that often, existing assets like those named and other public infrastructure (e.g. police and fire stations, public libraries, parks, etc. could benefit from better maintenance or upgrades.

Are there other strategic opportunities in any of these areas?

As discussed in SP-10 Geographic Priorities, San Francisco has six HUD-designated Neighborhood Revitalization Strategy Areas (NRSAs), which include the Bayview Hunters Point, Chinatown, Mission, South of Market, Tenderloin, and Visitacion Valley neighborhoods. These communities are both racially/ethnically diverse and historically underinvested. The revitalization plans for these neighborhoods are strategic opportunities for the goal of improving economic opportunities and quality of life for residents.

MA-60 Broadband Needs of Housing occupied by Low- and Moderate-Income Households - 91.210(a)(4), 91.310(a)(2)

Describe the need for broadband wiring and connections for households, including low- and moderate-income households and neighborhoods.

Per reporting from the San Francisco Board of Supervisors[30] and its resultant 2019-224 Digital Equity Strategic Plan, over 100,000 San Franciscans either lack broadband internet service at home or basic digital skills, with those who are low-income, senior, limited English proficient, or having a disability most likely to lack access. Cost remains a significant barrier. Many commercially available broadband services are unaffordable to low-income households. Language access and digital literacy are also major challenges for many communities of color and immigrant households. Roughly a quarter of low-income residents have high-speed home internet access, compared to 86% of the city's residents overall. This disparity has wide-ranging implications, given technology's significance for the workforce, schools, health care, accessing City services and even the Census. As a result, proactively working to bridge this digital divide and ensure all residents have the digital tools and skills to be successful, is increasingly important to the City.

Improvement of digital services and training for digital literacy were also mentioned as specific barriers to community members accessing City services that may increase opportunities and help families and individuals to be resilient and economically self-sufficient.

Describe the need for increased competition by having more than one broadband Internet service provider serve the jurisdiction.

Multiple studies, including the City's own survey, have found affordability to be the most common barrier to broadband adoption for non-subscribers. The City's Digital Equity Strategic Plan cites internet, computers, and up-to-date mobile devices as too expensive for many residents, leading to lower subscription and ownership levels in low-income communities. Residents indicated they find it difficult to meet both upfront and ongoing maintenance costs.

Although some ISPs offer discount Internet programs for low-income individuals, these programs offer service at speeds lower than the FCC's broadband standard and have restrictive eligibility criteria, including past debt or other services purchased from the company in the past. In San Francisco, as in many major US cities, low-income neighborhoods have fewer Internet service options, meaning fewer affordable choices.

The City's award-winning Fiber to Housing program, a collaboration between San Francisco's Department of Technology and MOHCD, is aimed at bridging the digital divide by providing high-speed internet for low- and moderate-income residents who live in affordable housing. The program aims to set inside wiring standards in affordable housing to enable high-speed Internet and accommodate multiple providers, and then leverage the City's own fiber-optic facilities to incentivize private ISPs to provide free or low-cost high-speed service to housing sites. This program has thus far connected nearly 3,500 households with free fiber Internet connectivity far exceeding FCC's speed standard.

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[30] City and County of San Francisco Digital Equity Strategic Plan 2019-2024.
https://sfmohcd.org/sites/default/files/SF_Digital_Equity_Strategic_Plan_2019.pdf

MA-65 Hazard Mitigation - 91.210(a)(5), 91.310(a)(3)

Describe the jurisdiction's increased natural hazard risks associated with climate change.

The [2025 San Francisco Hazards and Climate Resilience Plan](#), an update on the City's 2020 plan, is drafted and currently under review at the time of this Consolidated Plan. San Francisco's risk landscape is detailed in chapter 3.

Climate change results in three important changes to the global climate system, and the above-named plan describes their relevance to San Francisco:

- Increasing temperatures: As a result of climate change, we are already experiencing an increase in temperatures. From 1950 through 2005, the Bay Area saw an average annual maximum temperature increase of 1.7° F.[31] San Francisco reached an all-time high temperature of 106° F on September 1, 2017.[32] Scientists project that temperatures will continue to increase in the decades to come. As a result, San Francisco will experience more extreme heat days. In addition, higher temperatures can worsen droughts and wildfires.
- Rising sea levels: Rising sea levels will have implications for flooding and risks of liquefaction. Historically, sea levels have risen by as much as 8 inches according to the Presidio Tide Gauge. The rate of sea level rise for the last century has been approximately 2 millimeters per year but this rate had doubled to roughly 4.8 millimeters per year by 2000. The rate of sea level rise increase is also expected to accelerate over the coming century while the speed of this acceleration is a subject of continued research.
- Changing precipitation patterns: San Francisco precipitation levels have historically fluctuated between wet and dry extremes. Climate change will amplify this trend. As a result, San Francisco is projected to experience an increase in both flooding and drought.

While climate change may be global in scope, its impacts are local. The following sections discuss the implications that climate change has for hazards in San Francisco today and into the future.

The Implications of Higher Temperatures for Future Hazards
Higher temperatures influence several hazards, including:

- San Francisco will experience more extreme heat days and heatwaves will be longer. San Franciscans are particularly vulnerable to extreme heat.
- Drought and wildfire fires may become more frequent and severe. Higher temperatures increase evaporation, which dries out soil and vegetation, increasing the severity of drought and making the region more prone to wildland-urban-interface fires. In addition, more wildfires can increase the occurrence of poor air quality events.

The Implications of Sea Rises for Future Hazards
Without action, a variety of hazards will increase as seas rise, including:

- Low-lying areas that are not currently exposed to tides will experience inundation during high tides in the long-term.

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[31] California National Resources Agency. California's Fourth Climate Change Assessment: San Francisco Bay Area Region Report. [http://www.climateassessment.ca.gov/regions/docs/20180827- SanFranciscoBayArea.pdf](http://www.climateassessment.ca.gov/regions/docs/20180827-SanFranciscoBayArea.pdf)
[32] CBS News, "106 Degrees: San Francisco Breaks All-Time Heat Record" (1 September 2017) http://sanfrancisco.cbslocal.com/2017/09/01/excessive-heat-warning-declared-for-entire-bay-area/

- Coastal flooding will become more frequent as Bay and sea levels occur more often. Coastal flooding will be more extensive and longer-lasting, especially during storm events.
- Stormwater flooding will increase as high bay levels can impede drainage of stormwater runoff.
- Higher sea levels will also increase the elevation of the groundwater table, increasing the susceptibility of some soils to liquefaction during an earthquake.

Implications of Changing Precipitation for Future Hazards
Changing precipitation patterns may influence several hazards, including:
- Concentrated precipitation in extreme events may increase stormwater flooding, especially along San Francisco's underground creeks and in San Francisco's natural drainage basins.
- Concentrated precipitation in extreme events may also increase the risk of landslides. An increase in wildland-urban-interface fires also increases landslide risks.
- Concentrated precipitation in extreme events may increase the risk of reservoir/dam failure, especially if combined with older infrastructure and deferred maintenance.
- In dry years, when coastal high-pressure systems do not dissipate during winter months, California may be subject to frequent and severe droughts. In addition, a reduced snowpack in the Sierras can exacerbate drought and compromise water supply.

Table 63 —Summary of climate change implications for hazards

Climate Change:	Increasing Temperatures	Rising Sea Levels	Changing Precipitation
Implications for Hazards:	More extreme heat days, making heatwaves more frequent and longer lasting. Drought and wildland-urban-interface fires may become more frequent and severe. Wildfires create poor air quality.	More frequent, extensive and longer lasting coastal flooding, especially during storm events. Stormwater flooding may increase as high bay levels can impede drainage of stormwater runoff. Higher groundwater table may increase the susceptibility of some soils to liquefaction during an earthquake.	Concentrated precipitation in discrete storm events may increase stormwater flooding, risk of landslides and dam/reservoir failure. Droughts may be more frequent and severe. Reduced snowpack in the Sierras may also exacerbate drought.

Describe the vulnerability to these risks of housing occupied by low- and moderate-income households based on an analysis of data, findings, and methods.

The following section describes the vulnerabilities of housing occupied by low- and moderate-income households to climate hazards, as described in the draft 2025 San Francisco Hazards and Climate Resilience Plan. More information can be found in the Housing Vulnerability and Consequence Profile, found in Appendix A.

Housing is a daily necessity for all residents in San Francisco. Depending on the construction type, housing can be severely damaged by hazards and can result in injury, health impacts, or death for residents. Housing supply is limited, particularly for low- and moderate-income residents. This shortage would be exacerbated by natural hazards and climate change impacts and could lead to significant displacement for vulnerable residents. New models predict that in a M7.8 San Andreas earthquake, 18,300 residential buildings could be damaged in San Francisco, temporarily or permanently displacing 69,600 households (20% of all households).

Vulnerabilities

Geologic: All housing will experience Violent or Very Strong ground shaking during a 7.8M earthquake on the San Andreas Fault. Around 40% of single-family units are in the Violent zone, the highest percentage across all housing assets. Almost 90% of multifamily housing units will experience Very Strong or Strong ground shaking during a 7.0M earthquake on the Hayward fault. The Hayward Very Strong and Strong zones also contain 98% of all subsidized affordable housing units and 99% of all permanent supportive housing sites.

Flooding: Single family homes have low exposure to all types of flooding, but around 800 homes in San Francisco are in the 100-year stormwater flood zone. Around 12,000 multifamily units are exposed in both the stormwater and 24" sea level rise zones. The proportion of affordable housing exposed to all types of flooding is higher than rates for other housing types. The 66" sea level rise zone contains over 4,000 affordable units.

Most homes are not built to withstand any amount of flooding, as current construction materials, siting and design standards do not consider potential exposure to either water or salt. San Francisco does not have an adopted FEMA flood plain with building code requirements but both coastal floodplains (through FEMA) and urban flood zones (through SFPUC) are under development.

Fire: Citywide residential exposure to WUI fire is limited, less than 3,000 housing units are in the Moderate risk zone. Most recently, with the wildfires engulfing Northern California, air quality in San Francisco has been a major concern for residents. Because of the nature of prevailing winds in the region and the proximity to traffic congestion and emissions, notwithstanding the exacerbating impact of the fires, many neighborhoods in the City have air quality levels considered dangerous for vulnerable and low-income communities with multifamily and affordable housing (for example, Bayview/Hunter's Point.) Air quality should play a role in how we build and where we build housing.

Extreme Heat: Residential buildings are not physically damaged by heat, but older and un-weatherized buildings or those without air conditioning can lead to unhealthy conditions for occupants, particularly

the elderly, children, and those with illnesses that make them more sensitive to heat. Given the usually mild conditions in San Francisco, most housing does not have air conditioning.

Low- and Moderate-Income Populations
Everyone needs housing, but some residents are already in overcrowded or poor condition housing. Low-income residents are particularly vulnerable to housing damage because they are more likely to rent, more likely to spend a high percentage of their income on housing and may not have the financial resources to find replacement housing. Structural racism and enduring impacts of exclusionary zoning make these vulnerabilities even more acute for communities of color who face displacement pressure under normal conditions. Natural disasters and/or climate change impacts could worsen this pressure and accelerate displacement without proactive strategies from the City and Community Based Organizations.

Older housing without adequate HVAC puts residents at higher risk of heat and air quality health impacts from fire. This has a particular impact on sensitive populations, such as children, the elderly, those who are pregnant, and those with medical conditions. This can be particularly acute in SROs, as well as Skilled Nursing Facilities (SNFs), both of which house highly vulnerable populations.

Geologic: Seismic impacts would be the most widespread and therefore affect more people than other predicted hazards. Low-income residents and renters may be disproportionately impacted because they may not have insurance or the financial means to seek alternative housing after a seismic event.

Flood: Flood impacts to housing would be geographically limited, but historically have been most severe in low-income communities of color (Inner Mission and Cayuga). Flooding can result in mold conditions and adverse health impacts without appropriate cleanup and remediation.

Extreme Heat: Heat impacts could disproportionately burden residents in overcrowded or substandard housing who have few resources for weatherproofing or retrofitting.

Fire: Fire impacts could disproportionately burden residents in overcrowded or substandard housing. Poor air quality disproportionately affects the health of low-income communities concentrated in areas around freeways and those lacking the favorable prevailing winds (such as Bayview Hunter's Point). During prolonged fire seasons, residents have needed a safe haven from dangerous particulates, but in some neighborhoods, the interiors of residents' homes do not provide that safety. Households and owners in these neighborhoods often do not have the means to install HVAC systems or to seal their windows to mitigate the risks in the homes
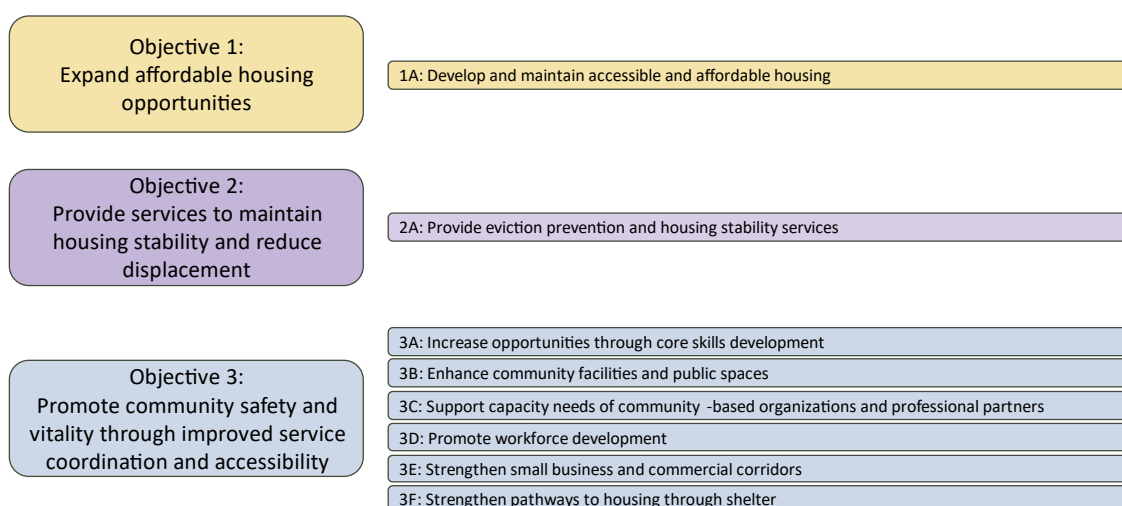
Strategic Plan

SP-05 Overview

Strategic Plan Overview

Based on the key findings from the community engagement process, on MOHCD, HSH and OEWD's roles within the City structure, and on the use of CDBG, ESG, HOME, and HOPWA funds, the City has determined that the optimum way to address the City's affordable housing and community development priority needs is to work towards a set of three interconnected, multidisciplinary objectives that cross program areas and utilize leveraged strategies both internally and across multiple city departments. Funding for these strategies will be coordinated so that HUD funds can be maximized in those areas that are both of highest priority to MOHCD/OEWD/HSH and where HUD funds can provide the maximum benefit in terms of unmet need and resource scarcity.

Each of these three objectives is supported by a comprehensive set of goals and activities (outlined below) that will guide MOHCD/OEWD/HSH through the next five years with specific activities that will enable the City to move its target populations towards the overarching objectives. See **Figure 22** for the strategic framework for this Consolidated Plan.

Figure 23 – 2025-2029 Consolidated Plan Strategic Framework

2025-2029 Consolidated Plan Strategic Framework

Objective 1: Expand affordable housing opportunities	1A: Develop and maintain accessible and affordable housing
Objective 2: Provide services to maintain housing stability and reduce displacement	2A: Provide eviction prevention and housing stability services
Objective 3: Promote community safety and vitality through improved service coordination and accessibility	3A: Increase opportunities through core skills development 3B: Enhance community facilities and public spaces 3C: Support capacity needs of community -based organizations and professional partners 3D: Promote workforce development 3E: Strengthen small business and commercial corridors 3F: Strengthen pathways to housing through shelter

Outline of 2025-2029 Consolidated Plan Strategies by Objectives, Priority Needs, Goals and Activities

OBJECTIVE 1: EXPAND AFFORDABLE HOUSING OPPORTUNITIES

Priority Need 1A: Develop and maintain accessible and affordable housing

Goal 1Ai: Create more affordable housing

Activities:
- Explore new local finance mechanisms to create more affordable housing; for example, Restore-Rebuild conversions, additional local bonds, mixed-income models within tax credit deals, joint power authority and tax increment financing, and HUD's risk sharing program
- Acquire privately owned buildings to create new permanently affordable units
- Encourage geographic diversity in location of affordable housing, especially in high resource neighborhoods through MOHCD's funding opportunities
- Improve coordination with the Planning Department, Department of Building Inspection, Mayor's Office on Disability, Department of Public Works, and SF MTA related to housing and permitting processes to expedite housing production in accordance with Mayor's Executive Directive 17-02
- Continue to implement affordable housing components of HOPE SF and Treasure Island
- Monitor the development of below market rate units in projects with Development Agreements or subject to the Inclusionary Housing Program
- Explore an acquisition strategy for the purchase of land, inclusive of faith and non-profit owned sites
- Review and evaluate applicant and occupant data, and project operating cost data from the Inclusionary Housing Program and MOHCD-sponsored 100% affordable housing on an ongoing basis to inform housing policies and procedures
- Pilot innovative approaches to increasing housing supply
- Increase housing dedicated to supporting HIV+ households
- Increase housing opportunities for target populations, including seniors, persons with disabilities, TAY, homeless, formerly homeless, veterans, extremely low-income households, large households with dependent children, and groups most impacted by inequities in housing access and stability

Goal 1Aii: Preserve affordable housing

Activities:
- Purchase housing at risk of losing affordability through the Small Sites Program
- Rehabilitate existing MOHCD-assisted affordable housing to preserve its affordability and improve long-term resiliency
- Rehabilitate existing affordable housing that is not currently MOHCD-assisted, including limited equity cooperatives and other alternative housing developments
- Negotiate extension of affordability restrictions for existing affordable housing
- Strengthen existing portfolio through programmatic and policy modifications to support property operations and ensure sustainability

- Explore new local finance mechanisms to preserve affordable housing, for example: revolving loan fund, Restore-Rebuild, and collaboration with other City departments on possible climate resilience funding
- Expand preservation and acquisition activities to transitional housing and programmatic use, including the Cooperative Living for Mental Health program, in partnership with other City departments
- Continue to monitor homeowners and building owners for compliance with programmatic requirements
- Continue to provide resources and support leasing and sales agents and create efficiencies in affordable housing unit deliveries
- Provide support to improve coordination between HUD and private property owners to preserve privately owned, federally supported existing affordable housing
- Support City-funded nonprofit-operated shared housing programs that leverage existing housing to provide affordable housing opportunities for target populations, such as seniors and systems-involved youth

OBJECTIVE 2: PROVIDE SERVICES TO MAINTAIN HOUSING STABILITY AND REDUCE DISPLACEMENT

Priority Need 2A: Provide eviction prevention and housing stability services

Goal 2Ai: Increase affordability of rental housing

Activities:
- Continue to support and implement long-term rental subsidies
  - Continue to administer the Local Operating Subsidy Program
  - Continue to administer the Senior Operating Subsidy Program
  - Continue to administer tenant-based subsidies for target populations that are extremely and very low income, including persons living with HIV with HOPWA funds
- Continue to explore subsidy expansion for target populations to stabilize their housing
  - Explore and pursue State and Federal rental subsidy sources, such as CoC, HOPWA, Section 202 and Section 811
  - Expand AMI range for select projects, in order to fund more housing for lower income households
- Explore new tenant and project-based rent subsidy programs for underserved populations
  - Identify new local funding streams for operating subsidies as economic recovery allows

Goal 2Aii: Reduce rate of evictions and displacement

Activities:
- Under Tenant Right to Counsel initiative, continue support for full scope legal representation for residents facing eviction
- Continue to support tenant counseling, outreach and education; mediation; housing stability case management, and direct financial assistance (one-time assistance and flexible tenant-based subsidies) activities
- Standardize renter education curriculums delivered by City-funded housing counseling programs
- Continue to engage community stakeholders around eviction prevention strategies to maximize effectiveness

- Expand programs designed to retain homeowners in communities most impacted by inequities in housing access and stability

Goal 2Aiii: Increase opportunities for sustainable homeownership

Activities:
- Continue to support, and take steps to improve the quality and standardization of, homebuyer education and post-purchase education and counseling
- Continue to provide Inclusionary ownership opportunities for low- and moderate-income households
- With the Planning Department, explore allowing Inclusionary owners to purchase a second unit (and sell the prior) to improve mobility for growing or shrinking ownership households
- Evaluate Inclusionary, City Second, and Limited Equity Program re-sale pricing to ensure future affordability
- Explore more options to help homeowners with unaffordable HOA dues and rehab costs
- Continue to support home modification programs (i.e. solar power and other decarbonization) that benefit low-income homeowners, enhancing safety, accessibility and health outcomes
- Explore ways to assist homeowners with deferred property maintenance
- Continue to pursue funding opportunities for DALP for higher income households, including first responders and educators
- Explore strategies to increase lender participation in homeownership programs
- Explore strategies to increase realtor participation in homeownership programs, especially realtors serving target populations
- Continue to streamline MOHCD real estate transaction practices through the DAHLIA system

Goal 2Aiv: Increase access to rental and homeownership housing

Activities:
- Continue to support rental housing counseling services to help residents navigate the City's affordable housing programs, promoting equitable access
- Increase language access and cultural competency/cultural humility for housing counseling services
- Provide additional support/capacity building to service providers to meet increasing demand
- Continue to develop and maintain DAHLIA
  - Add additional functionality, and additional programs and resources, including programs and resources for extremely low-income people
  - Expand outreach to include community centers, including workforce access points, public libraries, etc. with listings in multiple languages
- Increase awareness about available housing resources
  - Prioritize outreach to smaller groups, especially groups most impacted by inequities in housing access and stability
- Continue to support developers and property managers to create and maintain Inclusionary rental opportunities
- Continue to monitor lottery/lease up to ensure that housing programs reach groups most impacted by inequities in housing access and stability
  - Ensure units that are accessible and intended for persons with mobility and communication disabilities go to people who need them

