

# **City and County of San Francisco**



## **DRAFT 2014-2015 Action Plan**

**For Public Review Between  
March 21, 2014 and April 21, 2014**

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

## **Welcome to San Francisco's DRAFT 2014-2015 Action Plan.**

### **NOTES FOR PUBLIC REVIEW and COMMENT:**

- 1) This draft document is available for public review and comment between March 21, 2014 and April 21, 2014.
- 2) You may review the on-line version or review a hard copy of the draft document at the following locations:
  - MOHCD, 1 South Van Ness Avenue, 5<sup>th</sup> Floor;
  - OEWD at City Hall, Room 448, 1 Dr. Carlton B. Goodlett Place and 1 South Van Ness Avenue, 5<sup>th</sup> Floor; and
  - Main Branch of the SF Public Library, 100 Larkin Street, 5<sup>th</sup> Floor, Government Information Center.
- 3) Staff welcomes your comments in writing. They may be directed to: MOHCD, Action Plan Staff, 1 South Van Ness Avenue, 5<sup>th</sup> Floor, San Francisco, CA 94103. Your comments will be directed to the appropriate agency. In your comment, please be specific about your issue and refer to a specific section of the Draft Plan, if appropriate.
- 4) The close of the public comment period is April 21, 2014.
- 5) The public is invited to provide testimony on the Draft Action Plan at a public hearing on Tuesday, March 25, 2014 at 5:00pm. The hearing will take place at City Hall, 1 Dr. Carlton B. Goodlett Place, Room 263.
- 6) Thank you in advance for your participation in this process.
- 7) For more information, please call (415) 701-5500.





# TABLE OF CONTENTS

I.	INTRODUCTION	6
	A. Background and Purpose	6
	B. Consolidated Plan Program Descriptions	6
	C. Lead Agency	7
	D. Consultation Process	8
	E. Citizen Participation	8
II.	RESOURCES AVAILABLE AND PROPOSED USES IN 2014-2015	10
	A. Community Development Block Grant (CDBG) Funds	11
	B. Emergency Solutions Grant (ESG) Funds	14
	C. HOME Investment Partnerships (HOME) Funds	20
	D. Housing Opportunities for Persons With AIDS (HOPWA) Funds	22
	E. Capital Funds for Housing Development Activities in 2014-2015	23
	F. Specific Projects to be Funded in 2014-2015	24
III.	NEIGHBORHOOD REVITALIZATION STRATEGY AREAS	42
IV.	ADDRESSING THE NEEDS OF HOMELESS PERSONS	47
V.	PERFORMANCE MEASURES	52
	A. HUD CPD Outcomes and Objectives	52
	B. 2014-2015 Performance Measures Matrix	54
	C. 2014-2015 ESG Performance Indicators	55
VI.	INSTITUTIONAL PARTNERS AND COORDINATION	56
	A. Community Development Service Delivery System	56
	B. Housing Development Delivery System	57
	C. Housing Opportunities for Persons With AIDS (HOPWA) Delivery System	65
	D. Other Institutional Partners	67
VII.	OTHER ACTIONS	68
	A. Actions to Address Obstacles to Meeting Underserved Needs	68
	B. Actions to Overcome Gaps in Institutional Structure	68
	C. Actions to Foster and Maintain Affordable Housing	69
	D. Actions to Eliminate Barriers to Affordable Housing	69
	E. Public Housing and Resident Initiatives	70
	F. Actions to Reduce Lead-Based Paint Hazards	72
	G. Actions to Reduce Number of Families in Poverty	73
VIII.	MONITORING STANDARDS AND PROCEDURES	75
	A. Managing CDBG, ESG, HOME and HOPWA Grants	75
	B. Tracking Progress Towards the Consolidated Plan's Five-Year Goals	76
IX.	APPENDICES	77
	Appendix A. Summary of Public Comments from the October 1 and October 15, 2013 Community Needs Hearings	78
	Appendix B. Public Notice Announcing the October 2013 Community Needs Hearings	80
	Appendix C. Summary of Public Comments Received on Draft 2014-2015 Action Plan	82
	Appendix D. Notice Regarding Availability of the Draft 2014-2015 Action Plan for Public Review and Comment and the March 25, 2014 Public Hearing	83
	Appendix E. 2014-2015 CDBG Public Service Projects	85

# **I. INTRODUCTION**

## **A. Background and Purpose**

The Office of Community Planning and Development (CPD) of the U.S. Department of Housing and Urban Development (HUD) requires that jurisdictions consolidate goals for all of its CPD programs into one strategic plan, called the Consolidated Plan. The four federal grant programs included in the Consolidated Plan are 1) the Community Development Block Grant (CDBG) program, 2) the Emergency Solutions Grant (ESG) program; 3) the HOME Investment Partnerships (HOME) program and 4) the Housing Opportunities for Persons With AIDS (HOPWA) program. San Francisco's Consolidated Plan is a five-year strategic plan that covers the time period of July 1, 2010 through June 30, 2015.