Goal 2Av: Increase access to services for residents of publicly subsidized housing and single room occupancy hotels

Activities:
- Continue to support and develop a more comprehensive continuum of services including enhanced information and referral, service connection to identify and meet short-term client goals, case management to address more complex and/or longer-term needs, and case coordination to coordinate services for a client between multiple providers and systems
- Work with City departments to explore improving housing stability through mental health and substance abuse services
- Support expanded services to residents of single room occupancy hotels
- Combine service connection and skill development strategies to provide more comprehensive services that increase clients' economic self-sufficiency
- Coordinate provision of key services on-site at publicly subsidized housing developments
- Continue to support community building and resident leadership development programs
- Provide housing retention services, as needed, for residents of current publicly subsidized housing sites and those in development
- Work with key City departments to identify needs and opportunities for service implementation and coordination
- Participate in interdepartmental meetings for the development of strategies that result in improved service delivery in neighborhoods where MOHCD's affordable housing is located

Goal 2Avi: Increase collaboration between healthcare and housing systems by increasing mobility between levels of care (high to low acuity) in residential settings for HIV+ households

Activities:
- Ensure assessment of tenant ability to live independently in order to move to more appropriate housing

OBJECTIVE 3: PROMOTE COMMUNITY SAFETY AND VITALITY THROUGH IMPROVED SERVICE COORDINATION AND ACCESSIBILITY

Priority Need 3A: Increase opportunities through core skills development and access to community services

Goal 3Ai: Provide skill development and training resources and increase access to community-based services

Activities:
- Continue to support and refine skills development programs including soft skills (life skills and personal effectiveness), educational skills (including GED and diploma programs), English as a Second Language training, and workplace readiness skills
- Support clients to access educational and career pathways through advanced training opportunities (i.e. city-funded job training programs) and post-secondary and ESL educational programs (i.e. City College of San Francisco)

- Continue to support and develop a more comprehensive continuum of services including enhanced information and referral, service connection to identify and meet short-term client goals, case management to address more complex and/or longer-term needs, and case coordination to coordinate services for a client between multiple providers and systems
- Align service connection and skill development strategies to provide more comprehensive services

Priority Need 3B: Enhance community facilities

Goal 3Bi: Ensure nonprofit service providers have high quality, stable facilities

Activities:
- Continue to provide support for capital improvements for community facilities providing essential public services
- Provide support to identify acquisition and/or lease opportunities and to acquire space to remain in and better serve their communities

Priority Need 3C: Support capacity needs of community-based organizations and professional partners

Goal 3Ci: Increase capacity of community-based organizations

Activities:
- Build organizational capacity of MOHCD grantees/providers through outreach, relationship building, organizational assessments, trainings and coaching, cohort-based and project-based work, developing subject matter experts, and other technical assistance support

Priority Need 3D: Promote workforce development

Goal 3Di: Provide access to employment opportunities across multiple sectors for unemployed and underemployed populations

Activities:
- Provide workforce services to unemployed and underemployed residents to prepare them for future employment opportunities
- MOHCD and OEWD work collaboratively to provide jobs for residents in their neighborhoods
  - Continue local targeting so residents of the property get priority for construction jobs and explore Local Hire for property management jobs
  - Encourage developers to expand employment opportunities within their developments
  - Train neighborhood job center staff on accessing OEWD's job board (WorkforceLinkSF) and the process to register neighborhood job opportunities.
- MOHCD and OEWD work together to coordinate job readiness and job placement on affordable housing projects

Priority Need 3E: Strengthen small businesses and commercial corridors

Goal 3Ei: Provide technical assistance to small businesses

Activities:
- Provide business technical assistance programs through community partners that are tailored for pre-ventures, startup, and existing businesses
- Increase efficiency of technical business assistance
- Support investments in small businesses through grants and loans
- Conduct proactive outreach of resources for small businesses in low-income neighborhoods
- Create programs to offer capital funding for tenant improvements and other eligible costs to launch new commercial storefronts

Priority Need 3F: Strengthen pathways to housing through shelter

Goal 3Fi: Expand and strengthen temporary shelter opportunities for people experiencing homelessness and support shelter residents in successful transitions to permanent housing

Activities:
- Provide welcoming, affirming, safe, and high-quality shelter services to address the needs of individuals experiencing unsheltered homelessness
- Provide housing-focused support services to shelter residents including case management, housing search and placement support, benefits advocacy, and behavioral health supports and referrals
- Offer services that are trauma-informed, culturally responsive, and appropriate to the needs of key target populations such as youth, families, and survivors of violence

SP-10 Geographic Priorities – 91.215 (a)(1)

Table 64 – Priorities by geographic Area

1	Area Name:	Bayview Hunters Point
	Area Type:	Strategy area
	Other Target Area Description:	
	HUD Approval Date:	7/1/2020
	% of Low/ Mod:	
	Revital Type:	
	Other Revital Description:	
	Identify the neighborhood boundaries for this target area.	The Bayview Hunters Point NRSA consists of the following census tracts: 230.01, 230.03, 231.02, 231.03, 232, 233, 234, 610, 612, 9806 and 9809 (**Map 10**).
	Include specific housing and commercial characteristics of this target area.	Residents in neighborhoods with higher concentrations of low- and moderate-income households often experience housing problems like overcrowding and cost burdens. There also tends to be a greater need for public investment and infrastructure, with limited access to public facilities such as parks, and an increased demand for public safety services, like police and fire stations. However, demographics are one factor in the description of a neighborhood and the experience of residents living there. Residents in neighborhoods with high concentrations of a particular racial and/or ethnic group or those who are economically marginalized, also have a number of assets that are valuable features and characteristics of the geographic area and the communities themselves.
	How did your consultation and citizen participation process help you to identify this neighborhood as a target area?	In 1994, San Francisco applied to HUD for consideration of six neighborhoods, Bayview Hunters Point, Chinatown, Mission, South of Market, Tenderloin, and Visitacion Valley, as federally designated Enterprise Communities. To be considered, all six neighborhoods developed ten-year strategic plans for community development. The ten-year plans developed for the Enterprise Community application were sufficient for HUD to designate all six neighborhoods as Neighborhood Revitalization Strategy Areas (NRSAs) in 1996. Every five year since 2000, San Francisco has reviewed the six neighborhood plans and has updated the strategies through the Consolidated Planning consultation and citizen participation process.
	Identify the needs in this target area.	The following are the priority activities that will be carried out under the Consolidated Plan in the Bayview Hunters Point NRSA, organized by the Plan's Objectives and Priority Needs. Objective 1: Expand affordable housing opportunities ➢ Priority Need 1A: Develop and maintain accessible and affordable housing

Table 64 – Priorities by geographic Area

		- Continue to implement affordable housing components of HOPE SF at Hunters View and Alice Griffith - Complete 32 new affordable housing projects currently in the development pipeline for the neighborhood, which will add 1,562 units of affordable housing Objective 2: Provide services to maintain housing stability and reduce displacement ➤ Priority Need 2A: Provide eviction prevention and housing stability services - Support Tenant Right to Counsel providers based in the neighborhood, to ensure that residents have access to full scope legal representation when facing eviction - Allocate funding for home repair initiatives to support low-income homeowners in Bayview-Hunters Point, helping them stay in their homes - Allocate funding for neighborhood-focused homeownership counseling programs - Allocate funding for neighborhood-focused rental housing counseling programs - Provide robust support for housing retention and stabilization services for RAD family services projects at Hunters Point East, Hunters Point West, and Westbrook housing developments - Provide robust support for housing retention and stabilization services at Hunters View and Alice Griffith - Locate other key services, such as tenant counseling and eviction prevention on-site at HOPE SF and RAD projects Objective 3: Promote community safety and vitality through improved service coordination and accessibility ➤ Priority Need 3A: Increase opportunities through core skills development and access to community services - Support skills development programs in areas including life skills and personal effectiveness, educational skills (including GED and diploma programs), literacy, and workplace readiness skills - Support programs that create clear pathways to more advanced training opportunities, including post-secondary educational programs, more advanced ESL programming at San Francisco City College, and sector-specific city-funded job training programs and other entities - Ensure that skill development programs based in Bayview Hunters Point are funded, and that these programs are accessible to RAD and HOPE SF residents

Table 64 – Priorities by geographic Area

		• Support a comprehensive continuum of services in Bayview Hunters Point, including enhanced information and referral, service connection to identify and meet short-term client goals, case management to address more complex and/or longer-term needs, and case coordination to coordinate services for a client between multiple providers and systems
		
		➢ Priority Need 3B: Enhance community facilities
		   • Ensure Bayview Hunters Point nonprofit service providers have high quality, stable facilities
		
		➢ Priority Need 3C: Support capacity needs of community-based organizations and professional partners
		   • Build organizational capacity of Bayview Hunters Point grantees/providers through outreach, relationship building and recruitment, organizational assessments, trainings and coaching, cohort-based and project-based work, subject matter experts, and other technical assistance methodologies
		
		➢ Priority Need 3D: Promote workforce development
		   • Provide a full range of employment and training services through the Bayview-Hunters Point Job Center, including
		     ○ Job readiness workshops, job search assistance, career planning and connections to employment
		     ○ Certifications and license(s) attainment assistance to enhance employment
		     ○ Outreach, hiring, and training of residents for HOPE SF housing sites in Bayview Hunters Point
		     ○ Open computer lab with staff assistance available
		     ○ Targeted outreach to neighborhood seniors and older adults for employment assistance
		   • Support Bayview Hunters Point organizations for youth workforce services, including sector services, youth development for the workforce, barrier removal services, and paid internship opportunities
		
		➢ Priority Need 3E: Strengthen small businesses and commercial corridors
		   • Provide business technical assistance programs through community partners that are tailored for pre-ventures, startup, and existing businesses
		   • Increase efficiency of technical business assistance
		   • Support investments in small businesses through grants and loans
		   • Conduct proactive outreach to provide resources for small businesses in low-income neighborhoods

Table 64 – Priorities by geographic Area

		• Create programs to offer capital funding for tenant improvements and other eligible costs to launch new commercial storefronts ➢ Priority Need 3F: Strengthen pathways to housing through shelter • Expand and strengthen temporary shelter opportunities for people experiencing homelessness and support shelter residents in successful transitions to permanent housing
	What are the opportunities for improvement in this target area?	Opportunities for improvement are listed under each of the needs above.
	Are there barriers to improvement in this target area?	Funding availability.
2	**Area Name:**	**Chinatown**
	Area Type:	Strategy area
	Other Target Area Description:	
	HUD Approval Date:	7/1/2020
	% of Low/ Mod:	
	Revital Type:	
	Other Revital Description:	
	Identify the neighborhood boundaries for this target area.	The Chinatown NRSA consists of the following census tracts: 107.01,107.02, 113, 118, 611.01, and 611.02 (**Map 10**).
	Include specific housing and commercial characteristics of this target area.	Residents in neighborhoods with higher concentrations of low- and moderate-income households often experience housing problems like overcrowding and cost burdens. There also tends to be a greater need for public investment and infrastructure, with limited access to public facilities such as parks, and an increased demand for public safety services, like police and fire stations. However, demographics are one factor in the description of a neighborhood and the experience of residents living there. Residents in neighborhoods with high concentrations of a particular racial and/or ethnic group or those who are economically marginalized, also have a number of assets that are valuable features and characteristics of the geographic area and the communities themselves.
	How did your consultation and citizen participation process help you	In 1994, San Francisco applied to HUD for consideration of six neighborhoods, Bayview Hunters Point, Chinatown, Mission, South of Market, Tenderloin, and Visitacion Valley, as federally designated Enterprise Communities. To be considered, all six neighborhoods developed ten-year strategic plans for community development. The ten-year plans developed for the Enterprise

Table 64 – Priorities by geographic Area

to identify this neighborhood as a target area?	Community application were sufficient for HUD to designate all six neighborhoods as Neighborhood Revitalization Strategy Areas (NRSAs) in 1996. Every five year since 2000, San Francisco has reviewed the six neighborhood plans and has updated the strategies through the Consolidated Planning consultation and citizen participation process.	

Identify the needs in this target area.	The following are the priority activities that will be carried out under the Consolidated Plan in the Chinatown NRSA, organized by the Plan's Objectives and Priority Needs.
	
	Objective 1: Expand affordable housing opportunities
	➤ Priority Need 1A: Develop and maintain accessible and affordable housing
	    • Construct 758-772 Pacific Avenue project, providing an estimated 174 affordable rental units
	
	Objective 2: Provide services to maintain housing stability and reduce displacement
	➤ Priority Need 2A: Provide eviction prevention and housing stability services
	    • Support Tenant Right to Counsel providers based in the neighborhood, to ensure that residents have access to full scope legal representation when facing eviction
	    • Support tenant counseling and education organizations based in the neighborhood
	    • Allocate funding for neighborhood-focused homeownership and rental housing counseling programs
	    • Provide robust support for RAD family services projects at Ping Yuen and Ping Yuen North
	    • Ensure that other key services, such as tenant counseling and eviction prevention, are accessible to residents of these RAD projects
	
	Objective 3: Promote community safety and vitality through improved service coordination and accessibility
	➤ Priority Need 3A: Increase opportunities through core skills development and access to community services
	    • Support skills development programs in areas including life skills and personal effectiveness, educational skills (including GED and diploma programs), English as a Second Language (ESL) training, and workplace readiness skills
	    • Support programs that create clear pathways to more advanced training opportunities, including post-secondary educational programs, more advanced ESL programming at San Francisco City College, and City-funded sector-specific job training programs and other entities	

Table 64 – Priorities by geographic Area

		• Ensure that skill development programs based in the neighborhood are supported, and that these programs are accessible to RAD residents
		• Support a comprehensive continuum of services including enhanced information and referral, service connection to identify and meet short-term client goals, case management to address more complex and/or longer term needs, and case coordination to coordinate services for a client between multiple providers and systems; ensure that these services are available in needed languages, that appropriate translation services are accessible, and that providers are located in the neighborhood
		
		➤ Priority Need 3B: Enhance community facilities
		• Ensure nonprofit service providers in this neighborhood have high quality, stable facilities
		
		➤ Priority Need 3C: Support capacity needs of community-based organizations and professional partners
		• Build organizational capacity of grantees/providers located in this neighborhood through outreach, relationship building and recruitment, organizational assessments, trainings and coaching, cohort-based and project-based work, subject matter experts, and other technical assistance methodologies
		
		➤ Priority Need 3D: Promote workforce development
		• Provide employment and training services to local residents through the neighborhood Job Center, including:
		   o Job readiness workshops, job search assistance, career planning and connections to employment opportunities
		   o Career pathways programs for older adults
		   o Additional targeted outreach in two former public housing sites in the neighborhood
		• Sector trainings in both healthcare and hospitality, to provide residents with skills and training to enter these industries
		
		➤ Priority Need 3E: Strengthen small businesses and commercial corridors
		• Provide business technical assistance programs through community partners that are tailored for pre-ventures, startup, and existing businesses
		• Increase efficiency of technical business assistance
		• Support investments in small businesses through grants and loans
		• Conduct proactive outreach to provide resources for small businesses in low-income neighborhoods

Table 64 – Priorities by geographic Area

		• Create programs to offer capital funding for tenant improvements and other eligible costs to launch new commercial storefronts ➤ Priority Need 3F: Strengthen pathways to housing through shelter • Expand and strengthen temporary shelter opportunities for people experiencing homelessness and support shelter residents in successful transitions to permanent housing
	What are the opportunities for improvement in this target area?	Opportunities for improvement are listed under each of the needs above.
	Are there barriers to improvement in this target area?	Funding availability.
3	**Area Name:**	**Mission**
	Area Type:	Strategy area
	Other Target Area Description:	
	HUD Approval Date:	7/1/2020
	% of Low/ Mod:	
	Revital Type:	
	Other Revital Description:	
	Identify the neighborhood boundaries for this target area.	The Mission NRSA consists of the following census tracts: 177, 201.02, 208.01, 208.02, 209, 228.01, 228.02, 228.03, 229.01, 229.02 and 229.03 (**Map 10**).
	Include specific housing and commercial characteristics of this target area.	Residents in neighborhoods with higher concentrations of low- and moderate-income households often experience housing problems like overcrowding and cost burdens. There also tends to be a greater need for public investment and infrastructure, with limited access to public facilities such as parks, and an increased demand for public safety services, like police and fire stations. However, demographics are one factor in the description of a neighborhood and the experience of residents living there. Residents in neighborhoods with high concentrations of a particular racial and/or ethnic group or those who are economically marginalized, also have a number of assets that are valuable features and characteristics of the geographic area and the communities themselves.
	How did your consultation and citizen participation process help you	In 1994, San Francisco applied to HUD for consideration of six neighborhoods, Bayview Hunters Point, Chinatown, Mission, South of Market, Tenderloin, and Visitacion Valley, as federally designated Enterprise Communities. To be considered, all six neighborhoods developed ten-year strategic plans for community development. The ten-year plans developed for the Enterprise

Table 64 – Priorities by geographic Area

to identify this neighborhood as a target area?	Community application were sufficient for HUD to designate all six neighborhoods as Neighborhood Revitalization Strategy Areas (NRSAs) in 1996. Every five year since 2000, San Francisco has reviewed the six neighborhood plans and has updated the strategies through the Consolidated Planning consultation and citizen participation process.

Identify the needs in this target area.	The following are the priority activities that will be carried out under the Consolidated Plan in the Mission NRSA, organized by the Plan's Objectives and Priority Needs.
	
	Objective 1: Expand affordable housing opportunities
	➢ Priority Need 1A: Develop and maintain accessible and affordable housing
	    • 31 new affordable housing projects currently in development in the neighborhood, which will add 1,185 units of affordable housing
	
	Objective 2: Provide services to maintain housing stability and reduce displacement
	➢ Priority Need 2A: Provide eviction prevention and housing stability services
	    • Support Tenant Right to Counsel providers based in the neighborhood, to ensure that residents have access to full scope legal representation when facing eviction
	    • Support tenant counseling and education organizations based in the neighborhood
	    • Allocate funding for neighborhood-focused homeownership and rental housing counseling programs in the Mission
	
	Objective 3: Promote community safety and vitality through improved service coordination and accessibility
	➢ Priority Need 3A: Increase opportunities through core skills development and access to community services
	    • Support skills development programs in areas including life skills and personal effectiveness, educational skills (including GED and diploma programs), English as a Second Language (ESL) training, and workplace readiness skills
	    • Support programs that create clear pathways to more advanced training opportunities, including post-secondary educational programs, more advanced ESL programming at San Francisco City College, and City-funded sector-specific job training programs and other entities
	    • Ensure that skill development programs based in the Mission are funded, and that these programs are accessible to RAD residents
	    • Support a comprehensive continuum of services including enhanced information and referral, service connection to

Table 64 – Priorities by geographic Area

	identify and meet short-term client goals, case management to address more complex and/or longer term needs, and case coordination to coordinate services for a client between multiple providers and systems; ensure that these services are available in needed languages, that appropriate translation services are accessible, and that providers are located in the Mission
	
	➢ Priority Need 3B: Enhance community facilities
	    • Ensure Mission nonprofit service providers have high quality, stable facilities
	
	➢ Priority Need 3C: Support capacity needs of community-based organizations and professional partners
	    • Build organizational capacity of Mission neighborhood grantees/providers through outreach, relationship building and recruitment, organizational assessments, trainings and coaching, cohort-based and project-based work, subject matter experts, and other technical assistance methodologies
	
	➢ Priority Need 3D: Promote workforce development
	    • Provide employment and training services to local residents, through the Mission Job Center, including:
	        o Job readiness workshops, job search assistance, career planning and connections to employment opportunities
	        o Career pathways programs for public housing residents, and targeted outreach in five public housing sites in the Mission
	        o Training for tech careers and office administration
	    • Additional Mission-based workforce partners specialize in providing workforce and training services in hospitality and healthcare
	
	➢ Priority Need 3E: Strengthen small businesses and commercial corridors
	    • Provide business technical assistance programs through community partners that are tailored for pre-ventures, startup, and existing businesses
	    • Increase efficiency of technical business assistance
	    • Support investments in small businesses through grants and loans
	    • Conduct proactive outreach to provide resources for small businesses in low-income neighborhoods
	    • Create programs to offer capital funding for tenant improvements and other eligible costs to launch new commercial storefronts

Table 64 – Priorities by geographic Area

		➢ Priority Need 3F: Strengthen pathways to housing through shelter • Expand and strengthen temporary shelter opportunities for people experiencing homelessness and support shelter residents in successful transitions to permanent housing
	What are the opportunities for improvement in this target area?	Opportunities for improvement are listed under each of the needs above.
	Are there barriers to improvement in this target area?	Funding availability.
4	**Area Name:**	**South of Market**
	Area Type:	Strategy area
	Other Target Area Description:	
	HUD Approval Date:	7/1/2020
	% of Low/ Mod:	
	Revital Type:	
	Other Revital Description:	
	Identify the neighborhood boundaries for this target area.	The South of Market NRSA consists of the following census tracts: 176.02, 176.04, 178.01, 178.03 and 178.04 (**Map 10**).
	Include specific housing and commercial characteristics of this target area.	Residents in neighborhoods with higher concentrations of low- and moderate-income households often experience housing problems like overcrowding and cost burdens. There also tends to be a greater need for public investment and infrastructure, with limited access to public facilities such as parks, and an increased demand for public safety services, like police and fire stations. However, demographics are one factor in the description of a neighborhood and the experience of residents living there. Residents in neighborhoods with high concentrations of a particular racial and/or ethnic group or those who are economically marginalized, also have a number of assets that are valuable features and characteristics of the geographic area and the communities themselves.
	How did your consultation and citizen participation process help you to identify this neighborhood as a target area?	In 1994, San Francisco applied to HUD for consideration of six neighborhoods, Bayview Hunters Point, Chinatown, Mission, South of Market, Tenderloin, and Visitacion Valley, as federally designated Enterprise Communities. To be considered, all six neighborhoods developed ten-year strategic plans for community development. The ten-year plans developed for the Enterprise Community application were sufficient for HUD to designate all six neighborhoods as Neighborhood Revitalization Strategy Areas (NRSAs) in 1996. Every five year since 2000, San Francisco has reviewed the six neighborhood

Table 64 – Priorities by geographic Area

		plans and has updated the strategies through the Consolidated Planning consultation and citizen participation process.

	Identify the needs in this target area.	The following are the priority activities that will be carried out under the Consolidated Plan in the South of Market NRSA, organized by the Plan's Objectives and Priority Needs.
		
		Objective 1: Expand affordable housing opportunities
		➥ Priority Need 1A: Develop and maintain accessible and affordable housing
		    • Complete 26 new affordable housing projects currently in development in the neighborhood, which will add 1,060 units of affordable housing
		
		Objective 2: Provide services to maintain housing stability and reduce displacement
		➥ Priority Need 2A: Provide eviction prevention and housing stability services
		    • Support Tenant Right to Counsel providers based in the neighborhood, to ensure that residents have access to full scope legal representation when facing eviction
		    • Support tenant counseling and education organizations based in the neighborhood
		    • Allocate funding for neighborhood-focused homeownership counseling programs
		    • Allocate funding for neighborhood-focused rental housing counseling programs
		
		Objective 3: Promote community safety and vitality through improved service coordination and accessibility
		➥ Priority Need 3A: Increase opportunities through core skills development and access to community services
		    • Support skills development programs in areas including life skills and personal effectiveness, educational skills (including GED and diploma programs), English as a Second Language (ESL) training, and workplace readiness skills
		    • Support programs that create clear pathways to more advanced training opportunities, including post-secondary educational programs, more advanced ESL programming at San Francisco City College, and City-funded sector-specific job training programs and other entities
		    • Ensure that skill development programs based in the South of Market are funded
		    • Support a comprehensive continuum of services including enhanced information and referral, service connection to identify and meet short-term client goals, case management to

Table 64 – Priorities by geographic Area

		address more complex and/or longer term needs, and case coordination to coordinate services for a client between multiple providers and systems; ensure that these services are available in needed languages, and that appropriate translation services are accessible; ensure that these providers are located in the South of Market

    ➢ Priority Need 3B: Enhance community facilities
- Ensure South of Market nonprofit service providers have high quality, stable facilities

    ➢ Priority Need 3C: Support capacity needs of community-based organizations and professional partners
- Build organizational capacity of South of Market neighborhood grantees/providers through outreach, relationship building and recruitment, organizational assessments, trainings and coaching, cohort-based and project-based work, subject matter experts, and other technical assistance methodologies

    ➢ Priority Need 3D: Promote workforce development
- Provide employment and training services to local residents through the South of Market Job Center, including:
  - Job readiness workshops, job search assistance, career planning and connections to employment opportunities
  - Access to paid training and on the job training opportunities
  - Partnerships with other city/state agencies that offer public services
- Additional South of Market-based workforce partners specialize in providing workforce and training services to veterans. Training providers also specialize in social services and healthcare occupational skills training.

    ➢ Priority Need 3E: Strengthen small businesses and commercial corridors
- Provide business technical assistance programs through community partners that are tailored for pre-ventures, startup, and existing businesses
- Increase efficiency of technical business assistance
- Support investments in small businesses through grants and loans
- Conduct proactive outreach to provide resources for small businesses in low-income neighborhoods
- Create programs to offer capital funding for tenant improvements and other eligible costs to launch new commercial storefronts

Table 64 – Priorities by geographic Area

		➢ Priority Need 3F: Strengthen pathways to housing through shelter • Expand and strengthen temporary shelter opportunities for people experiencing homelessness and support shelter residents in successful transitions to permanent housing
	What are the opportunities for improvement in this target area?	Opportunities for improvement are listed under each of the needs above.
	Are there barriers to improvement in this target area?	Funding availability.
5	**Area Name:**	**Tenderloin**
	Area Type:	Strategy area
	Other Target Area Description:	
	HUD Approval Date:	7/1/2020
	% of Low/ Mod:	
	Revital Type:	
	Other Revital Description:	
	Identify the neighborhood boundaries for this target area.	The Tenderloin NRSA consists of the following census tracts: 122.02, 122.03, 122.04, 123.01, 123.02, 124.03, 124.04, 124.05, 124.06, 125.02, 125.03, and 125.04 (**Map 10**).
	Include specific housing and commercial characteristics of this target area.	Residents in neighborhoods with higher concentrations of low- and moderate-income households often experience housing problems like overcrowding and cost burdens. There also tends to be a greater need for public investment and infrastructure, with limited access to public facilities such as parks, and an increased demand for public safety services, like police and fire stations. However, demographics are one factor in the description of a neighborhood and the experience of residents living there. Residents in neighborhoods with high concentrations of a particular racial and/or ethnic group or those who are economically marginalized, also have a number of assets that are valuable features and characteristics of the geographic area and the communities themselves.
	How did your consultation and citizen participation process help you to identify this neighborhood as a target area?	In 1994, San Francisco applied to HUD for consideration of six neighborhoods, Bayview Hunters Point, Chinatown, Mission, South of Market, Tenderloin, and Visitacion Valley, as federally designated Enterprise Communities. To be considered, all six neighborhoods developed ten-year strategic plans for community development. The ten-year plans developed for the Enterprise Community application were sufficient for HUD to designate all six neighborhoods as Neighborhood Revitalization Strategy Areas (NRSAs) in 1996. Every five year since 2000, San Francisco has reviewed the six neighborhood

Table 64 – Priorities by geographic Area

		plans and has updated the strategies through the Consolidated Planning consultation and citizen participation process.

	Identify the needs in this target area.	The following are the priority activities that will be carried out under the Consolidated Plan in the Tenderloin NRSA, organized by the Plan's Objectives and Priority Needs.
		
		Objective 1: Expand affordable housing opportunities
		➢ Priority Need 1A: Develop and maintain accessible and affordable housing
		    • Complete 16 new affordable housing projects currently in development in the neighborhood, which will add 554 units of affordable housing
		
		Objective 2: Provide services to maintain housing stability and reduce displacement
		➢ Priority Need 2A: Provide eviction prevention and housing stability services
		    • Support Tenant Right to Counsel providers based in the neighborhood, to ensure that residents have access to full scope legal representation when facing eviction
		    • Support tenant counseling and education organizations based in the neighborhood
		    • Allocate funding for neighborhood-based homeownership and rental housing counseling programs
		
		Objective 3: Promote community safety and vitality through improved service coordination and accessibility
		➢ Priority Need 3A: Increase opportunities through core skills development and access to community services
		    • Support skills development programs in areas including life skills and personal effectiveness, educational skills (including GED and diploma programs), English as a Second Language (ESL) training, and workplace readiness skills for Tenderloin residents
		    • Support programs that create clear pathways to more advanced training opportunities, including post-secondary educational programs, more advanced ESL programming at San Francisco City College, and sector-specific job training programs
		    • Ensure that skill development programs based in the Tenderloin are funded
		    • Support a comprehensive continuum of services including enhanced information and referral, service connection to identify and meet short-term client goals, case management to address more complex and/or longer term needs, and case coordination to coordinate services for a client between multiple providers and systems; ensure that these services are

Table 64 – Priorities by geographic Area

		available in needed languages, and that appropriate translation services are accessible; ensure that these providers are located in the Tenderloin ➤ Priority Need 3B: Enhance community facilities • Ensure Tenderloin nonprofit service providers have high quality, stable facilities ➤ Priority Need 3C: Support capacity needs of community-based organizations and professional partners • Build organizational capacity of Tenderloin neighborhood grantees/providers through outreach, relationship building and recruitment, organizational assessments, trainings and coaching, cohort-based and project-based work, subject matter experts, and other technical assistance methodologies ➤ Priority Need 3D: Promote workforce development • Provide employment and training services to local residents through the Tenderloin Job Center, including: ○ Job readiness workshops, job search assistance, career planning and connections to employment opportunities ○ Assistance with employment barrier removal such as basic computer, substance abuse, and temporary housing • Additional Tenderloin-based workforce partners specialize in providing workforce and training services to residents wanting tech training/employment and working the hotel lobby/hospitality industry ➤ Priority Need 3E: Strengthen small businesses and commercial corridors • Provide business technical assistance programs through community partners that are tailored for pre-ventures, startup, and existing businesses • Increase efficiency of technical business assistance • Support investments in small businesses through grants and loans • Conduct proactive outreach to provide resources for small businesses in low-income neighborhoods • Create programs to offer capital funding for tenant improvements and other eligible costs to launch new commercial storefronts ➤ Priority Need 3F: Strengthen pathways to housing through shelter • Expand and strengthen temporary shelter opportunities for people experiencing homelessness and support shelter residents in successful transitions to permanent housing

Table 64 – Priorities by geographic Area

	What are the opportunities for improvement in this target area?	Opportunities for improvement are listed under each of the needs above.
	Are there barriers to improvement in this target area?	Funding availability.
6	**Area Name:**	Visitacion Valley
	Area Type:	Strategy area
	Other Target Area Description:	
	HUD Approval Date:	7/1/2020
	% of Low/ Mod:	
	Revital Type:	
	Other Revital Description:	
	Identify the neighborhood boundaries for this target area.	The Visitacion Valley NRSA consists of the following census tracts: 264.01, 264.02, 264.03, 264.04 and 605.02 (**Map 10**).
	Include specific housing and commercial characteristics of this target area.	Residents in neighborhoods with higher concentrations of low- and moderate-income households often experience housing problems like overcrowding and cost burdens. There also tends to be a greater need for public investment and infrastructure, with limited access to public facilities such as parks, and an increased demand for public safety services, like police and fire stations. However, demographics are one factor in the description of a neighborhood and the experience of residents living there. Residents in neighborhoods with high concentrations of a particular racial and/or ethnic group or those who are economically marginalized, also have a number of assets that are valuable features and characteristics of the geographic area and the communities themselves.
	How did your consultation and citizen participation process help you to identify this neighborhood as a target area?	In 1994, San Francisco applied to HUD for consideration of six neighborhoods, Bayview Hunters Point, Chinatown, Mission, South of Market, Tenderloin, and Visitacion Valley, as federally designated Enterprise Communities. To be considered, all six neighborhoods developed ten-year strategic plans for community development. The ten-year plans developed for the Enterprise Community application were sufficient for HUD to designate all six neighborhoods as Neighborhood Revitalization Strategy Areas (NRSAs) in 1996. Every five year since 2000, San Francisco has reviewed the six neighborhood plans and has updated the strategies through the Consolidated Planning consultation and citizen participation process.
	Identify the needs in this target area.	The following are the priority activities that will be carried out under the Consolidated Plan in the Visitacion Valley NRSA, organized by the Plan's Objectives and Priority Needs.

Table 64 – Priorities by geographic Area

		Objective 1: Expand affordable housing opportunities

Objective 1: Expand affordable housing opportunities
  ➢ Priority Need 1A: Develop and maintain accessible and affordable housing
    • Continue phased construction and development of Sunnydale HOPE SF mixed-income housing, where 775 public housing replacement units will be constructed within 12 buildings on site, along with 196 affordable units; each replacement building will include a mixture of replacement units and affordable units; the first 3 affordable housing sites are complete, along with a new community center that includes youth programming and a childcare center; construction on the next two sites is expected to begin in 2025 and produce 182 affordable units

Objective 2: Provide services to maintain housing stability and reduce displacement
  ➢ Priority Need 2A: Provide eviction prevention and housing stability services
    • Support Tenant Right to Counsel providers based in the neighborhood, to ensure that residents have access to full scope legal representation when facing eviction
    • Support tenant counseling and education organizations based in the neighborhood
    • Allocate funding for neighborhood-focused Homeownership and Rental Counseling programs

Objective 3: Promote community safety and vitality through improved service coordination and accessibility
  ➢ Priority Need 3A: Increase opportunities through core skills development and access to community services
    • Support skills development programs in areas including life skills and personal effectiveness, educational skills (including GED and diploma programs), English as a Second Language (ESL) training, and workplace readiness skills
    • Support programs that create clear pathways to more advanced training opportunities, including post-secondary educational programs, more advanced ESL programming at San Francisco City College, and sector-specific job training programs for Visitacion Valley residents
    • Ensure that skill development programs are based in Visitacion Valley, and can provide services to a diverse population
    • Support a comprehensive continuum of services including enhanced information and referral, service connection to identify and meet short-term client goals, case management to address more complex and/or longer term needs, and case coordination to coordinate services for a client between

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		multiple providers and systems; ensure that these services are available in needed languages, and that appropriate translation services are accessible; ensure that these providers are located in Visitacion Valley
		
		➢ Priority Need 3B: Enhance community facilities
		    • Ensure Visitacion Valley nonprofit service providers have high quality, stable facilities
		
		➢ Priority Need 3C: Support capacity needs of community-based organizations and professional partners
		    • Build organizational capacity of Visitacion Valley neighborhood grantees/providers through outreach, relationship building and recruitment, organizational assessments, trainings and coaching, cohort-based and project-based work, subject matter experts, and other technical assistance methodologies
		
		➢ Priority Need 3D: Promote workforce development
		    • Provide employment and training services to local residents through the Visitacion Valley Job Center, including:
		        ○ Job readiness workshops, job search assistance, career planning, public computer access, and connections to employment opportunities
		        ○ Assistance with driving opportunities with San Francisco Muni
		    • OEWD partners with Visitacion Valley based partners who prioritize providing workforce and training services to residents under the HOPE SF program
		
		➢ Priority Need 3E: Strengthen small businesses and commercial corridors
		    • Provide business technical assistance programs through community partners that are tailored for pre-ventures, startup, and existing businesses
		    • Increase efficiency of technical business assistance
		    • Support investments in small businesses through grants and loans
		    • Conduct proactive outreach to provide resources for small businesses in low-income neighborhoods
		    • Create programs to offer capital funding for tenant improvements and other eligible costs to launch new commercial storefronts
		
		➢ Priority Need 3F: Strengthen pathways to housing through shelter
		    • Expand and strengthen temporary shelter opportunities for people experiencing homelessness and support shelter residents in successful transitions to permanent housing

Table 64 – Priorities by geographic Area

What are the opportunities for improvement in this target area?	Opportunities for improvement are listed under each of the needs above.	
Are there barriers to improvement in this target area?	Funding availability.	

General Allocation Priorities

Describe the basis for allocating investments geographically within the jurisdiction (or within the EMSA for HOPWA)

HUD funds will be primarily directed in HUD-designated Neighborhood Revitalization Strategy Areas (NRSAs) (**Map 10**); and, areas of low- and moderate-income concentration (**Map 9**) and areas of minority concentration (**Map 8**) as described in the MA-50 Needs and Market Analysis section.

Neighborhood Revitalization Strategy Areas (NRSAs)
In 1994, San Francisco applied to HUD for consideration of six neighborhoods, Bayview Hunters Point, Chinatown, Mission, South of Market, Tenderloin, and Visitacion Valley, as federally designated Enterprise Communities. To be considered, all six neighborhoods developed ten-year strategic plans for community development. The ten-year plans developed for the Enterprise Community application were sufficient for HUD to designate all six neighborhoods as Neighborhood Revitalization Strategy Areas (NRSAs) in 1996. Every five year since 2000, San Francisco has reviewed the six neighborhood plans and has updated the strategies through the Consolidated Planning consultation and citizen participation process.
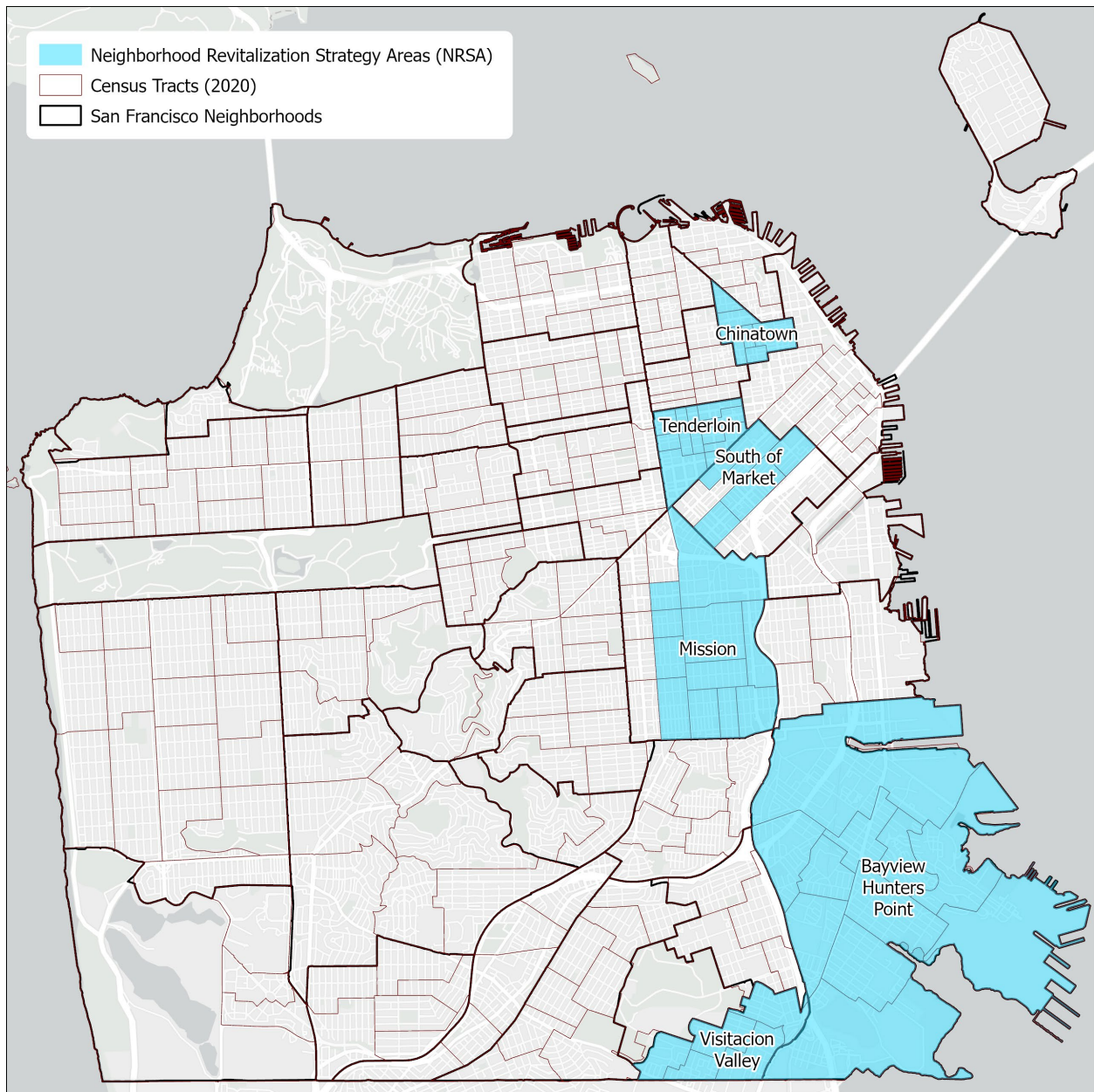
MOHCD respectfully requests renewal for all six of the current NRSA designations as provided for at 24 CFR 91.215(g) and CPD Notice CPD-16-16.

MOHCD compliance with HUD criteria:
- **Boundaries**: MOHCD has provided census tract boundaries to specifically define each neighborhood according to year 2020 census tract boundaries (**Map 10**);
- **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)) of 64%;
- **Consultation**: Strategic plans were developed for all six neighborhoods in consultation with the area's key stakeholders, including residents, non-profit organizations, and community groups that are in or serve the neighborhood (see PR-15 Citizen Participation section);
- **Assessment**: A needs assessment was the result of the community engagement and data analysis phases of the strategic planning process;
- **Housing and Economic Opportunities:** MOHCD, OEWD and HSH have developed realistic housing and community and economic development strategies with each neighborhood's residents and stakeholders to promote the revitalization of each of the neighborhoods;

- **Performance Measurement:** MOHCD, OEWD and HSH have developed a program matrix that identifies reliable indicators of success, which are measurable over time (see SP-45 Goals Summary section); and,
- **Leverage:** Federal funds will be leveraged with local funds (see SP-35 Anticipated Resources section).