The 2014-2015 Action Plan addresses the goals established in the 2010-2014 Consolidated Plan and represents the annual implementation plan for the fifth and final year of the 2010-2014 Consolidated Plan. The Action Plan identifies specific programs and projects that have been recommended for funding for the 2014-2015 program year with CDBG, ESG, HOME and HOPWA funds. The Action Plan is submitted to HUD annually and constitutes an application for funds under the four federal funding sources. Please refer to the 2010-2014 Consolidated Plan for background information, including a demographic profile of San Francisco, an analysis of community development and housing needs, and San Francisco's strategic plan for community development and housing.

## **B. Consolidated Plan Program Descriptions**

### ***Community Development Block Grant Program***

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

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

### ***Emergency Solutions Grant Program***

The Homeless Emergency Assistance and Rapid Transition to Housing Act of 2009 (HEARTH Act), enacted into law on May 20, 2009, revised the Emergency Shelter Grants program and renamed it as the Emergency Solutions Grants (ESG) program. On December 5, 2011, the interim regulation for the Emergency Solutions Grants program was published (Interim Rule), and on January 4, 2012, the revised ESG regulations went into effect. The ESG program is designed to assist individuals and families quickly regain stability in permanent housing after experiencing a housing crisis and/or homelessness. The program provides essential street outreach and emergency shelter services as well as emphasizes homelessness prevention and rapid re-housing assistance.

### ***HOME Investment Partnerships Program***

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

### ***Housing Opportunities for Persons With AIDS Program***

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

### **C. Lead Agency**

In San Francisco, the Mayor's Office of Housing and Community Development (MOHCD) is the lead agency responsible for the consolidated planning process and for submitting the Consolidated Plan, annual Action Plans and Consolidated Annual Performance Evaluation Reports to HUD. Formerly the Mayor's Office of Housing (MOH), the office has been renamed the Mayor's Office of Housing and Community Development in June 2013 to reflect the Mayor's continued priority to build thriving communities and better integrate housing and community services. MOHCD administers the housing activities of the CDBG program and all HOME activities. MOHCD also administers CDBG public facility, non-workforce development public service and organizational planning/capacity building activities, and all ESG activities. The Office of Economic and Workforce Development (OEWD) is responsible for economic development and workforce development activities of the CDBG program.

Previously, the San Francisco Redevelopment Agency (SFRA) was the lead agency for the three-county HOPWA program that serves San Francisco, San Mateo and Marin Counties. The San Francisco Redevelopment Agency, along with all 400 redevelopment agencies in California, was dissolved on February 1, 2012, by order of the California Supreme Court in a decision issued on December 29, 2011 (California Redevelopment Association et al. v. Ana Matosantos). On June 27, 2012, the California Legislature passed and the Governor signed AB 1484, a bill making technical and substantive changes to AB 26, the dissolution bill that was found largely constitutional by the Supreme Court on December 29, 2011. In response to the requirements of AB 26 and AB 1484, the City and County of San Francisco has created the Office of Community Investment and Infrastructure as the Successor Agency to the San Francisco Redevelopment Agency (Successor Agency). Pursuant to state and local legislation, the Successor Agency is governed by two bodies, the Oversight Board of the Successor Agency and the Commission on Community Investment and Infrastructure.

Under AB 26 and AB 1484, the Successor Agency is authorized to continue to implement three major redevelopment projects that were previously administered by the former Redevelopment Agency: 1) the Mission Bay North and South Redevelopment Project Areas, 2) the Hunters Point Shipyard Redevelopment Project Area and Zone 1 of the Bayview Redevelopment Project Area, and 3) the Transbay Redevelopment Project Area (collectively, the Major Approved Development Projects). In addition, the Successor Agency continues to manage Yerba Buena Gardens and other assets within the former Yerba Buena Center Redevelopment Project Area (YBC). The Commission on Community Investment and Infrastructure exercises land use, development and design approval authority for the Major Approved Development Projects and manages the former Redevelopment Agency assets in YBC in place of the former San Francisco Redevelopment Agency Commission. The Oversight Board of the Successor Agency, which is required by AB 26, oversees certain fiscal management of former Redevelopment Agency assets other than affordable housing assets. All affordable housing assets of the former Redevelopment Agency have been transferred to the City and County of San Francisco and are under the administrative jurisdiction of the Mayor's Office of Housing and Community Development. MOHCD is the successor housing agency and thus, the lead agency for the three-county HOPWA program.

## **D. Consultation Process**

Two of the formal objectives of the Consolidated Plan/Action Plan are to 1) promote citizen participation in the development of local priority needs and objectives; and 2) encourage consultation with public and private agencies to identify shared needs and solutions to persistent community problems. During the development of the 2010-2014 Consolidated Plan in 2009, MOH, OEWD and SFRA consulted directly with representatives from City departments, agencies and commissions, reviewed reports and policy documents, conducted needs assessments and surveys and provided forums for the public to comment on housing and community needs for the next five years.