Map 10 – San Francisco NRSAs

Legend:
- Neighborhood Revitalization Strategy Areas (NRSA)
- Census Tracts (2020)
- San Francisco Neighborhoods

(Map labels: Chinatown, Tenderloin, South of Market, Mission, Bayview Hunters Point, Visitacion Valley)

SP-25 Priority Needs - 91.215(a)(2)

Priority Needs

Table 65 – Priority Needs Summary

1	Priority Need Name	Develop and maintain accessible housing and affordable housing
	Priority Level	High
	Population	Extremely Low Low Moderate Middle Families with Children Public Housing Residents Chronic Homelessness Individuals Mentally Ill Chronic Substance Abuse Veterans Persons with HIV/AIDS Unaccompanied Youth Elderly Frail Elderly Persons with Mental Disabilities Persons with Physical Disabilities Persons with Developmental Disabilities Persons with Alcohol or Other Addictions Persons with HIV/AIDS and their Families Survivors of Domestic Violence Non-housing Community Development
	Geographic Areas Affected	Tenderloin Chinatown South of Market Mission Bayview Hunters Point Visitacion Valley
	Associated Goals	• Create more affordable housing • Preserve affordable housing
	Description	The development of new affordable housing and the preservation and maintenance of the existing affordable housing stock have never been more important as the demand for both rental and homeownership housing threatens to push low- and moderate- income households out of San Francisco. New housing must be built to address the growing population but also to replace San Francisco's aging housing supply. Preservation of existing housing stock through acquisition of smaller properties and taking them off the speculative market, addressing environmental concerns for housing such

Table 65 – Priority Needs Summary

		as lead-based paint, or rehabilitation of thousands of public housing units will preserve what historically has been considered the housing of "last resort" to San Francisco's poorest residents. To continue to affirmatively further fair housing, San Francisco must continue to seek to build new/preserve affordable housing in high/highest resource census tracts.
	Basis for Relative Priority	Through our strategic planning process, this need has been determined to be high priority.
2	**Priority Need Name**	**Provide eviction prevention and housing stability services**
	Priority Level	High
	Population	Extremely Low Low Moderate Middle Families with Children Public Housing Residents Chronic Homelessness Individuals Mentally Ill Chronic Substance Abuse Veterans Persons with HIV/AIDS Unaccompanied Youth Elderly Frail Elderly Persons with Mental Disabilities Persons with Physical Disabilities Persons with Developmental Disabilities Persons with Alcohol or Other Addictions Persons with HIV/AIDS and their Families Survivors of Domestic Violence Non-housing Community Development
	Geographic Areas Affected	Tenderloin Chinatown South of Market Mission Bayview Hunters Point Visitacion Valley
	Associated Goals	• Increase affordability of rental housing • Reduce rate of evictions and displacement • Increase opportunities for sustainable homeownership • Increase access to rental and homeownership housing • Increase access to services for residents of publicly subsidized housing and single room occupancy hotels

Table 65 – Priority Needs Summary

		• Increase collaboration between healthcare and housing systems by increasing mobility between levels of care (high to low acuity) in residential settings for HIV+ households
	Description	The goals of this priority need are 1) to provide support to households experiencing housing insecurity and at imminent risk of eviction to help them remain stably housed; and 2) to prevent displacement by providing access to high-quality rental and homeownership opportunities, along with targeted coordination and support to historically marginalized communities to help them maintain stable housing.
	Basis for Relative Priority	Through our strategic planning process, this need has been determined to be high priority.
3	**Priority Need Name**	**Increase opportunities through core skills development and access to community services**
	Priority Level	High
	Population	Extremely Low Low Moderate Middle Families with Children Public Housing Residents Chronic Homelessness Individuals Mentally Ill Chronic Substance Abuse Veterans Persons with HIV/AIDS Unaccompanied Youth Elderly Frail Elderly Persons with Mental Disabilities Persons with Physical Disabilities Persons with Developmental Disabilities Persons with Alcohol or Other Addictions Persons with HIV/AIDS and their Families Survivors of Domestic Violence Non-housing Community Development
	Geographic Areas Affected	Tenderloin Chinatown South of Market Mission Bayview Hunters Point Visitacion Valley
	Associated Goals	• Provide skill development and training resources and increase access to community-based services

Table 65 – Priority Needs Summary

	Description	The skill development programming includes activities to enhance personal transformation and growth through services including educational skills (including GED and diploma programs), life skills, English as a Second Language (ESL) training, and workplace readiness skills. There is an emphasis on supporting programs that create clear pathways to more advanced training and educational opportunities. In addition, MOHCD recognizes the need to prioritize efficient service connection, case management, and case coordination services that help participants seamlessly navigate programs and systems. Through case management and counseling, clients can create individual service plans to set the foundations to ultimately achieve their goals. Through this comprehensive model, MOHCD will support a wide range of projects that are able to provide culturally and linguistically appropriate services to San Francisco's diverse communities and ensure that families and individuals from these communities are able to effectively access needed resources and navigate the social service environment. Residents with high acuity needs such as chronic illness, intergenerational poverty, trauma, disabilities, homelessness, and criminal justice system often benefit from a comprehensive or wraparound approach to service delivery especially related to housing transitions. Coordinated interventions grounded in establishing trust, meeting residents where they are at, and empowering them to use their voice are foundational to success.
	Basis for Relative Priority	Through our strategic planning process, this need has been determined to be high priority.
4	**Priority Need Name**	**Enhance community facilities**
	Priority Level	High
	Population	Extremely Low Low Moderate Middle Families with Children Public Housing Residents Chronic Homelessness Individuals Mentally Ill Chronic Substance Abuse Veterans Persons with HIV/AIDS Unaccompanied Youth Elderly Frail Elderly Persons with Mental Disabilities Persons with Physical Disabilities Persons with Developmental Disabilities Persons with Alcohol or Other Addictions

Table 65 – Priority Needs Summary

		Persons with HIV/AIDS and their Families Survivors of Domestic Violence Non-housing Community Development
	Geographic Areas Affected	Tenderloin Chinatown South of Market Mission Bayview Hunters Point Visitacion Valley
	Associated Goals	• Ensure nonprofit service providers have high quality, stable facilities
	Description	MOHCD has for many years served as the only City agency that consistently provides financial support for community facilities. No other City department, (and only a small number of private philanthropic organizations), provides support to the numerous nonprofits in the Northern California Bay Area. In a time where commercial real estate is perhaps the most expensive of any city in the country, the ability of social service providers to have a safe, secure, and permanent location from which to provide services has never been more important. Because of the scarcity of funding for this kind of support and given that many non-profits prioritize supporting programs rather than capital improvements, MOHCD is committed to continuing to fill this particular gap as the departmental budget permits through its community facility capital improvements program. These funds have been used to cover the costs of tenant improvements that allow service providers to expand existing services, and to construct new facilities. In addition to protecting and expanding services, capital funds are used to ensure that these facilities are accessible to all and meet health and safety standards.
	Basis for Relative Priority	Through our strategic planning process, this need has been determined to be high priority.
5	**Priority Need Name**	**Support capacity needs of community-based organizations and professional partners**
	Priority Level	High
	Population	Extremely Low Low Moderate Middle Families with Children Public Housing Residents Chronic Homelessness Individuals Mentally Ill Chronic Substance Abuse Veterans Persons with HIV/AIDS Unaccompanied Youth

Table 65 – Priority Needs Summary

		Elderly Frail Elderly Persons with Mental Disabilities Persons with Physical Disabilities Persons with Developmental Disabilities Persons with Alcohol or Other Addictions Persons with HIV/AIDS and their Families Survivors of Domestic Violence Non-housing Community Development
	Geographic Areas Affected	Tenderloin Chinatown South of Market Mission Bayview Hunters Point Visitacion Valley
	Associated Goals	• Increase capacity of community-based organizations
	Description	Capacity building is an investment in the effectiveness and future sustainability of a nonprofit organization. Many nonprofits serving vulnerable populations do not have the resources to maximize their impact on the residents they serve. MOHCD recognizes the gaps in funding and resources that exist for many nonprofits, including its own grantees. Distinct capacity building projects, such as improving fundraising and communication strategies, offering training and skill-building for staff and leadership, developing a leadership succession plan, or building financial adaptability, all build the capacity of nonprofits to effectively execute their mission in the future. Common capacity building interventions include connecting organizations and their staff to information, peer learning or convening (e.g. cohorts), education and training (e.g. workshops or webinars), and consulting or coaching. MOHCD will also fund organizational assessments to identify capacity challenges and/or areas for improvement, and to plan appropriate interventions.
	Basis for Relative Priority	Through our strategic planning process, this need has been determined to be high priority.
6	**Priority Need Name**	**Promote workforce development**
	Priority Level	High
	Population	Extremely Low Low Moderate Middle Families with Children Public Housing Residents Chronic Homelessness Individuals

Table 65 – Priority Needs Summary

<table>
<tr><td></td><td></td><td>Mentally Ill
Chronic Substance Abuse
Veterans
Persons with HIV/AIDS
Unaccompanied Youth
Elderly
Frail Elderly
Persons with Mental Disabilities
Persons with Physical Disabilities
Persons with Developmental Disabilities
Persons with Alcohol or Other Addictions
Persons with HIV/AIDS and their Families
Survivors of Domestic Violence
Non-housing Community Development</td></tr>
<tr><td></td><td>**Geographic Areas Affected**</td><td>Tenderloin
Chinatown
South of Market
Mission
Bayview Hunters Point
Visitacion Valley</td></tr>
<tr><td></td><td>**Associated Goals**</td><td>•   Provide access to employment opportunities across multiple sectors for unemployed and underemployed populations</td></tr>
<tr><td></td><td>**Description**</td><td>Based on the local area population trends and specific industry analyses, implementing strategies and identifying opportunities that will promote entry into the workforce, pathways to a career, and self-sufficiency will continue to be our primary objective. An approach that focuses on building skills aligned with DOL's competency model and ongoing employer engagement will be the anchor of all our programming. Based on our own best-practices and the evidence base in the field, we have identified the following program elements for success:
•   Recruitment, screening, and intake processes to ensure a good match between the applicant, the program, and the target occupation.
•   Job readiness, basic skills, including digital literacy skills and hands-on technical skills training offered through the lens of specific industries and occupations.
•   Individualized services to support training completion, industry- and occupation-specific job search, and success on the job.
A strong link to local and regional employers that results in an evolving and responsive understanding of the target industries, occupations and connections to jobs that provide self-sufficiency pathways.</td></tr>
<tr><td></td><td>**Basis for Relative Priority**</td><td>Through our strategic planning process, this need has been determined to be high priority.</td></tr>
<tr><td>7</td><td>**Priority Need Name**</td><td>**Strengthen small businesses and commercial corridors**</td></tr>
<tr><td></td><td>**Priority Level**</td><td>High</td></tr>
</table>

Table 65 – Priority Needs Summary

	Population	Extremely Low
		Low
		Moderate
		Other – Small businesses
	Geographic Areas Affected	Tenderloin
		Chinatown
		South of Market
		Mission
		Bayview Hunters Point
		Visitacion Valley
	Associated Goals	• Provide technical assistance to small businesses
	Description	OEWD's use of CDBG funds to support economic development activities will include funding Community Based Organizations (CBOs) that provide one-on-one technical assistance, cohort trainings, and workshops to assist entrepreneurs, start-ups, and existing businesses with their business operations.
	Basis for Relative Priority	Through our strategic planning process, this need has been determined to be high priority.
8	**Priority Need Name**	**Strengthen pathways to housing through shelter**
	Priority Level	High
	Population	Extremely Low
		Low
		Families with Children
		Elderly
		Chronic Homelessness
		Individuals
		Families with Children
		Mentally Ill
		Chronic Substance Abuse
		Veterans
		Persons with HIV/AIDS
		Victims of Domestic Violence
		Unaccompanied Youth
		Elderly
		Frail Elderly
		Persons with Mental Disabilities
		Persons with Physical Disabilities
		Persons with Developmental Disabilities
		Persons with Alcohol or Other Addictions
		Persons with HIV/AIDS and their Families
	Geographic Areas Affected	Tenderloin
		Chinatown
		South of Market

Table 65 – Priority Needs Summary

		Mission Bayview Hunters Point Visitacion Valley
Associated Goals	• Expand and strengthen temporary shelter opportunities for people experiencing homelessness and support shelter residents in successful transitions to permanent housing	
Description	On any given night, over 8,000 people are experiencing homelessness in San Francisco. As the cost of housing continues to rise, efforts are needed to ensure that additional people do not end up experiencing homelessness and that those who are experiencing homelessness are able to exit quickly. This will require investments across the homelessness response system including in prevention, shelter, and housing.	
Basis for Relative Priority	Through our strategic planning process, this need has been determined to be high priority.	

Narrative (Optional)

SP-30 Influence of Market Conditions – 91.215 (b)

Influence of Market Conditions

Table 66 – Influence of Market Conditions

Affordable Housing Type	Market Characteristics that will influence the use of funds available for housing type
Tenant Based Rental Assistance (TBRA)	High market-rate rents in most neighborhoods of San Francisco combined with Fair Market Rents that lag significantly behind actual rents will limit the ability of HCV holders to successfully obtain rental housing.
TBRA for Non-Homeless Special Needs	Same as above.
New Unit Production	The City has begun to work toward its highest-ever 2022 RHNA target of constructing or rehabilitating 82,000 housing units by 2030, with at least 43,000 of those permanently affordable to low- and moderate- income families. MOHCD is now seeking to leverage the HUD Faircloth provision to issue project-based vouchers and build new affordable units. With market rate residential and office construction down since the pandemic shutdowns, funding from inclusionary zoning fees has not been collected in sufficient amounts to spur the development of new affordable housing outside of funding from our local Housing Trust Fund and voter-approved General Obligation Bonds.
Rehabilitation	Having successfully used HUD tools to rehabilitate and preserve over 4,000 units of deteriorating public housing, MOHCD seeks to support local programs such as the Small Sites Program to pull housing out of the speculative market, and federal programs such as those cascading from the Inflation Reduction Act (IRA) to make critical building improvements.
Acquisition, including preservation	Despite a pandemic-associated dip in the rental market in certain neighborhoods, the strong market-rate rental housing market continues to drive rental property owners to put their rent-controlled buildings on the market, evict low-income tenants who are most likely to be elderly or low-income families, and sell for a substantial profit. Existing rent-controlled buildings who serve low-income households are more at risk of being lost to profit-driven investors and developers, making preservation of these properties even more of a priority. The local Small Sites Program as well as the Tenant Right to Counsel programs were developed to counteract these conditions.

SP-35 Anticipated Resources - 91.215(a)(4), 91.220(c)(1,2)

Introduction

As outlined in the Anticipated Resources **Table 67** below, the federal and local resources that are expected to be available for affordable housing and community development activities include federal CDBG, ESG, HOME, and HOPWA funds; and local funds from the General Fund, Housing Trust Fund, Low- and Moderate-Income Housing Asset Fund, housing impact fees, general obligation bonds, and OCII.

Anticipated Resources

Table 67 - Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder 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	$18,917,476	$5,850,000	$0	$24,767,476	$75,669,904	Assumes flat funding and no additional program income in future years.
HOME	public - federal	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership TBRA	$4,245,415.72	$2,000,000	$0	$6,245,416	$16,981,663	Assumes flat funding and no additional program income in future years.
HOPWA	public - federal	Permanent housing in facilities Permanent housing placement STRMU Short term or transitional housing facilities Supportive services TBRA	$7,259,242	$50,000	$152,000	$7,461,242	$29,036,968	Assumes flat funding and no additional program income in future years.

ESG	public - federal	Conversion and rehab for transitional housing Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Rental Assistance Services Transitional housing	$1,653,094	$0	$0	$1,653,094	$6,612,376	Assumes flat funding and no additional program income in future years.
General Fund	public - local	Grants to CBOs for services and rental assistance predominantly serving low and moderate income residents.	$76,730,297	$0	$0	$76,730,297	$306,921,188	General Fund grants to CBOs, not including project-based rental subsidies. Including Our City, Our Home Fund. Assumes flat funding.
Local Housing Trust Fund	public - local	Affordable housing related services and loans	$48,210,000	$0	$0	$48,210,000	$211,600,000	Full HTF allocation, including portion spent on admin. Repayment of FY21-22 advance ends in FY28-29, otherwise assume flat funding.
LMI Housing Asset Fund	public - local	Affordable housing related and loans	$0	$3,000,000	$10,800,000	$13,800,000	$12,000,000	Assumes flat revenue rate each year.
Housing Impact Fees	public - local	Affordable housing related loans	$14,356,510	$0	$31,996,827	$46,353,337	$445,914	Housing impact fees based on projections tied to actual projects which have been assessed fees.
GO Bond	public - local	Affordable housing related capital expenditures	$0	$0	$152,272,628	$152,272,628	$163,024,441	Anticipated encumbrances of 2019 and 2024 Affordable Housing GO Bond
OCII	public - local	Affordable housing related capital expenditures	$116,294,788	$0	$0	$116,294,788	$777,500,000	Based on OCII housing pipeline budgeting worksheet

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

As indicated in **Table 67** above, federal funds will leverage local funds from the General Fund, Housing Trust Fund, Low- and Moderate-Income Housing Asset Fund, housing impact fees, general obligation bonds, and OCII to support its affordable housing, community development, and economic development activities.

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

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

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

San Francisco currently leverages publicly owned land to strategically deliver essential services when possible. For example, a number of social service hubs are operated out of City-owned buildings that are master-leased to community- based organizations. In addition, many youth services are located within elementary, middle, or high schools within the public school system. The City may also utilize city-owned land to build emergency shelter programs or to site permanent supportive housing sites.

Since 2002, San Francisco has had a local ordinance requiring the transfer of underutilized or surplus property to MOHCD for the development of affordable housing. Additionally, working with other agencies not subject to the Surplus Property Ordinance, such as SFUSD, the San Francisco Municipal Transportation Agency, and the Port of San Francisco, has resulted in the development of hundreds of affordable rental units. Further, MOHCD has worked both with the State of California and U.S. Government Accountability Office to facilitate the development of housing on surplus State and Federal-owned property. The State of California significantly updated its Surplus Land Act in 2020, leading to increased opportunities for residential development on parcels in San Francisco formerly used by the Employment and Development Department and Department of Motor Vehicles, for example.

Discussion

San Francisco will continue to leverage local, state, federal and private philanthropic dollars to maximize the effectiveness of HUD funds. The City strategically seeks out other governmental funding opportunities such as Choice Neighborhood, Byrne, Promise Neighborhood, Opportunity Zone, 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.

SP-40 Institutional Delivery Structure – 91.215(k)

Explain the institutional structure through which the jurisdiction will carry out its consolidated plan including private industry, non-profit organizations, and public institutions.

Table 68 - Institutional Delivery Structure

Responsible Entity	Responsible Entity Type	Role	Geographic Area Served
Mayor's Office of Housing and Community Development	Government agency	Affordable housing—ownership Affordable housing—rental Non-homeless special needs Community development: public facilities Community development: neighborhood improvements Community development: public services Planning	Jurisdiction
Department of Homelessness and Supportive Housing	Government agency	Homelessness Planning	Jurisdiction
Office of Economic and Workforce Development	Government agency	Community development: public services Community development: economic development Planning	Jurisdiction
County of San Mateo	Government agency	Non-homeless special needs	Other - County of San Mateo
Local Homeless Coordinating Board	Regional Continuum of Care	Homelessness Planning	Jurisdiction

Assess of Strengths and Gaps in the Institutional Delivery System

Overall, the City has well-established relationships within each institutional sector. These relationships provide a strong foundation for information and resource sharing, leveraging, collaborative planning and implementation. Our affordable housing development and homeless systems are interwoven, with close communication between departments allowing for strategic decision-making. We continue to explore all opportunities for partnership and collaboration. The City also strives for transparency between government and the community, inviting community stakeholders to participate in working groups, task forces, and citizen advisory committees.

Collaboration across City departments allows San Francisco to address the wide range of needs that residents have including housing, healthcare, language access, employment and community connection needs. Utilizing community-based nonprofits also allows those communities in need to receive services

from trusted, culturally competent organizations, which may increase the chances that they engage with services. However, gaps in capacity among community-based organizations and government agencies may hamper service delivery and make it more difficult to provide high-quality, consistent, and equitable services.

Availability of services targeted to homeless persons and persons with HIV and mainstream services

Table 69 - Homeless Prevention Services Summary

Homelessness Prevention Services	Available in the Community	Targeted to Homeless	Targeted to People with HIV
Homelessness Prevention Services			
Counseling/Advocacy	X	X	
Legal Assistance	X	X	
Mortgage Assistance	X		
Rental Assistance	X	X	X
Utilities Assistance	X	X	
Street Outreach Services			
Law Enforcement	X	X	
Mobile Clinics	X	X	
Other Street Outreach Services	X	X	X
Supportive Services			
Alcohol & Drug Abuse	X	X	
Child Care	X	X	
Education	X	X	
Employment and Employment Training	X	X	
Healthcare	X	X	X
HIV/AIDS	X	X	X
Life Skills	X	X	
Mental Health Counseling	X	X	
Transportation	X	X	
Other			
Other			

Describe the extent to which services targeted to homeless person and persons with HIV and mainstream services, such as health, mental health and employment services are made available to and used by homeless persons (particularly chronically homeless individuals and families, families with children, veterans and their families and unaccompanied youth) and persons with HIV within the jurisdiction.

The City and County of San Francisco provides a range of services to people experiencing homelessness. While eligibility may vary by program, in general, all of these services are available to those at risk of or experiencing homelessness in San Francisco. These include:

- **Prevention:** This includes services like flexible financial assistance, one-time payments, or longer-term assistance to cover a wide range of potential needs related to securing or retaining housing. Between July 1, 2024 and October 31, 2024, prevention programs served 895 households at risk of homelessness and distributed over $5 million in financial assistance.
- **Coordinated Entry:** San Francisco operates 14 population-specific Access Points to assess those experiencing homelessness for housing, connect them to resources, and ensure housing-readiness. Between July 1, 2024 and October 31, 2024, 4,564 Coordinated Entry assessments were conducted. (75% were for single adults, 15% were for families with children, and 10% were for transition age youth.) Access Points may also refer those experiencing homelessness to mainstream community services.
- **Outreach:** The San Francisco Homeless Outreach Team (SFHOT) engages people living outside and seeks to connect them to services including shelter, health and behavioral health care, and permanent housing. Each month, SFHOT has about 2,000 to 3,500 outreach encounters and provides a variety of engagement tools including food, water, and hygiene supplies. The current data suggest that almost 92% of outreach encounters are accepted by people experiencing homelessness.
- **Interim Housing:** San Francisco operates over 50 interim housing sites. These sites provide temporary places for those experiencing homelessness to stay as well as supportive services. Those experiencing homelessness primarily utilize emergency shelters and navigation centers. The occupancy rate for interim housing remains high at about 92%.
- **Housing Problem Solving:** This intervention seeks to divert or rapidly exit people from homelessness so that they are able to resolve their housing crisis without the need of ongoing shelter or a housing resource from the homelessness response system. From July 1, 2024 to October 31, 2024, 319 households were able to resolve their homelessness via housing problem solving with over $1 million in financial assistance provided.
Housing: San Francisco manages an expansive housing portfolio that includes permanent supportive housing and rapid rehousing. Supportive services are made available to all residents. Between July 1, 2024 and October 31, 2024, San Francisco placed 811 households into housing. (72% were single adults, 20% were families with children, and 8% were young adults). From July 1, 2023 to June 30, 2024, about 2,500 households were placed into housing.

Describe the strengths and gaps of the service delivery system for special needs population and persons experiencing homelessness, including, but not limited to, the services listed above

San Francisco has consistently worked to expand the services available in the homelessness response system. The City has made significant investments in adding more inventory to its prevention, interim housing, and permanent housing portfolio. However, homelessness inflow continues to outpace outflow in San Francisco, and the 2024 Point-in-Time Count of homelessness reveals gaps in San Francisco's shelter bed capacity relative to its unsheltered population as well as an overall shortage of affordable housing opportunities for people experiencing homelessness. Data modeling conducted for HSH's 2023-2028 strategic plan, "Home by the Bay," indicated that more investments are needed, including increasing the permanent housing stock by 3,250 units and adding 1,075 more shelter beds.

The City has also increased its partnerships between agencies to ensure that those experiencing homelessness can receive the supportive services that they need. This is evident in the availability of services from DPH in street outreach, shelter, and permanent housing. However, as the acuity of those

experiencing homelessness has increased, stakeholders have noted that they are not as well-equipped to meet their needs. This highlights the need to provide more intensive supportive services and housing that provides a higher level of care. Similarly, stakeholders have noted that San Francisco's aging housing stock does not always meet the needs of those with physical disabilities. HSH is working to address this gap by investing in capital repairs, elevator upgrades, and other quality-of-life improvements. Finally, limited capacity among service providers and high levels of turnover among staff make it more difficult for residents to engage in supportive services. HSH understands the importance of building capacity and reducing turnover among workers in the homelessness response system and has made this a key component of "Home by the Bay" and its departmental efforts.

Provide a summary of the strategy for overcoming gaps in the institutional structure and service delivery system for carrying out a strategy to address priority needs

MOHCD, HSH, and OEWD regularly meet with their partner agencies, community-based organizations, and oversight boards to understand the institutional structure and service delivery gaps that providers and people experiencing homelessness, housing instability, and economic disparities are encountering, particularly among groups with priority needs. As an example, as part of the creation of "Home by the Bay," HSH undertook an extensive community engagement process, receiving input from over 800 providers and people with lived experience who laid out the struggles that they were facing when interacting with the homelessness response system. This feedback shaped the "Home by the Bay" plan, which devised strategies and activities to address these specific gaps.

These strategies, along with continuous feedback from partners, will be tracked and evaluated so that the City can both understand progress being made in addressing these gaps and pivot to devise new strategies and activities for new gaps that may appear. The examples above highlight the City's commitment to respond to these gaps.

SP-45 Goals Summary – 91.215(a)(4)

Goals Summary Information

Table 70 - Funding and indicators of success

Objective 1: EXPAND AFFORDABLE HOUSING OPPORTUNITIES						
Priority Need 1A: Develop and maintain accessible and affordable housing						
Goal 1Ai: Create more affordable housing						
Funding Source	**Expected 5-year $ Amount**	**Expected Year 1 (2025-2026) $ Amount**	**Expected Year 2 (2026-2027) $ Amount**	**Expected Year 3 (2027-2028) $ Amount**	**Expected Year 4 (2028-2029) $ Amount**	**Expected Year 5 (2029-2030) $ Amount**
HOME	**$17,227,411**	$17,227,411				
General Fund	**$7,630,992**	$7,630,992				
Housing Trust Fund	**$20,760,847**	$20,760,847				
Housing Impact Fees	**$48,091,096**	$48,091,096				
Low-Mod Income Housing Asset Fund	**$11,522,175**	$11,522,175				
OCII	**$116,294,788**	$116,294,788				
Other - GO Bonds	**$166,952,539**	$166,952,539				
Total	**$388,479,848**	**$388,479,848**	**$0**	**$0**	**$0**	**$0**
Indicators of Success	**5-year Goal**	**Year 1 Goal**	**Year 2 Goal**	**Year 3 Goal**	**Year 4 Goal**	**Year 5 Goal**
# of new HOPE SF units developed	**623**	441	94	88	0	0
# of HIV+ dedicated housing units developed	**29**	0	14	10	0	5
# of units for small households developed (studios and 1BRs)	**3,607**	901	803	529	609	765
# of units for large households developed (2BR+)	**2,488**	654	513	486	458	377
# of dedicated housing units for seniors developed	**1,400**	97	335	193	214	561

# of mobility/communications/ADA units developed	**849**	335	284	158	26	46
# of units located in high resource census tracts	**1,793**	295	149	340	662	347
# of units dedicated to ELI households	**902**	141	291	200	230	40
# of permanent supportive housing units developed	**1,037**	229	174	46	384	204
# of permanent supportive housing units for youth (TAY) developed	**57**	52	0	0	0	5
# of permanent supportive housing units for veterans developed	**35**	20	15	0	0	0

Goal 1Aii: Preserve affordable housing

Funding Source	Expected 5-year $ Amount	Expected Year 1 (2025-2026) $ Amount	Expected Year 2 (2026-2027) $ Amount	Expected Year 3 (2027-2028) $ Amount	Expected Year 4 (2028-2029) $ Amount	Expected Year 5 (2029-2030) $ Amount
CDBG	**$57,147,880**	$11,429,576	$11,429,576	$11,429,576	$11,429,576	$11,429,576
HOME	**$0**	$0				
General Fund	**$3,958,264**	$3,958,264				
Housing Trust Fund	**$9,000,000**	$9,000,000				
Housing Impact Fees	**$5,007,681**	$5,007,681				
Low-Mod Income Housing Asset Fund	**$0**	$0				
Other: GO Bonds	**$51,260,238**	$51,260,238				
Total	**$126,374,063**	**$80,655,759**	**$11,429,576**	**$11,429,576**	**$11,429,576**	**$11,429,576**

Indicators of Success	5-year Goal	Year 1 Goal	Year 2 Goal	Year 3 Goal	Year 4 Goal	Year 5 Goal
# of units preserved/made permanently affordable through Small Sites or other acquisition programs	**314**	46	205	63	0	0
# of units made code compliant (for example, seismic, fire) or received health and safety improvements	**0**					

Decrease in number of out of compliance (with Planning or MOHCD program requirements) homeowners and property owners	**150**	30	30	30	30	30
# of HOPE SF public housing units replaced or # of HOPE VI units rehabilitated	**298**	298	0	0	0	0
# of eligible sponsors who receive portfolio stabilization-related loan modifications	**4**	0	1	1	1	1

OBJECTIVE 2: PROVIDE SERVICES TO MAINTAIN HOUSING STABILITY AND REDUCE DISPLACEMENT

Priority Need 2A: Provide eviction prevention and housing stability services

Goal 2Ai: Increase affordability of rental housing

Funding Source	Expected 5-year $ Amount	Expected Year 1 (2025-2026) $ Amount	Expected Year 2 (2026-2027) $ Amount	Expected Year 3 (2027-2028) $ Amount	Expected Year 4 (2028-2029) $ Amount	Expected Year 5 (2029-2030) $ Amount
HOPWA	**$16,000,000**	$3,200,000	$3,200,000	$3,200,000	$3,200,000	$3,200,000
HOPWA Competitive	**$2,442,290**	$488,458	$488,458	$488,458	$488,458	$488,458
Total	**$18,442,290**	**$3,688,458**	**$3,688,458**	**$3,688,458**	**$3,688,458**	**$3,688,458**

Indicators of Success	5-year Goal	Year 1 Goal	Year 2 Goal	Year 3 Goal	Year 4 Goal	Year 5 Goal
# of housing subsidies and vouchers for HIV+ households	**800**	160	160	160	160	160

Goal 2Aii: Reduce rate of evictions and displacement

Funding Source	Expected 5-year $ Amount	Expected Year 1 (2025-2026) $ Amount	Expected Year 2 (2026-2027) $ Amount	Expected Year 3 (2027-2028) $ Amount	Expected Year 4 (2028-2029) $ Amount	Expected Year 5 (2029-2030) $ Amount
CDBG	**$0**	$0	$0	$0	$0	$0

Goal 2Aiii: Increase opportunities for sustainable homeownership

Funding Source	Expected 5-year $ Amount	Expected Year 1 (2025-2026) $ Amount	Expected Year 2 (2026-2027) $ Amount	Expected Year 3 (2027-2028) $ Amount	Expected Year 4 (2028-2029) $ Amount	Expected Year 5 (2029-2030) $ Amount
CDBG	$2,418,060	$483,612	$483,612	$483,612	$483,612	$483,612
Indicators of Success	**5-year Goal**	**Year 1 Goal**	**Year 2 Goal**	**Year 3 Goal**	**Year 4 Goal**	**Year 5 Goal**
# of low-income homeowners who have assessments completed and home modifications installed that increase safety, accessibility, and health outcomes	200	40	40	40	40	40
# of senior homeowners receiving home repairs	125	25	25	25	25	25

Goal 2Aiv: Increase access to rental and homeownership housing

Funding Source	Expected 5-year $ Amount	Expected Year 1 (2025-2026) $ Amount	Expected Year 2 (2026-2027) $ Amount	Expected Year 3 (2027-2028) $ Amount	Expected Year 4 (2028-2029) $ Amount	Expected Year 5 (2029-2030) $ Amount
CDBG	$0	$0	$0	$0	$0	$0

Goal 2Av: Increase access to services for residents of publicly subsidized housing and single room occupancy hotels

Funding Source	Expected 5-year $ Amount	Expected Year 1 (2025-2026) $ Amount	Expected Year 2 (2026-2027) $ Amount	Expected Year 3 (2027-2028) $ Amount	Expected Year 4 (2028-2029) $ Amount	Expected Year 5 (2029-2030) $ Amount
CDBG	$10,631,035	$2,126,207	$2,126,207	$2,126,207	$2,126,207	$2,126,207
Indicators of Success	**5-year Goal**	**Year 1 Goal**	**Year 2 Goal**	**Year 3 Goal**	**Year 4 Goal**	**Year 5 Goal**
# of HOPE SF, RAD and SRO residents participating in community building activities that increase cohesion and trust,	7,500	1,500	1,500	1,500	1,500	1,500

provide leadership opportunities, and lead to healthier outcomes for residents						
# of resident leaders who successfully support or lead the implementation of programming at their site	**100**	20	20	20	20	20
# of clients receiving information and referral, service connection, and case coordination services	**2,500**	500	500	500	500	500
# of clients engaged in case management services	**375**	75	75	75	75	75
# of clients receiving housing retention services residing in new and existing HOPWA units	**1,000**	200	200	200	200	200

Goal 2Avi: Increase collaboration between healthcare and housing systems by increasing mobility between levels of care (high to low acuity) in residential settings for HIV+ households

Funding Source	Expected 5-year $ Amount	Expected Year 1 (2025-2026) $ Amount	Expected Year 2 (2026-2027) $ Amount	Expected Year 3 (2027-2028) $ Amount	Expected Year 4 (2028-2029) $ Amount	Expected Year 5 (2029-2030) $ Amount
HOPWA	**$17,010,000**	$3,402,000	$3,402,000	$3,402,000	$3,402,000	$3,402,000
Indicators of Success	**5-year Goal**	**Year 1 Goal**	**Year 2 Goal**	**Year 3 Goal**	**Year 4 Goal**	**Year 5 Goal**
# of acuity-based assessments for housing placements	**200**	40	40	40	40	40
# of Plus Housing applicant placements	**200**	40	40	40	40	40

OBJECTIVE 3: PROMOTE COMMUNITY SAFETY AND VITALITY THROUGH IMPROVED SERVICE COORDINATION AND ACCESSIBILITY

Priority Need 3A: Increase opportunities through core skills development and access to community services

Goal 3Ai: Provide skill development and training resources and increase access to community services

Funding Source	Expected 5-year $ Amount	Expected Year 1 (2025-2026) $ Amount	Expected Year 2 (2026-2027) $ Amount	Expected Year 3 (2027-2028) $ Amount	Expected Year 4 (2028-2029) $ Amount	Expected Year 5 (2029-2030) $ Amount
CDBG	**$14,778,440**	$2,955,688	$2,955,688	$2,955,688	$2,955,688	$2,955,688
Indicators of Success	**5-year Goal**	**Year 1 Goal**	**Year 2 Goal**	**Year 3 Goal**	**Year 4 Goal**	**Year 5 Goal**
# of clients who receive training in life skills, educational skills, financial management skills, ESL, or workplace readiness	**2,600**	520	520	520	520	520
# of clients who achieve a high school diploma or GED or enroll in post-secondary education programs	**50**	10	10	10	10	10
# of clients engaged in case management services	**1,400**	280	280	280	280	280
# of clients receiving information and referral, service connection and case coordination services	**4,325**	865	865	865	865	865

Priority Need 3B: Enhance community facilities

Goal 3Bi: Ensure nonprofit service providers have high quality, stable facilities

Funding Source	Expected 5-year $ Amount	Expected Year 1 (2025-2026) $ Amount	Expected Year 2 (2026-2027) $ Amount	Expected Year 3 (2027-2028) $ Amount	Expected Year 4 (2028-2029) $ Amount	Expected Year 5 (2029-2030) $ Amount
CDBG	**$0**	$0	$0	$0	$0	$0
HOPWA	**$0**	$0	$0	$0	$0	$0
Total	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Priority Need 3C: Support capacity needs of community-based organizations and professional partners

Goal 3Ci: Increase capacity of community-based organizations

Funding Source	Expected 5-year $ Amount	Expected Year 1 (2025-2026) $ Amount	Expected Year 2 (2026-2027) $ Amount	Expected Year 3 (2027-2028) $ Amount	Expected Year 4 (2028-2029) $ Amount	Expected Year 5 (2029-2030) $ Amount
CDBG	$0	$0	$0	$0	$0	$0
Total	$0	$0	$0	$0	$0	$0

Priority Need 3D: Promote workforce development

Goal 3Di: Provide access to employment opportunities across multiple sectors for unemployed and underemployed populations

Funding Source	Expected 5-year $ Amount	Expected Year 1 (2025-2026) $ Amount	Expected Year 2 (2026-2027) $ Amount	Expected Year 3 (2027-2028) $ Amount	Expected Year 4 (2028-2029) $ Amount	Expected Year 5 (2029-2030) $ Amount
CDBG	$7,325,145	$1,465,029	$1,465,029	$1,465,029	$1,465,029	$1,465,029
Indicators of Success	**5-year Goal**	**Year 1 Goal**	**Year 2 Goal**	**Year 3 Goal**	**Year 4 Goal**	**Year 5 Goal**
# of unemployed and underemployed residents that successfully enroll into workforce services in aim of securing employment	3,475	695	695	695	695	695

Priority Need 3E: Strengthen small businesses and commercial corridors

Goal 3Ei: Provide technical assistance to small businesses

Funding Source	Expected 5-year $ Amount	Expected Year 1 (2025-2026) $ Amount	Expected Year 2 (2026-2027) $ Amount	Expected Year 3 (2027-2028) $ Amount	Expected Year 4 (2028-2029) $ Amount	Expected Year 5 (2029-2030) $ Amount
CDBG	$8,569,345	$1,713,869	$1,713,869	$1,713,869	$1,713,869	$1,713,869
Indicators of Success	**5-year Goal**	**Year 1 Goal**	**Year 2 Goal**	**Year 3 Goal**	**Year 4 Goal**	**Year 5 Goal**

# of businesses assisted via one-on-one technical assistance	**2,665**	665	500	500	500	500
# of hours of one-on-one technical assistance provided	**10,660**	2,660	2,000	2,000	2,000	2,000
# of businesses engaged in a language other than English	**1,075**	375	175	175	175	175
# of training workshops offered	**635**	215	105	105	105	105
# of attendees at workshops offered	**7,620**	2,580	1,260	1,260	1,260	1,260

Priority Need 3F: Strengthen pathways to housing through shelter

Goal 3Fi: Expand and strengthen temporary shelter opportunities for people experiencing homelessness and support shelter residents in successful transitions to permanent housing

Funding Source	Expected 5-year $ Amount	Expected Year 1 (2025-2026) $ Amount	Expected Year 2 (2026-2027) $ Amount	Expected Year 3 (2027-2028) $ Amount	Expected Year 4 (2028-2029) $ Amount	Expected Year 5 (2029-2030) $ Amount
ESG	**$7,118,580**	$1,423,716	$1,423,716	$1,423,716	$1,423,716	$1,423,716
Indicators of Success	**5-year Goal**	**Year 1 Goal**	**Year 2 Goal**	**Year 3 Goal**	**Year 4 Goal**	**Year 5 Goal**
# of clients served in temporary shelter programs	**7,500**	1,500	1,500	1,500	1,500	1,500
Average monthly occupancy rate in temporary shelter programs	**90%**	90%	90%	90%	90%	90%
Percentage of clients who exit temporary shelter to permanent housing destinations	**20%**	20%	20%	20%	20%	20%

Table 71 – Goals summary

Goal Name	Goal Description
1Ai: Create more affordable housing	1Ai: Create more affordable housing
1Aii: Preserve affordable housing	1Aii: Preserve affordable housing
2Ai: Increase affordability of rental housing	2Ai: Increase affordability of rental housing
2Aii: Reduce rate of evictions and displacement	2Aii: Reduce rate of evictions and displacement
2Aiii: Increase opportunities for sustainable homeownership	2Aiii: Increase opportunities for sustainable homeownership
2Aiv: Increase access to rental and homeownership housing	2Aiv: Increase access to rental and homeownership housing
2Av: Increase access to services for residents of publicly subsidized housing and single room occupancy hotels	2Av: Increase access to services for residents of publicly subsidized housing and single room occupancy hotels
2Avi: Increase collaboration between healthcare and housing systems by increasing mobility between levels of care (high to low acuity) in residential settings for HIV+ households	2Avi: Increase collaboration between healthcare and housing systems by increasing mobility between levels of care (high to low acuity) in residential settings for HIV+ households
3Ai: Provide skill development and training resources	3Ai: Provide skill development and training resources
3Bi: Ensure nonprofit service providers have high quality, stable facilities	3Bi: Ensure nonprofit service providers have high quality, stable facilities
3Ci: Increase capacity of community-based organizations	3Ci: Increase capacity of community-based organizations
3Di: Provide access to employment opportunities across multiple sectors for unemployed and underemployed populations	3Di: Provide access to employment opportunities across multiple sectors for unemployed and underemployed populations
3Ei: Provide technical assistance to small businesses	3Ei: Provide technical assistance to small businesses
3Fi: Expand and strengthen temporary shelter opportunities for people experiencing homelessness and support shelter residents in successful transitions to permanent housing	3Fi: Expand and strengthen temporary shelter opportunities for people experiencing homelessness and support shelter residents in successful transitions to permanent housing

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

Over the five-year period of this Consolidated Plan, MOHCD and OCII anticipate completing construction of 932 units for extremely low-income households (0-30% AMI), 2,720 units for low-income households (>30-50% AMI), 4,864 units for low to moderate-income households (>50-80% AMI), and 662 units for above moderate-income households (>80% AMI).

SP-50 Public Housing Accessibility and Involvement – 91.215(c)

Need to Increase the Number of Accessible Units (if Required by a Section 504 Voluntary Compliance Agreement)

Not applicable.

Activities to Increase Resident Involvements

The RAD, HOPE VI, and HOPE SF revitalization projects have increased tenant engagement activities and tenant services substantially. Each of the properties integrate a tiered service model executed by lead on-site service providers in collaboration with neighboring CBOs and city-wide programming. Services teams will focus their efforts based on identified resident needs and on-site programming with attention to the following areas: the transition to new, non-profit property management, housing stabilization, and development of pathways towards improved health and wellness, public safety, education, and economic mobility. Our framework includes four tiers of service modeling best practice:

- **Community Engagement**

The goal of community engagement is to establish trust, map neighborhood assets, and identify community needs. This work is built upon developing relationships between residents, property management, service providers, community-based organizations and affordable housing developers. This work can be accomplished through one-on-one meetings, but often happen organically through clear and responsive communication and on-site community meetings.

- **Community Building**

The goal of community building is to disseminate information and opportunities, deepen resident and neighborhood partnerships and relationships, support peer leadership, and empower resident voice. Most commonly these efforts are through on-site workshops, classes, activities and events. This includes basic needs, cultural celebrations, college nights, and social movie nights.

- **Service Connection**

The goal of service connection is to provide information and referral with follow up, intentional assessment of needs, and on-site programming related to housing stability, health and wellness, public safety, education, and economic mobility. These services are provided one-on-one or in groups, formally or informally, but are always centered on meeting residents where they are most comfortable.

- **Case Management**

The goal of case management is to improve a resident's ability to address life goals and their well-being through the coordination and provision of high-quality social services in the most efficient and effective manner in response to complex individual needs. These services are primarily delivered one-on-one and on a regular schedule through an agreed upon case plan, which establishes strength-based goals that are structured to be attainable and encouraging.

At all properties, the services staff are made up of paraprofessional to professional providers who respond quickly to requests with follow-up to ensure information and activities are helpful and accurate. Off-site services that are made available via referral enhance these efforts. An important key element is for on-site providers to have a productive working relationship with off-site city service providers.

Is the public housing agency designated as troubled under 24 CFR part 902? Yes, No, or N/A

Yes.

Plan to remove the 'troubled' designation

The Authority has worked diligently with HUD staff and HUD technical consultants to return to "Standard" which is anticipated this year.

SP-55 Barriers to affordable housing – 91.215(h)

Barriers to Affordable Housing

See MA-40 Barriers to Affordable Housing.

Strategy to Remove or Ameliorate the Barriers to Affordable Housing

San Francisco was recognized in October of 2024 as a Prohousing Jurisdiction by the State of California Department of Housing and Community Development (HCD). To earn the Prohousing Designation, cities and counties in California must demonstrate they are promoting climate-smart housing by enacting Prohousing policies, including but not limited to streamlining multifamily housing developments, up-zoning in places near jobs and transit to reduce emissions, and the creation of more affordable homes in places that historically or currently exclude households earning lower incomes and households of color.

City staff worked closely with HCD to reform City policies and decision-making to achieve the designation. By earning the Prohousing Designation, communities receive access to Prohousing Incentive Program grants and additional points in the scoring of competitive housing, community development, and infrastructure funding programs administered by HCD. As of October 2024, 51 California communities (~10%) have earned this distinction.

In 2025, San Francisco is embarking on a re-zoning plan called Expanding Housing Choice. The goal of the re-zoning is to expand housing affordability and availability by allowing for increased density throughout the City, especially along commercial corridors. The Expanding Housing Choice rezoning plan allows for more housing options in neighborhoods with greater access to economic opportunities and services that can support growth, such as public transit, parks, retail, and community facilities. This is a key implementation of San Francisco's Housing Element, which requires a compliant rezoning plan by January 31, 2026. Goals of the rezoning effort include: beginning to reverse housing segregation in compliance with state requirements; strengthening our communities by adding new neighbors and resources; coordinating new development with investments in infrastructure and services; and adding more affordable and diverse housing.

SP-60 Homelessness Strategy – 91.215(d)

In April 2023, the City of San Francisco released its 2023-2028 strategic plan, "Home by The Bay: An Equity-Driven Plan to Prevent and End Homelessness in San Francisco." "Home by the Bay" is a collaboration between numerous City and County agencies, including HSH, DPH, MOHCD, HSA, OEWD, and the Office of Financial Empowerment. To develop this plan, HSH also engaged in data-driven systems modeling and collaborated with non-government stakeholders across San Francisco including oversight boards, homelessness service providers, and people with lived experience of homelessness.

"Home by the Bay" focuses on reducing homelessness, reducing inequities in homelessness, increasing exits to homelessness, reducing returns to homelessness, and increasing access to homelessness prevention. To achieve these goals, the plan outlines strategies in five action areas: advancing housing justice, enhancing system performance and capacity, strengthening response to unsheltered homelessness, increasing successful and stable entries into permanent housing, and preventing people from experiencing homelessness. This section summarizes the primary strategies outlined in the "Home by the Bay."

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

"Home by the Bay" includes many strategies to reach out to those experiencing homelessness, particularly those who are unsheltered, including:
- Clearly articulate a cross-departmental strategy for responding to unsheltered homelessness
- Enhance the effectiveness of the City's street response through improved coordination of street teams and existing efforts, such as Healthy Streets Operation Center, Joint Field Operations, and the Castro collaborative
- Adapt targeted public health solutions and create reliable systems to connect public health solutions, such as street outreach and care teams, to people experiencing unsheltered homelessness with medical and behavioral health care
- Expand Encampment Resolution Teams (ERTs) and implement neighborhood-based ERTs to develop consistent and trusting relationships with people who are unsheltered, enhance the ability of ERTs to connect people to housing resources directly from the streets, and strengthen coordination between ERTs and other teams that can address the health and services needs of unsheltered people
- Align critical resources to successfully implement a shared priority by-name list strategy. This will allow the City to identify, understand, and successfully engage highly vulnerable people through clinically informed, sustained, goal-oriented, and culturally responsive street engagement efforts designed to improve people's wellbeing through access to housing, health care, and services
- Continue to test and scale a neighborhood-based strategy to coordinate activities addressing unsheltered homelessness and more broadly, the street conditions response, focused on getting to know people in the neighborhood, establishing strategies that are culturally responsive to the neighborhood, supporting alignment with neighborhood goals, and ensuring that City teams are equitably assigned across the City
- Ensure that Community Ambassador programs are deployed in a coordinated and strategic fashion alongside other street response teams, and that all Ambassadors are trained on the City's overall street conditions response strategy and the roles of outreach and crisis response

teams; ensure ambassadors have the information and support needed to effectively refer and connect people experiencing homelessness to Coordinated Entry, shelter, clinical services, and crisis services options that support transitions and exits from unsheltered homelessness

- Enhance and expand efforts to directly place people experiencing unsheltered homelessness into permanent housing without an intermediate stop in transitional housing or shelter, assess effectiveness, and expand upon successful efforts

Addressing the emergency and transitional housing needs of homeless persons

In order to meet the goals laid out in "Home by the Bay," San Francisco is working to expand the capacity of the homelessness response system by adding 1,075 new shelter beds in five years. The City is also working on implementing the following strategies:

- Better integrate trauma-informed, culturally responsive service delivery and access to shelter, housing navigation, and clinical services across all street outreach teams
- Implement policy and programmatic changes that reduce barriers to shelter access, including: reinstating of a self-referral process for adult shelters, expanding mobile family Access Point capacity and improving coordination with the Homeless Outreach Team, exploring the addition of family-serving partners beyond the family Access Points who can verify homelessness, and expansion of evening and weekend shelter access
- Determine next steps for improving access to shelter and transitional housing options for survivors and for better addressing survivors' safety and service needs
- Complete the implementation of the Shelter Access IT project to enhance the IT infrastructure needed to support more effective and streamlined shelter bed management and placement
- Expand and strengthen services available within existing shelter and crisis intervention programs, including enhanced behavioral health care services and housing-focused case management to increase rapid and successful exits from shelter and crisis interventions to a wide range of permanent housing options, thereby increasing flow both out of and into the shelter system
- Add new shelter, transitional housing, and other options for temporary accommodations in a variety of settings and models, with enhanced case management and housing-focused services, for adults, families with children, pregnant people, older adults, and youth
- Support neighborhoods hosting HSH-funded shelter and supportive housing programs, ensuring that communities where such programs are located have the outreach, safety, health, and cleaning services needed to mitigate any impacts of the expansion of services in the community

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.

"Home by the Bay" lays out several strategies to increase successful and stable entries into permanent housing, including:

- Expand the capacity of the homelessness response system by adding 3,250 new permanent housing units, including site-based and scattered-site permanent supportive housing (PSH), rapid re-housing, and shallow subsidies
- Collaboratively foster and bring to fruition an expanded pipeline of permanent supportive housing units, fully addressing the capital, operating, and services funding needed, and including capacity-building and partnership efforts, to ensure geographic equity in siting of housing and the inclusion of units being developed and/or operated by organizations with deep connections to marginalized communities overrepresented among people experiencing homelessness
- Strengthen and scale the availability of scattered-site permanent supportive housing options through landlord lease up bonuses, landlord risk mitigation funds, and other activities and incentives to encourage private market participation
- Provide rapid re-housing and other subsidies, partnered with workforce development services and supports when possible, to address the employment and income goals of households and to increase their ability to remain stable within housing
- Update HSH transfer policies and procedures to ensure that all clients housed across all types of HSH-funded housing settings are able to transfer seamlessly to other settings as household and health-related needs change
- Improve how the CE system identifies and matches resources to meet people's needs, emphasizing clear communication of what resources are available and what people can expect to receive, making referrals aligned with people's needs, promoting client choice, and providing equitable access to housing resources
- Strengthen communications to ensure public understanding regarding both the City's Coordinated Entry system, for accessing housing and services within the homelessness response system, and the City's DAHLIA housing portal, for accessing other affordable housing options, and ensure that homelessness services providers can effectively and appropriately support people to access housing through both systems
- Improve physical conditions in permanent supportive housing sites through strategies that include an annual capital investment fund, accessibility improvements, implementation of elevator modernization funds and implementation of housing quality inspections across the portfolio
- Pilot new training curricula regarding providing reasonable accommodations for people with disabilities in housing, for HSH staff and ultimately for housing providers, and develop expanded expertise within HSH regarding the needs of people with disabilities and reasonable accommodations and modifications
- Determine next steps for improving access to permanent housing options for survivors, potentially including survivor-specific housing, and for better addressing survivors' safety and service needs
- Promote housing retention for formerly homeless older adults and people with disabilities by sustaining and expanding the Collaborative Caregiver Support Team initiative, which makes personal in-home care services available to residents of permanent supportive housing
- Strengthen partnerships with homelessness services providers and other community-based and faith-based organizations to help households experiencing homelessness navigate application, eligibility, and move-in requirements and processes, in order to ensure racially equitable access and entries into MOHCD-funded affordable housing units
- Continue implementation and assess the impact of pilots connecting currently and formerly homeless individuals to workforce services, in order to test strategies for supporting employment and income growth that can enhance housing stability

Help low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families who are likely to become homeless after being discharged from a publicly funded institution or system of care, or who are receiving assistance from public and private agencies that address housing, health, social services, employment, education or youth needs

San Francisco is implementing many strategies to prevent people from becoming homeless, including:

- Expand the capacity of the homelessness response system by expanding prevention services to serve 4,300 additional households over five years
- Evaluate the effectiveness and efficiency of emergency rental assistance activities, including evaluating assessment tools and other strategies being used to target emergency rental assistance resources to households facing the greatest risks and documenting the percentage of people who receive emergency rental assistance who later experience homelessness; use findings to drive future program design and policy decisions
- Expand the range of services and interventions, including: eviction-related legal services and emergency rental assistance; tenant counseling, education, and outreach; housing-related mediation; and other supportive services, to prevent loss of current rental housing, with a focus on the City's most vulnerable tenants, including formerly homeless households in supportive housing programs and other subsidized housing
- Implement a comprehensive Housing Stability Framework and work plan for preventing evictions in City-funded affordable and supportive housing programs, including strategies tailored to address the needs of permanent supportive housing tenants, and improve collection and analysis of data to improve housing stability outcomes and address any existing racial inequities and other disparities
- Expand affordable housing options for, and/or increase targeting of existing affordable housing resources to, people at greatest risk of experiencing homelessness, including people who are at transition points within other systems that often result in homelessness, such as youth ages 18 to 24 exiting the foster care system and people returning to community following periods of incarceration
- Prevent homelessness among former foster youth through improved cross-system coordination, identification of an appropriate entity to serve as a Coordinated Entry Access Point specifically for foster youth nearing the age of emancipation who are at risk of homelessness, and by advocating for increased Transitional Housing Program Plus resources at the state level

SP-65 Lead based paint Hazards – 91.215(i)

Actions to address LBP hazards and increase access to housing without LBP hazards

The City's response system is comprised of several City agencies and non-profit partners to address the problem of lead poisoning, prohibited nuisances code enforcement and dilapidated housing. Over the past 25 years, the City has developed a highly collaborative infrastructure of City agencies and nonprofit organizations to address childhood lead poisoning, lead hazards, and other health conditions stemming from poor quality housing in low-income communities. DPH collaborates with the Family Childcare Association, the Children's Council, the San Francisco Head Start Program, and other private preschools serving low-income families – to ensure families are educated on lead poisoning prevention and timely lead blood level testing of children under the age of six. As a result, low-income children attending targeted preschools are regularly tested for lead blood content as a commitment to a healthy educational start. Children with a detectable lead blood level are case managed by DPH.

Households interested in receiving technical and financial support to remediate lead-based paint may apply to the Fix Lead SF program through DPH.

How are the actions listed above related to the extent of lead poisoning and hazards?

Fundamental to the response system, the DPH code enforcement unit has the legislative authority to cite property owners with a notice of violation whenever there is visibly deteriorated paint in the exterior or interior of a pre-1978 building where children under six may be exposed to the lead hazard.

How are the actions listed above integrated into housing policies and procedures?

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

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

Households may apply directly for technical support and funding through the Fix Lead SF program managed by DPH.

SP-70 Anti-Poverty Strategy – 91.215(j)

Jurisdiction Goals, Programs and Policies for reducing the number of Poverty-Level Families

HSA serves as the City's anchor social services provider to improve well-being and economic opportunity for all San Franciscans. In their Strategic Plan for fiscal years 2022-23 through 2026-27, they lay out five goals to reduce inequities of income, health, and wellness. These are:

1. Accessibility - Everyone has equitable access and outcomes across race, ethnicity, age, ability, gender identity, sexual orientation, immigration status, and neighborhood in all of our programs, services, and systems.
2. Strong workforce and collaboration - Our staff and community partners feel supported, heard, valued, and connected to one another and our common mission.
3. Employment and economic security - Everyone has a stable source of income and an opportunity to increase their economic well-being.
4. Health and well-being - Everyone has food, shelter, healthcare, supportive services, and community connection to thrive.
5. Safety and care - Everyone is safe and connected in all stages of life, free from abuse, neglect, and exploitation.

Strategies under these goals include:
- Piloting innovative, community-directed strategies to encourage and assist immigrants to participate in all of the benefits they're entitled to receive;
- Creating the nation's first City-funded Disability Cultural Community Center;
- Partnering with local and state agencies to remove poverty out of the definition of child endangerment and reduce racial disparities in child welfare involvement;
- Launching the DAS Benefits and Resource Hub—our one-stop shop for connection to aging and disability resources—and our network of community-run Aging and Disability Resource Centers located in each supervisorial district to reach the City's diverse older adults and people with disabilities;
- New hiring practices that actively recruit from community and require diverse interview panels;
- Community-directed meal and grocery programs in a variety of cultural cuisines developed in partnership with grassroots organizations;
- The Age- and Disability-Friendly SF Task Force spanning departments, service systems, and sectors to improve our City systems and spaces for older adults and people with disabilities;
- Employment help for San Franciscans looking for work, including the ReServe program tailored for older people and adults with disabilities and our nationally-recognized JobsNOW! program that provides wage subsidies to incentivize employers to hire our clients;
- Our SSI Advocacy team of on-staff clinicians, physicians, and case managers that support people with disabilities every step of the way to get Supplemental Security Income (SSI) benefits;
- Support for youth transitioning out of foster care to build the skills for adulthood through the Independent Living Skills program;
- Helping the State redesign CalWORKs to prioritize a more empowering approach where families set and achieve their own goals, at their own pace, while our social workers offer a variety of intentional supports to help them along the road to economic stability;
- Medi-Cal expansions that improve access to healthcare for undocumented San Franciscans and extend enrollment for parents with low income who have recently given birth;

- Connecting children, youth, and families in the child welfare system to the City's Foster Care Mental Health system;
- Housing-related supports to help a variety of populations through programs such as the Housing and Disability Advocacy Program, which links people with disabilities who are experiencing homelessness to supportive housing while helping them apply for disability benefits;
- Family Resource Centers providing culturally appropriate parenting resources and help with housing, substance use, and other needs so families can support their children to thrive;
- Our multi-year campaign to increase resource families in San Francisco so that children in foster care remain close to their community; and,
- Initiatives to prevent and address scams and financial exploitation of older adults and adults with disabilities, led by Adult Protective Services in partnership with the local justice system, state agencies, and community-based organizations.

In March of 2021, Mayor Breed launched a new economic recovery program for workforce development, paid training programs, and job placement and employment services for San Franciscans. The $28 million Building Back Stronger program will expand services for workers and jobseekers, address long-standing economic inequities and disparities in unemployment, and bolster the City's economic recovery from the COVID-19 pandemic. The workforce funding seeks to address the needs of job seekers and dislocated workers, while preparing for a more equitable economy. As such, the services provided with this investment will help prepare San Franciscans for in-demand jobs and opportunities that will arise during San Francisco's economic recovery, including in the technology, health care and construction sectors, as well as emerging industries such as advanced manufacturing, cannabis, and transportation. The funding will also promote employment equity and target longstanding disparities in employment.

In response to the profound economic changes brought on by the pandemic, Mayor Breed launched a Roadmap to San Francisco's Future. The Roadmap's nine core strategies respond to emerging economic trends and capitalize on the City's strengths by investing in key priority areas such as public safety, clean streets, workforce and business development, arts and culture and transportation. They include:
- Attract and retain a diverse range of industries and employers. Supporting long-standing sectors maintains the strength of San Francisco's economic core, while attracting new businesses and industries increases our economic resilience.
- Make it easier to start and grow a business. Lowering costs, simplifying City processes, and proactively supporting entrepreneurs will encourage more businesses to start and remain Downtown and increase the diversity among business owners.
- Grow and prepare our workforce. Growing and diversifying the workforce and linking workers to quality jobs will help businesses find the right employees, creating more opportunities to share in our city's economic prosperity.

How are the Jurisdiction poverty reducing goals, programs, and policies coordinated with this affordable housing plan

San Francisco's anti-poverty efforts are interdependent on affordable housing availability. Health, well-being, and safety are connected to one's housing. Affordable housing also influences one's ability to access a stable source of income and increase their economic wellbeing. San Francisco's labor force needs affordable housing near or within a reasonable commute. San Francisco knows it cannot thrive if it does not address the high housing cost and low housing supply challenges, so MOHCD continues to

work collaboratively with other City departments, nonprofit agencies, philanthropy and community stakeholders to interweave affordable housing in all of the various plans, programs or initiatives.

SP-80 Monitoring – 91.230

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

MOHCD, HSH, and OEWD staff will monitor all sub-recipients of CDBG, ESG, HOME, and HOPWA to ensure compliance with all federal and local regulatory requirements. The City's Office of Labor Standards and Enforcement monitors construction projects for labor standards compliance related to the Davis-Bacon regulations. The City's Contract Monitoring Division monitors for non-discrimination and Small Business Enterprise (SBE) requirements in contracting. OEWD monitors construction projects for compliance with Section 3.

Each agency receiving CDBG, ESG, HOME, and/or HOPWA funds will enter into a grant agreement or loan agreement with the City that stipulates the conditions upon which the grant or loan was awarded, the performance outputs and program outcomes to be met, and the budget.

- **CDBG, ESG, and HOPWA grants for services**

For sub-recipients receiving grants to provide services, MOHCD, HSH and OEWD will provide fiscal and programmatic monitoring of each project that receives CDBG, ESG and/or HOPWA funds. Regular program performance reports will be required of sub-recipients, along with financial reports. Monitoring will include both internal and on-site reviews. Program site visits will be conducted to determine client eligibility, compliance with Federal and local requirements and program progress. Since most CDBG Public Services grants qualify as limited clientele activities, sub-recipients will have to demonstrate that they are verifying income eligibility for their clients during site visits.

In addition to program monitoring, MOHCD, HSH, and OEWD are part of the City's Joint Fiscal and Compliance Monitoring program, which consolidates fiscal and compliance monitoring among various City departments. This consolidation effort increases communication among City departments, reduces multiple fiscal and compliance site visits to a single joint site visit or self-assessment, and decreases the administrative burden on both non-profit entities and City departments.

MOHCD, OEWD and HSH will continue to invest in the training of its staff to build internal capacity so that MOHD, OEWD and HSH can better assist sub-recipients on both organizational and programmatic development. Organizational capacity building needs of sub-recipient agencies include financial management, human resource management, technical assistance with compliance with federal and local regulations, Board of Directors development and program evaluation. Funds may be limited during the next five years based on the economic downturn, so funding for stand-alone capacity building grants may be extremely limited. During this time, City staff will be the primary providers of technical assistance to the extent possible.

- **CDBG and HOME-funded rental housing projects**

MOHCD will continue to monitor CDBG- and HOME-funded multifamily rental housing projects to ensure compliance with program requirements. Monitoring activities will include review of: (1) tenant income and rent schedules; (2) management and maintenance reports; and (3) income and expense statements, including financial statements and use of program income. MOHCD will continue to work with rental

property owners and their property management agents to ensure ongoing compliance with tenant income and rent restrictions as well as HUD housing quality standards and local code.

MOHCD will continue to inspect HOME-funded properties.

Expected Resources

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

Introduction

See SP-35 Anticipated Resources section.

Anticipated Resources

Table 72 - Expected resources for program funding

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder 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	$18,917,476	$5,850,000	$0	$24,767,476	$75,669,904	Assumes flat funding and no additional program income in future years.	
HOME	public - federal	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership TBRA	$4,245,415.72	$2,000,000	$0	$6,245,416	$16,981,663	Assumes flat funding and no additional program income in future years.	

Table 72 - Expected resources for program funding

HOPWA	public - federal	Permanent housing in facilities Permanent housing placement STRMU Short term or transitional housing facilities Supportive services TBRA		$7,259,242	$50,000	$152,000	$7,461,242	$29,036,968	Assumes flat funding and no additional program income in future years.
ESG	public - federal	Conversion and rehab for transitional housing Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Rental Assistance Services Transitional housing		$1,653,094	$0	$0	$1,653,094	$6,612,376	Assumes flat funding and no additional program income in future years.
General Fund	public - local	Grants to CBOs for services and rental assistance predominantly serving low and moderate income residents.		$76,730,297	$0	$0	$76,730,297	$306,921,188	General Fund grants to CBOs, not including project-based rental subsidies. Including Our City, Our Home Fund. Assumes flat funding.

Table 72 - Expected resources for program funding

Local Housing Trust Fund	public - local	Affordable housing related services and loans	$48,210,000	$0	$0	$48,210,000	$211,600,000	Full HTF allocation, including portion spent on admin. Repayment of FY21-22 advance ends in FY28-29, otherwise assume flat funding.
LMI Housing Asset Fund	public - local	Affordable housing related and loans	$0	$3,000,000	$10,800,000	$13,800,000	$12,000,000	Assumes flat revenue rate each year.
Housing Impact Fees	public - local	Affordable housing related loans	$14,356,510	$0	$31,996,827	$46,353,337	$445,914	Housing impact fees based on projections tied to actual projects which have been assessed fees.
GO Bond	public - local	Affordable housing related capital expenditures	$0	$0	$152,272,628	$152,272,628	$163,024,441	Anticipated encumbrances of 2019 and 2024 Affordable Housing GO Bond
OCII	public - local	Affordable housing related capital expenditures	$116,294,788	$0	$0	$116,294,788	$777,500,000	Based on OCII housing pipeline budgeting worksheet

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

See SP-35 Anticipated Resources section.

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

See SP-35 Anticipated Resources section.

Discussion

See SP-35 Anticipated Resources section.

Annual Goals and Objectives

AP-20 Annual Goals and Objectives

Goals Summary Information

Table 73– Annual goal summary

See the SP-45 Goals Summary section.

Goal Descriptions

Table 74 – Annual goal descriptions

See the SP-45 Goals Summary section.

Projects

AP-35 Projects – 91.220(d)

Introduction

The proposed projects for program year 2025-2026 are listed by HUD funding source (i.e., CDBG, ESG, HOME, and HOPWA). Please note that at the time that this draft document was issued for public review and comment, the 2025-2026 funding amounts for the four HUD entitlement programs (CDBG, ESG, HOME, and HOPWA) have not yet been issued by HUD. The total amounts included in this document are estimates, and the funding recommendations are based on estimates and are subject to change depending on funding availability.

Projects

Table 75 – MOHCD project information

City Department	Program Area	Strategy	Agency Name	Project Name	Project Description	2025-26 CDBG Total	2025-26 ESG Total	2025-26 HOPWA Total	2025-26 HOME Total	2025-26 Total Federal Funds
HSH	Homeless Services	Homeless Services	Catholic Charities CYO of the Archdiocese of San Francisco	Homelessness Prevention	Prevention for individuals	$0	$312,943	$0	0	$312,943
HSH	Homeless Services	Homeless Services	Compass Family Services	Compass Family Shelter	Emergency shelter services and case management	$0	$201,000	$0	0	$201,000
HSH	Homeless Services	Homeless Services	Compass Family Services	Homelessness Prevention	Prevention and rapid rehousing for families	$0	$201,830	$0	0	$201,830
HSH	Admin/PD	Admin/PD	Department of Homelessness and Supportive Housing	HMIS	HMIS	$0	$105,396	$0	0	$105,396
HSH	Admin/PD	Admin/PD	Department of Homelessness and Supportive Housing	General ESG administration pool	General ESG administration pool	$0	$92,987	$0	0	$92,987
HSH	Homeless Services	Homeless Services	Episcopal Community Services of San Francisco	Episcopal Community Services of SF	Emergency Shelter Services	$0	$320,943	$0	0	$320,943

City Department	Program Area	Strategy	Agency Name	Project Name	Project Description	2025-26 CDBG Total	2025-26 ESG Total	2025-26 HOPWA Total	2025-26 HOME Total	2025-26 Total Federal Funds
HSH	Homeless Services	Homeless Services	Homeless Children's Network	Case Management for Homeless Families and Individuals	Case management for shelter residents	$0	$55,000	$0	0	$55,000
HSH	Homeless Services	Homeless Services	La Casa de las Madres	Domestic Violence Shelter & Drop In Center	Emergency shelter services and case management	$0	$165,000	$0	0	$165,000
HSH	Homeless Services	Homeless Services	Larkin Street Youth Services	Lark-Inn for Youth	Emergency shelter services and case management	$0	$167,000	$0	0	$167,000
				HSH Total		$0	$1,622,099	$0	$0	$1,622,099
MOHCD	Community-Based Services	Community-Based Services	3rd Street Youth Center & Clinic	TAY & Family-focused Case Management	Comprehensive case management services for TAY and their families	$75,000	$0	$0	0	$75,000
MOHCD	Community-Based Services	Community-Based Services	Asian Pacific American Community Center	Service Connection and Other Supportive Services	Service connection, enhanced information & referral, workshops, and community engagement in Visitacion Valley	$188,772	$0	$0	0	$188,772
MOHCD	Community-Based Services	Community-Based Services	Asian Women's Shelter	Case Management and Skill Development	Case management, enhanced information & referral, case coordination, and skill development in life skills, education, job readiness, ESL and financial education	$138,247	$0	$0	0	$138,247
MOHCD	Housing Place-Based Services	Housing Place-Based Services	Bayview Hunters Point Multipurpose Senior Services, Inc.	Alice Griffith Housing Retention and Case Management	Housing stabilization services and short-term case management for Alice Griffith residents	$323,195	$0	$0	0	$323,195
MOHCD	Community-Based Services	Community-Based Services	Boys & Girls Clubs of San Francisco	Sunnydale Community-Based Youth Development	Financial education, workplace skills, and educational skills for youth and TAY, primarily residents of Sunnydale public housing	$75,000	$0	$0	0	$75,000
MOHCD	HIV Supportive Housing	Care Facility Operating Costs and Supportive Services	Catholic Charities CYO of the Archdiocese of San Francisco	Peter Claver Community RCFCI	Residential Care Facility for Chronically Ill (RCFCI) persons with HIV/AIDS	$0	$0	$567,698	0	$567,698

City Department	Program Area	Strategy	Agency Name	Project Name	Project Description	2025-26 CDBG Total	2025-26 ESG Total	2025-26 HOPWA Total	2025-26 HOME Total	2025-26 Total Federal Funds
MOHCD	Community-Based Services	Community-Based Services	Centers for Equity and Success, Inc.	Case Management and Life Skills/ Academic/ Financial/Job Readiness Skill Development	Case management and life skills/ academic/ financial/ job readiness skill development	$110,598	$0	$0	0	$110,598
MOHCD	Community-Based Services	Community-Based Services	Chinatown Community Development Center	Job Readiness and Life Skills	Job readiness and life skills training for youth and TAY	$110,764	$0	$0	0	$110,764
MOHCD	Housing Place-Based Services	Housing Place-Based Services	Chinatown Community Development Center	Resident Services at 937 Clay & 1005 Powell	Tenant engagement, community building and service connection for 937 Clay & 1005 Powell residents	$163,491	$0	$0	0	$163,491
MOHCD	Housing Place-Based Services	Housing Place-Based Services	Chinatown Community Development Center	Service Connection for SRO Residents	Community engagement and service connection for residents of single room occupancy hotels (SROs)	$183,569	$0	$0	0	$183,569
MOHCD	Housing Place-Based Services	Housing Place-Based Services	Chinatown Community Development Center	RAD Family Services at Ping Yuen and Ping Yuen North	Tenant engagement, community building and service connection for Ping Yuen and Ping Yuen North residents	$69,149	$0	$0	0	$69,149
MOHCD	Community-Based Services	Community-Based Services	Community Youth Center of San Francisco	Case Management, Life Skills and Educational Skills Development	Life skills, educational skills and case management, primarily for Transitional Aged Youth	$155,000	$0	$0	0	$155,000
MOHCD	HIV Supportive Housing	Transitional Housing and Supportive Services	County of San Mateo	San Mateo HOPWA Program	Comprehensive case management and community-based services for very low-income persons with HIV/AIDS	$0	$0	$878,507	0	$878,507
MOHCD	Community-Based Services	Community-Based Services	Family Connections Centers, Inc.	Service Connection in the Visitacion Valley	Family support services, information & referral, and service connection for Visitacion Valley residents	$75,000	$0	$0	0	$75,000
MOHCD	Community-Based Services	Community-Based Services	Five Keys Schools and Programs	Self Determination Project Mobile Classroom	Job readiness services and skill building at RAD and HOPE SF sites	$110,598	$0	$0	0	$110,598
MOHCD	Community-Based Services	Community-Based Services	Friendship House Association of American Indians	Case Management and Other Supportive Services	Case management and other supportive services, primarily for individuals in recovery from addiction	$275,000	$0	$0	0	$275,000

City Department	Program Area	Strategy	Agency Name	Project Name	Project Description	2025-26 CDBG Total	2025-26 ESG Total	2025-26 HOPWA Total	2025-26 HOME Total	2025-26 Total Federal Funds
MOHCD	Community-Based Services	Community-Based Services	Glide Foundation	Workforce Readiness Program	Case management, service connection, and skill development in life skills, academic, ESL, and job readiness skills	$75,000	$0	$0	0	$75,000
MOHCD	Community-Based Services	Community-Based Services	Goodwill San Francisco Bay	Job Readiness and Life Skills	Job readiness and life skills, along with career counseling and ESL classes for English learners	$75,000	$0	$0	0	$75,000
MOHCD	Housing Place-Based Services	Housing Place-Based Services	Gum Moon Residence Hall	Skill-Building and Service Connection for Gum Moon SRO Residents	Skill-building and service connection for Gum Moon SRO residents	$108,301	$0	$0	0	$108,301
MOHCD	HIV Supportive Housing	Care Facility Operating Costs and Supportive Services	Maitri Compassionate Care	Maitri Compassionate Care RCFCI	Residential Care Facility for Chronically Ill (RCFCI) persons with HIV/AIDS	$0	$0	$333,098	0	$333,098
MOHCD	Admin/PD	Admin/PD	Mayor's Office of Housing and Community Development	General ESG administration pool	General ESG administration pool	$0	$30,995	$0	0	$30,995
MOHCD	Admin/PD	Admin/PD	Mayor's Office of Housing and Community Development	General HOME administration pool	General HOME administration pool	$0	$0	$0	$424,541	$424,541
MOHCD	Admin/PD	Admin/PD	Mayor's Office of Housing and Community Development	General HOPWA administration pool	General HOPWA administration pool	$0	$0	$89,650	0	$89,650
MOHCD	Housing Development	Construction/Rehabilitation	Mayor's Office of Housing and Community Development	Housing development grants pool for CHDOs	Housing development grants pool for CHDOs	$0	$0	$0	$150,000	$150,000
MOHCD	Housing Development	Rehabilitation	Mayor's Office of Housing and Community Development	Housing development pool (Multi-Family)	Housing development pool (Multi-Family)	$11,429,576	$0	$0	0	$11,429,576

City Department	Program Area	Strategy	Agency Name	Project Name	Project Description	2025-26 CDBG Total	2025-26 ESG Total	2025-26 HOPWA Total	2025-26 HOME Total	2025-26 Total Federal Funds
MOHCD	Housing Development	Construction/Rehabilitation	Mayor's Office of Housing and Community Development	Housing development pool (Multi-Family)	Housing development pool (Multi-Family)	$0	$0	$0	$5,670,875	$5,670,875
MOHCD	Admin/PD	Admin/PD	Mayor's Office of Housing and Community Development	Housing info and referral pool	Housing info and referral pool	$0	$0	$45,000	0	$45,000
MOHCD	Admin/PD	Admin/PD	Mayor's Office of Housing and Community Development	Housing program delivery pool	Housing program delivery pool	$675,000	$0	$0	0	$675,000
MOHCD	HIV Supportive Housing	Rental Subsidies and Supportive Services	Mayor's Office of Housing and Community Development	Long term rental subsidy and housing advocacy program for persons with HIV/AIDS	Long term rental subsidy and housing advocacy program for persons with HIV/AIDS	$0	$0	$3,200,000	0	$3,200,000
MOHCD	Admin/PD	Admin/PD	Mayor's Office of Housing and Community Development	PS IT program delivery for direct services pool	PS IT program delivery for direct services pool	$45,000	$0	$0	0	$45,000
MOHCD	Admin/PD	Admin/PD	Mayor's Office of Housing and Community Development	Capital grant pool - HOPWA	Capital grant pool - HOPWA	$0	$0	$124,592	0	$124,592
MOHCD	Admin/PD	Admin/PD	Mayor's Office of Housing and Community Development	General CDBG administration and planning pool	General CDBG administration and planning pool	$3,783,495	$0	$0	0	$3,783,495
MOHCD	Admin/PD	Admin/PD	Mayor's Office of Housing and Community Development	TBRA Salary and Fringe	TBRA Salary and Fringe	$0	$0	$600,000	0	$600,000
MOHCD	Housing Place-Based Services	Housing Place-Based Services	Mayor's Office of Housing and Community Development	HOPE SF Violence Prevention	Funding set aside for HOPE SF Violence Prevention	$250,000	$0	$0	0	$250,000

City Department	Program Area	Strategy	Agency Name	Project Name	Project Description	2025-26 CDBG Total	2025-26 ESG Total	2025-26 HOPWA Total	2025-26 HOME Total	2025-26 Total Federal Funds
MOHCD	Housing Place-Based Services	Housing Place-Based Services	Mercy Housing California	Sunnydale HOPE SF Place-Based Services	Collaborative community engagement, housing stabilization, economic resilience and service connection for Sunnydale residents	$382,988	$0	$0	0	$382,988
MOHCD	HIV Supportive Housing	Transitional Housing and Supportive Services	Mission Action, Inc.	Richard M. Cohen Residence	Transitional Residential Care Facility (TRCF) for persons with HIV/AIDS	$0	$0	$399,481	0	$399,481
MOHCD	Community-Based Services	Community-Based Services	Mission Language and Vocational School	Vocational Preparation	Academic skills building and job readiness services for sector pathways	$75,000	$0	$0	0	$75,000
MOHCD	Community-Based Services	Community-Based Services	Mission Neighborhood Centers, Inc.	Educational Support Services	Academic skill development, GED prep, and ESL skill building	$75,000	$0	$0	0	$75,000
MOHCD	Community-Based Services	Community-Based Services	PRC	Pre-Employment Program	Pre-employment program skill building through case management, to maximize clients' employability through enhanced information and referral, case management and training	$75,000	$0	$0	0	$75,000
MOHCD	HIV Supportive Housing	Care Facility Operating Costs and Supportive Services	PRC	Leland House	Transitional Residential Care Facility (TRCF) for persons with HIV/AIDS	$0	$0	$1,123,216	0	$1,123,216
MOHCD	HIV Supportive Housing	Transitional Housing and Supportive Services	Rafiki Coalition for Health and Wellness	Brandy Moore House	Transitional housing facility for persons with HIV/AIDS	$0	$0	$100,000	0	$100,000
MOHCD	Housing Place-Based Services	Home Modifications	Rebuilding Together San Francisco	Home Modifications for Seniors and Persons with Disabilities	Home repairs and modifications for seniors and adults with disabilities citywide	$483,612	$0	$0	0	$483,612

City Department	Program Area	Strategy	Agency Name	Project Name	Project Description	2025-26 CDBG Total	2025-26 ESG Total	2025-26 HOPWA Total	2025-26 HOME Total	2025-26 Total Federal Funds
MOHCD	Community-Based Services	Community-Based Services	Safe & Sound	Integrated Family Services	Prosperity (P2P) programming to empower families through job readiness skill development, case management and referrals to increase economic self-sufficiency	$75,000	$0	$0	0	$75,000
MOHCD	Community-Based Services	Community-Based Services	Southeast Asian Development Center	Community Support Services Program	Community Support Services program offers service navigation, case management, barrier removal and skill development	$350,041	$0	$0	0	$350,041
MOHCD	Community-Based Services	Community-Based Services	Swords to Plowshares Veterans Rights Organization	Access to Benefits and Care for Underserved Veterans	Advocacy to assist low-income and homeless veterans obtain, preserve or increase benefits they are eligible for through the Veterans Administration	$37,993	$0	$0	0	$37,993
MOHCD	Community-Based Services	Community-Based Services	Wu Yee Children's Services	Service Connection and Enhanced Information and Referral	Service connection and enhanced information and referral	$126,258	$0	$0	0	$126,258
MOHCD	Housing Place-Based Services	Housing Place-Based Services	Young Community Developers	Alice Griffith/ HOPE SF Education Program	Academic skill building and short-term case management for Alice Griffith youth	$105,299	$0	$0	0	$105,299
MOHCD	Community-Based Services	Community-Based Services	Young Men's Christian Association of San Francisco (Bayview Branch)	Addressing Education and Employment Barriers	Workplace and academic skill building, primarily for TAY citywide	$82,948	$0	$0	0	$82,948
MOHCD	Housing Place-Based Services	Housing Place-Based Services	Young Men's Christian Association of San Francisco (Bayview Branch)	Housing Place-Based Services for Hunters View and Sunnydale	Community engagement and service connection for Hunters View and Sunnydale residents	$400,000	$0	$0	0	$400,000
MOHCD	Community-Based Services	Community-Based Services	Young Men's Christian Association of San Francisco (Chinatown Branch)	Comprehensive Service and Core Skills Development	Education, skill building, ESL and service connection primarily for residents of ZIP codes 94108, 94109, and 94133	$278,821	$0	$0	0	$278,821

City Department	Program Area	Strategy	Agency Name	Project Name	Project Description	2025-26 CDBG Total	2025-26 ESG Total	2025-26 HOPWA Total	2025-26 HOME Total	2025-26 Total Federal Funds
MOHCD	Community-Based Services	Community-Based Services	Young Men's Christian Association of San Francisco (Urban Services Branch)	Case Management and Other Supportive Services	Case management, enhanced information & referral, and workshops in D11 and D5, along with citywide services	$315,648	$0	$0	0	$315,648
MOHCD	Housing Place-Based Services	Housing Place-Based Services	Young Men's Christian Association of San Francisco (Urban Services Branch)	Housing Place-Based Services for Potrero Hill and Alice Griffith	Community Engagement and service connection for Potrero Hill and Alice Griffith residents	$140,215	$0	$0	0	$140,215
				MOHCD Total		**$21,498,578**	**$30,995**	**$7,461,242**	**$6,245,416**	**$35,236,231**
OEWD	Economic Development	TA to Small Businesses	ASIAN, Inc.	SF Small Business and Micro-Enterprise Technical Assistance Project	Technical assistance for small businesses and microenterprises	$38,869	$0	$0	0	$38,869
OEWD	Workforce Development	Neighborhood Access Point	Central City Hospitality House	Neighborhood Job Center	Neighborhood job center - Tenderloin	$335,000	$0	$0	0	$335,000
OEWD	Economic Development	TA to Microenterprises	Children's Council of San Francisco	9-week Homebased Childcare Entrepreneurship Training	Technical assistance for home-based childcare microentrepreneurs	$55,000	$0	$0	0	$55,000
OEWD	Workforce Development	Workforce Development	Chinese for Affirmative Action	Specialized Job Center	To provide individualized employment services	$100,000	$0	$0	0	$100,000
OEWD	Economic Development	Commercial Corridors	Family Connections Centers, Inc. fiscal sponsor to Portola Neighborhood Association	Portola Neighborhood Association	Portola San Bruno Avenue commercial corridor revitalization	$100,000	$0	$0	0	$100,000
OEWD	Workforce Development	Workforce Development	Homebridge, Inc.	Occupational Skills Training - Health Care	Occupational skills training in health care	$200,000	$0	$0	0	$200,000
OEWD	Economic Development	TA to Microenterprises	La Cocina, Inc.	La Cocina Business Incubator	Kitchen incubator and technical assistance for food-based microentrepreneurs	$70,000	$0	$0	0	$70,000

City Department	Program Area	Strategy	Agency Name	Project Name	Project Description	2025-26 CDBG Total	2025-26 ESG Total	2025-26 HOPWA Total	2025-26 HOME Total	2025-26 Total Federal Funds
OEWD	Economic Development	TA to Small Businesses	Lawyers' Committee for Civil Rights of the San Francisco Bay Area	Legal Services for Entrepreneurs	Legal services for entrepreneurs	$100,000	$0	$0	0	$100,000
OEWD	Economic Development	Access to Capital	Main Street Launch	Commercial Loans: San Francisco Revolving Loan Fund and Emerging Business Loan Fund	Revolving loan fund	$75,000	$0	$0	0	$75,000
OEWD	Economic Development	TA to Microenterprises	Main Street Launch	Comprehensive Business Workshops	Technical assistance for business owners and microentrepreneurs	$30,000	$0	$0	0	$30,000
OEWD	Economic Development	TA to Microenterprises	Mission Asset Fund	Expanding Small Business Loans and Financial Coaching	Building credit and access to capital for microentrepreneurs	$70,000	$0	$0	0	$70,000
OEWD	Economic Development	TA to Microenterprises	Mission Economic Development Agency	Business Development Program	Technical assistance for microentrepreneurs	$75,000	$0	$0	0	$75,000
OEWD	Economic Development	TA to Microenterprises	Mission Economic Development Agency	Business Technical Assistance Services for Entrepreneurs on the Bernal Heights Business, Mission-Bernal, and Mission Street Corridors	Technical assistance for business owners and microentrepreneurs in the Bernal Heights commercial corridor	$50,000	$0	$0	0	$50,000
OEWD	Economic Development	Commercial Corridors	Mission Economic Development Agency	Mission Street/Outer Mission/Excelsior Commercial Corridors	Excelsior/Outer Mission commercial corridor revitalization	$35,000	$0	$0	0	$35,000
OEWD	Workforce Development	Workforce Development	Mission Language and Vocational School	Occupational Skills Training - Health Care	To provide clinical health care training (Medical Assistant and Phlebotemy) to local residents.	$200,000	$0	$0	0	$200,000
OEWD	Economic Development	Commercial Corridors	North of Market/Tenderloin Community Benefit Corporation	Tenderloin Business Retention and Outreach	Tenderloin commercial corridor technical assistance	$80,000	$0	$0	0	$80,000

City Department	Program Area	Strategy	Agency Name	Project Name	Project Description	2025-26 CDBG Total	2025-26 ESG Total	2025-26 HOPWA Total	2025-26 HOME Total	2025-26 Total Federal Funds
OEWD	Economic Development	Commercial Corridors	North of Market/Tenderloin Community Benefit Corporation	Tenderloin Merchant Association Technical Assistance	Tenderloin commercial corridor technical assistance	$20,000	$0	$0	0	$20,000
OEWD	Economic Development	Commercial Corridors	Ocean Avenue Association	Ocean Avenue Small Business Assistance Program	Ocean Avenue commercial corridor revitalization and technical assistance	$40,000	$0	$0	0	$40,000
OEWD	Admin/PD	Admin/PD	Office of Economic and Workforce Development	Workforce development program delivery pool	Workforce development program delivery pool	$90,000	$0	$0	0	$90,000
OEWD	Workforce Development	Specialized Access Point	PRC	Specialized Job Center	Specialized job center	$100,000	$0	$0	0	$100,000
OEWD	Economic Development	TA to Microenterprises	Renaissance Entrepreneurship Center	Technical Assistance for Entrepreneurs provided by Renaissance SoMa	Technical assistance for microentrepreneurs	$75,000	$0	$0	0	$75,000
OEWD	Economic Development	TA to Microenterprises	Renaissance Entrepreneurship Center	Technical Assistance for Emerging and Established Entrepreneurs in Bayview Hunters Point Community	Technical assistance for Bayview small businesses	$40,000	$0	$0	0	$40,000
OEWD	Economic Development	TA to Microenterprises	Renaissance Entrepreneurship Center	Technical Assistance to Entrepreneurs provided by Renaissance SoMa	Technical assistance to entrepreneurs	$40,000	$0	$0	0	$40,000
OEWD	Economic Development	Commercial Corridors	Renaissance Entrepreneurship Center	Technical Assistance to Bayview Third Street and Lower Fillmore Corridor Businesses	Lower Fillmore commercial corridor technical assistance	$40,000	$0	$0	0	$40,000
OEWD	Economic Development	TA to Small Businesses	San Francisco Small Business Development Center	Small Business Development Center	Technical assistance to microenterprises	$300,000	$0	$0	0	$300,000

City Department	Program Area	Strategy	Agency Name	Project Name	Project Description	2025-26 CDBG Total	2025-26 ESG Total	2025-26 HOPWA Total	2025-26 HOME Total	2025-26 Total Federal Funds
OEWD	Economic Development	TA to Small Businesses	Self-Help for the Elderly	Neighborhood Commercial Revitalization	Small business revitalization	$15,000	$0	$0	0	$15,000
OEWD	Economic Development	TA to Small Businesses	SFMade, Inc.	Manufacturing Incubation and Accelerator Program	Technical assistance for local manufacturers	$65,000	$0	$0	0	$65,000
OEWD	Economic Development	TA to Microenterprises	The San Francisco Lesbian Gay Bisexual Transgender Community Center	Small Business Services	Technical assistance, credit building microloans, workshops and mentorship	$70,000	$0	$0	0	$70,000
OEWD	Economic Development	TA to Small Businesses	The Southeast Asian Community Center	Technical Assistance for Small Businesses	Technical assistance for small businesses citywide	$75,000	$0	$0	0	$75,000
OEWD	Economic Development	TA to Small Businesses	The Southeast Asian Community Center	Small Business Technical Assistance for Sunset, Tenderloin, Central Market, SoMa, and Vis Valley Corridor Merchants	Technical assistance for small businesses in Visitacion Valley	$55,000	$0	$0	0	$55,000
OEWD	Economic Development	TA to Microenterprises	Wu Yee Children's Services	Family Child Care Small Business Development Program	Technical assistance for child care businesses	$100,000	$0	$0	0	$100,000
OEWD	Workforce Development	Workforce Development	Young Community Developers	Neighborhood Job Center	Neighborhood job center - Bayview	$430,029	$0	$0	0	$430,029
OEWD	Workforce Development	Workforce Development	Young Men's Christian Association of San Francisco (Bayview Branch)	Young Adult Job Center	To provide individualized employment services and career/educational exploration to young adults	$100,000	$0	$0	0	$100,000
				OEWD Total		$3,268,898	$0	$0	$0	$3,268,898
				Grand Total		$24,767,476	$1,653,094	$7,461,242	$6,245,416	$40,127,228

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, OEWD, and HSH consult with each other and with other City departments to coordinate funding and programmatic strategies to ensure maximum leverage.

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 lack of affordable housing, 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. To minimize the impact of the City's limited resources, MOHCD, HSH and OEWD have increased our strategic coordination with each other and with other City departments to avoid duplication of services and to maximize the leveraging of federal, state and local dollars.

Housing instability makes it difficult for residents to access services. Without a stable, safe and secure place to live, individuals and families are struggling and may not be able to navigate a complicated social services system in order to identify and obtain help and support that they need. Even when services are identified, individuals with no permanent address or telephone number, no access to digital connection, and limited income will find it difficult to maintain connections with services providers and will be at risk of falling through the safety net that they attempt to build around themselves and their families.

Another major set of obstacles are language barriers. 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. In response to this obstacle, City departments provide language-appropriate services to linguistically and culturally isolated individuals and families, including translation services, vocational ESL instruction, information and referral, and case management. Services are provided through funding to neighborhood-based multi-service community centers.

Provider capacity itself can also be a challenge in underserved communities. Community-based organizations attuned to the unique needs of community members in these neighborhoods can also struggle to identify and retain the crucial financial and human capital resources necessary to sustain an organization and enable that group to provide ongoing, high-quality services with staff that are able to themselves be economically self-sufficient and stably housed.

AP-38 Project Summary

Project Summary Information

Table 76 – MOHCD project summary

See the SP-45 Goals Summary section.

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

See the SP-10 Geographic Priorities section.

Geographic Distribution

Table 77 - Geographic Distribution

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

Rationale for the priorities for allocating investments geographically

See the SP-10 Geographic Priorities and AP-35 Projects sections.

Discussion

See the SP-10 Geographic Priorities and AP-35 Projects sections.

Affordable Housing

AP-55 Affordable Housing – 91.220(g)

Introduction
Approximately 7,900 households will receive rental assistance in 2025-2026, of which 2,437 will funded through the City's Local Operating Subsidy Program for households exiting homelessness, and 247 will be funded through the City's Senior Operating Subsidy Program. In addition, MOHCD intends to provide tenant-based rental assistance to approximately 4,406 households through grants provided to community-based organizations offering eviction prevention and housing stabilization services.

MOHCD will produce approximately 1,643 new units, including for homeless, non-homeless, and special-needs groups. Additionally, MOHCD will rehabilitate 170 existing units annually, as well as acquire approximately 63 existing housing units for preservation as affordable housing through MOHCD's Small Sites Program.

MOHCD expects to support and average of 2,698 homeless households every year, either through ongoing subsidies or newly created subsidized units, and likewise support 1,064 special needs households and 6,016 non-homeless households through new unit creation or subsidies.

Table 78 - One Year Goals for Affordable Housing by Support Requirement

One Year Goals for the Number of Households to be Supported	
Homeless	2,698
Non-Homeless	6,016
Special-Needs	1,064
Total	9,778

Table 79 - One Year Goals for Affordable Housing by Support Type

One Year Goals for the Number of Households Supported Through	
Rental Assistance	7,902
The Production of New Units	1,643
Rehab of Existing Units	170
Acquisition of Existing Units	63
Total	9,778

Discussion

See discussion above.

AP-60 Public Housing – 91.220(h)

Introduction

See the MA-25 Public and Assisted Housing section.

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

As described in the MA-25 Public and Assisted Housing section, the planned actions have been to take steps to convert as many public housing development units as possible through the programs described in that section.

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

Because public housing is being phased out, and public housing staff has either been phased out or transferred to other Authority divisions, there are little to no opportunities for resident placement in management jobs. However, in the new HOPE SF developments, MOHCD and OEWD track the new owners' adherence with workforce requirements including construction placement and other employment opportunities for residents. The Authority continues to administer its homeownership program for HCV households, which allows households to accrue funds toward a downpayment using the HCV subsidy funds.

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

The Authority will continue to receive its annual budget allocation and no participants or residents will be impacted.

MOHCD continues to fund the revitalization of the HOPE SF communities, including loans for infrastructure improvements and construction/permanent financing for replacement units.

Discussion

See above.

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

Introduction

San Francisco's 2023 – 2028 strategic plan, "Home by The Bay: An Equity-Driven Plan to Prevent and End Homelessness in San Francisco," lays out five goals that the City aims to achieve over the next five years. This section focuses on those goals.

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

San Francisco's "Home by the Bay" strategic plan outlined five goals designed to span 2023-2028:
1. Reduce the number of people who are unsheltered by 50% and reduce the total number of people experiencing homelessness by 15%;
2. Reduce racial inequities and other disparities;
3. Actively support at least 30,000 people to move from homelessness into permanent housing;
4. Ensure that at least 85% of people who exit homelessness do not experience it again; and,
5. Provide prevention services to at least 18,000 people at risk of losing their housing.

To achieve these goals, the City is aiming to expand its homelessness response system and provide prevention services for 4,300 additional households, 1,075 new shelter beds, and 3,250 new units of permanent housing. These inventory expansions will complement the many strategies and activities outlined in "Home by the Bay" to improve its homelessness response system and the experiences of those who are homeless.

HSH reports on the progress made towards the "Home by the Bay" goals annually. In Year 1, San Francisco saw a 1% decrease in the number of those experiencing unsheltered homelessness (and a 7% increase in the number of people experiencing homelessness), 5,256 people exiting homelessness, a 83% retention rate within 24 months, and 8,235 people provided with prevention services. In Year 1, San Francisco also saw increases in its inventory, with 498 shelter beds, 282 units of permanent housing, and 600 prevention slots added to its system. Finally, the City established baseline data to understand disparities in the system and achieved several accomplishments across the plan's action areas.

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

See the SP-60 Homelessness Strategy section.

Addressing the emergency shelter and transitional housing needs of homeless persons

See the SP-60 Homelessness Strategy section.

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

See the SP-60 Homelessness Strategy section.

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

See the SP-60 Homelessness Strategy section.

Discussion

With its commitment to making homelessness rare, brief, and one-time for San Francisco residents, HSH and its partners are dedicated to continuing to implement the strategies in "Home by the Bay" and build on its accomplishments to achieve the City's five goals.

AP-70 HOPWA Goals - 91.220 (l)(3)

Table 80 – 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	94
Tenant-based rental assistance	170
Units provided in permanent housing facilities developed, leased, or operated with HOPWA funds	68
Units provided in transitional short-term housing facilities developed, leased, or operated with HOPWA funds	125
Total	457

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

Introduction:

See the MA-40 and SP-55 Barriers to Affordable Housing sections.

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

See the MA-40 and SP-55 Barriers to Affordable Housing sections.

Discussion:

See the MA-40 and SP-55 Barriers to Affordable Housing sections.

AP-85 Other Actions – 91.220(k)

Introduction:

This section highlights the additional steps that the City will take to support this plan and other City-specific plans. Together, these strategies, programs, and policies will help ensure that San Franciscans can afford and be stable in the housing they need, feel safe and secure in their homes, and have access to needed services.

Actions planned to address obstacles to meeting underserved needs

As described in the AP-35 Projects section, 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 lack of affordable housing, limited funds, language barriers, and gaps in institutional structure.

Actions to address these obstacles include MOHCD, HSH and OEWD increasing our strategic coordination with each other and with other City departments to avoid duplication of services and to maximize the leveraging of federal, state and local dollars. In response to the obstacle of language barriers, City departments provide language-appropriate services to linguistically and culturally isolated individuals and families, including translation services, vocational ESL instruction, information and referral, and case management. Services are provided through funding to neighborhood-based multi-service community centers. To address the obstacle of gaps in institutional structure, MOHCD, HSH, and OEWD regularly meet with their partner agencies, community-based organizations, and oversight boards to understand the institutional structure and service delivery gaps that providers and people experiencing homelessness, housing instability, and economic disparities are encountering.

These strategies, along with continuous feedback from partners, will be tracked and evaluated so that the City can both understand progress being made in addressing these gaps and pivot to devise new strategies and activities for new gaps that may appear. The examples above highlight the City's commitment to respond to these gaps.

Actions planned to foster and maintain affordable housing

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

Actions planned to reduce lead-based paint hazards

See the SP-65 Lead-based Paint Hazards section.

Actions planned to reduce the number of poverty-level families

See the SP-70 Anti-Poverty Strategy section.

Actions planned to develop institutional structure

See the SP-40 Institutional Delivery Structure section.

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

MOHCD, HSH, and OEWD consult and coordinate regularly with each other and with other City departments to leverage funding and to develop programs and services.

MOHCD's Housing Services program provides a holistic program approach grounded on its effort to prevent eviction and increase housing retention. The Housing Placed-Based grant portfolio within this program area supports a variety of skill building, resident leadership, and services connection resources, which are delivered on-site to residents of affordable housing developments.

MOHCD's Housing Services team works closely with the Authority, affordable housing providers, affordable housing on site services partners, and community-based organizations to meet the needs of the residents who live in low-income subsidized housing. This includes support to the weekly joint vision on site meetings with property management and services, implementation of quarterly housing retention and services meetings, participation in monthly neighborhood or population-based community meetings as well as problem solving intervention meetings.

MOHCD's Housing Services team works with San Francisco's Department of Public Health (DPH) on planning for appropriate services available for residents of permanent supportive housing with behavioral health challenges, in conjunction with HSH. In addition, MOHCD staff works with DPH staff on HIV services coordination, street violence intervention, crisis response services, and healing and wellness centers. Annual programming focuses on housing stability, health and wellness, community safety, economic mobility, and education. There are three levels of participation: resident engagement, community building, and service connection.

HSH and MOHCD work closely together to administer prevention assistance to clients at risk of homelessness. HSH also coordinates with a variety of other city departments to refer clients to shelter and provide support services within shelter, including but not limited to DPH, HSA, DOSW, Department of Emergency Management, and OEWD.

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(I)(1)

Projects planned with all CDBG funds expected to be available during the year are identified in Table 76 – MOHCD project summary. The following identifies program income that is available for use that is included in projects to be carried out.

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

Other CDBG Requirements

1. The amount of urgent need activities	

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

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

HOME funds are only being used for those eligible activities identified in 24 CFR 92.205. In addition to the HOME funds, MOHCD is also using local funds to supplement the HOME funds for HOME-eligible activities, namely funds from San Francisco's Housing Trust Fund, General Obligation Bonds, or from housing or job-linkage fees collected by the City and County of San Francisco.

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

An account and a reuse account are established in the City and County of San Francisco's Financial System Project (F$P) accounting system (also called PeopleSoft). 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 F$P/PeopleSoft 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 submit to MOHCD on an annual basis. This report includes the rent schedule that MOHCD crosschecks against the HOME affordability restrictions.

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

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

5. If applicable to a planned HOME TBRA activity, a description of the preference for persons with special needs or disabilities. (See 24 CFR 92.209(c)(2)(i) and CFR 91.220(l)(2)(vii)).

Not applicable. The City does not plan to use HOME funds for TBRA.

6. If applicable to a planned HOME TBRA activity, a description of how the preference for a specific category of individuals with disabilities (e.g. persons with HIV/AIDS or chronic mental illness) will narrow the gap in benefits and the preference is needed to narrow the gap in benefits and services received by such persons. (See 24 CFR 92.209(c)(2)(ii) and 91.220(l)(2)(vii)).

Not applicable. The City does not plan to use HOME funds for TBRA.

7. If applicable, a description of any preference or limitation for rental housing projects. (See 24 CFR 92.253(d)(3) and CFR 91.220(l)(2)(vii)). Note: Preferences cannot be administered in a manner that limits the opportunities of persons on any basis prohibited by the laws listed under 24 CFR 5.105(a).

Not applicable. The City does not plan to use HOME funds for TBRA.

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

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

The City and County of San Francisco has created a [CoC and ESG Desk Guide](#) that includes the written standards for providing ESG assistance. These standards include habitability standards, updates to the HMIS system, coordination and linkage requirements, and exit requirements.

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

San Francisco's Coordinated Entry (CE) System serves as the centralized system to assess people experiencing homelessness. The CE assessment provides a standardized and consistent method for assessing those experiencing homelessness and identifying who will be prioritized to receive an HSH-funded housing resource. It was developed using information from other communities, lessons learned from the San Francisco Continuum of Care Coordinated Entry pilot, and San Francisco community input.

The assessment asks a short set of questions that capture information about a person's housing status, history of homelessness and length of time experiencing homelessness, health conditions, vulnerability, and barriers to housing. Each question in the primary assessment is then scored, and responses are weighted such that higher levels of vulnerability, longer homeless histories, and greater housing barriers receive higher scores. Those who have an assessment score above the threshold score are deemed Housing Referral Status, which makes them likely to receive a referral to HSH-funded housing. The threshold score changes based on the amount of housing inventory available and the target maximum amount of time people will be expected to wait for a housing referral. Those who score below the threshold score will continue to receive housing problem solving services.

HSH is currently in the process of refining its assessment process given feedback from the community and findings from an evaluation of the system. To do this, the CoC established a Coordinated Entry Redesign Implementation Committee that is made up of government staff, community-based providers, and people with lived experience. This group is tasked with updating the assessment process to ensure that it is equitable and data-informed.

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

The City and County of San Francisco, as the recipient of funds, consults with the Continuum of Care in determining how to allocate ESG funds each program year; develops the performance standards for, and evaluates the outcomes of, projects and activities assisted by ESG funds; and develops funding, policies, and procedures for the administration and operation of the HMIS.

To determine how sub-awards will be made, the City and County of San Francisco issues solicitations to procure organizations to operate programs that are funded by ESG and other funding sources.

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.

As noted above, the City and County of San Francisco consults with the Continuum of Care (CoC) and the CoC Board to determine how to allocate ESG funds. San Francisco's CoC Board, the Local Homeless Coordinating Board (LHCB), consists of members who have lived experience of homelessness and/or who represent organizations that serve those experiencing homelessness from whom members can receive input. All LHCB meetings are also open to the public, providing an opportunity for those experiencing homelessness to weigh in on any ESG policies and funding decisions. Organizations that receive ESG funding may also consult clients and people experiencing homelessness to inform their policies and programming.

5. Describe performance standards for evaluating ESG.

HSH evaluates ESG-funded programs through an annual program monitoring site visit as well as periodic review of program data and reports.

If a program fails to demonstrate to HSH's satisfaction that the activities are carried out in compliance with ESG program requirements, HSH may take remedial actions or apply sanctions. Sanctions can include:
- Instructing the recipient to submit and comply with proposals for action to correct, mitigate, and prevent noncompliance with ESG requirements;
- Suspending payments to the extent HSH deems it necessary to preclude the further expenditure of funds for affected activities;
- Denying matching credit for all or part of the cost of the affected activities and requiring the recipient to make further matching contributions to make up for the contribution determined to be ineligible;
- Requiring the subrecipient to reimburse the City in an amount equal to the funds used for the affected activities;
- Reducing or terminating the remaining grant of a recipient and reallocating those funds to other subrecipients;
- Conditioning a future grant; and
- Taking other remedies that are legally available

List of Abbreviations

Abbreviation	Definition
ABAG	Association of Bay Area Governments
ACS	American Community Survey
AMI	Area median income
Authority	Housing Authority of the City and County of San Francisco, formerly San Francisco Housing Authority
CAPER	Consolidated Annual Performance and Evaluation Report
CAPSA	Construction Administration and Professional Services Academy
CBA	CityBuild Academy
CCWA	Committee on City Workforce Alignment
CDBG	Community Development Block Grant
CE	Coordinated Entry
CEDS	Comprehensive Economic Development Strategy
CHAS	Comprehensive Housing Affordability Strategy
CoC	Continuum of Care
CPD	Office of Community Planning and Development of HUD
DAS	Department of Disability and Aging Services
DCYF	Department of Children, Youth and Their Families
DOSW	Department on the Status of Women
DPH	Department of Public Health
EMSA	Eligible Metropolitan Statistical Area
ERT	Encampment Resolution Team
ESG	Emergency Solutions Grant
HCD	California Department of Housing and Community Development
HCV	Housing Choice Voucher
HMIS	Homeless Management Information System
HOME	HOME Investment Partnerships
HOPWA	Housing Opportunities for Persons With AIDS
HSA	Human Services Agency
HSH	Department of Homelessness and Supportive Housing
HUD	U.S. Department of Housing and Urban Development
IHSS	In-Home Supportive Services
LFA	Learning For Action
LHCB	Local Homeless Coordinating Board
MDT	Multidisciinary Team
MOHCD	Mayor's Office of Housing and Community Development
MTA	Municipal Transportation Agency
NRSA	Neighborhood Revitalization Strategy Area
OCEIA	Office of Civic Engagement and Immigrant Affairs
OCII	Office of Community Investment and Infrastructure
OEWD	Office of Economic and Workforce Development
PHACS	Permanent Housing Advance Clinical Services
PIT	Point-in-Time

Abbreviation	Definition
PLWH	Persons living with HIV
PSH	Permanent supportive housing
RAD	Rental Assistance Demonstration
RHNA	Regional Housing Needs Allocation
SFHA	San Francisco Housing Authority, re-named as Housing Authority of the City and County of San Francisco
SFHOT	San Francisco Homeless Outreach Team
SFUSD	San Francisco Unified School District
SRO	Single room occupancy
TAY	Transitional age youth
TBRA	Tenant Based Rental Assistance
WIOA	Workforce Innovation and Opportunity Act

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