MOHCD and OEWD staff continues to meet regularly and consult with representatives from other City departments including but not limited to: Successor Agency to the San Francisco Redevelopment Agency; Human Services Agency; Department of Aging and Adults Services; Department of Children, Youth and their Families; First Five Commission; Office of Civic Engagement and Immigrant Affairs; Office of Small Business, Department on the Status of Women; Mayor's Office of Criminal Justice; Department of Public Health; Planning Department; Mayor's Office on Disability; San Francisco Housing Authority; and the Department of Public Works. MOHCD works closely with staff from San Mateo and Marin counties in addressing the needs of persons with HIV/AIDS.

The San Francisco Local Homeless Coordinating Board (Local Board) is the lead entity for the San Francisco Continuum of Care. The Local Board is staffed by the City's Human Services Agency (HSA). HSA staff has informed and updated the Local Board over the past two years about the changes to the ESG program. After the Interim rule for the revised ESG program was published, staff from the Mayor's Office of Housing and Community Development (MOHCD), the lead agency for the City's ESG program, has been working closely with HSA staff and the Local Board to plan for the revised ESG program. MOHCD staff presented its funding priorities to the Local Board's funding subcommittee and then to the full board for comments as part of its allocation process.

MOHCD staff also met with HSA staff to review their existing performance standards that had been developed for other McKinney-Vento funded programs and HPRP funded programs to serve as a basis for the ESG performance standards. Finally, MOHCD staff is coordinating training for its ESG recipients on the operations of HMIS with HSA's HMIS coordinator, and will be sharing expenses for HMIS with HSA, based on the numbers of users established through the software agreement created between HSA and the HMIS software developer.

## **E. Citizen Participation**

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

### ***Public Input on Needs***

In preparation for the development of the 2010-2014 Consolidated Plan, during the fall of 2009, MOH, along with OEWD and SFRA, convened 10 public hearings in key neighborhoods, including each of the six HUD-approved Neighborhood Revitalization Strategy Areas, to collect detailed public input on specific community needs. In addition, a separate hearing was convened specifically with homeless providers and individuals to receive comments specifically on homeless strategies.

In preparation for the 2014-2015 program year, the CCCD, MOHCD and OEWD conducted two public hearings in October 2013 to solicit feedback and ideas from residents and the community at large concerning the five-year Consolidated Plan. The public meetings were accessible to persons with disabilities and translation services were made available to the public. Appendix A summarizes the comments received during the public needs hearings.

Notice of the hearings was published in the San Francisco Examiner, in neighborhood-based newspapers, and on MOHCD's website. MOHCD also sent out a mass mailing of the public notice. The mailing list consisted of more



than 1,000 non-profit organizations, neighborhood-based groups and public agencies, including the San Francisco Housing Authority. Persons who did not want to speak at a public hearing were encouraged to provide written comments to MOHCD. The public notice can be found in Appendix B.

### ***Public Input on the Draft 2014-2015 Action Plan***

The Draft 2014-2015 Action Plan, which includes the preliminary funding recommendations for the 2014-2015 CDBG, ESG, HOME and HOPWA programs, is available to the public for review and comment between March 21, 2014 and April 21, 2014. The public has access to review a hard copy of the Draft 2014-2015 Action Plan at the Main Branch of the Public Library and at the offices of MOHCD and OEWD. The document is also posted on the MOHCD and OEWD websites. The CCCD, MOHCD and OEWD will hold a public hearing on March 25, 2014 to receive comments on the Draft 2014-2015 Action Plan and the preliminary funding recommendations. Persons who cannot attend the public hearing or who do not want to speak at the public hearing are encouraged to provide written comments to MOHCD. A summary of the written comment and the oral comments received during the March 25<sup>th</sup> public hearing will be included in the final version of this document in Appendix C.

The City has published a notice in the San Francisco Chronicle on March 10, March 19 and April 4, 2014 informing the public of the March 25<sup>th</sup> public hearing and the availability of the draft document for review and comment. Notices have also been posted on the websites of MOHCD and OEWD. In addition, MOHCD sent out a mass mailing of the public notice. A copy of the public notice is located in Appendix D.

The 2014-2015 budget and the preliminary funding recommendations will be considered in the Budget and Finance Committee of the San Francisco Board of Supervisors in April 2014, and then the supporting resolutions will be reviewed by the full Board of Supervisors. These meetings will include another opportunity for public comment.

## II. RESOURCES AVAILABLE AND PROPOSED USES IN 2014-2015

San Francisco expects to have a total of \$34,906,949 in CDBG, ESG, HOME and HOPWA funds available for program year 2014-2015. The amount includes the City's application for \$30,507,519 under the four federal entitlement grant programs, \$1,584,324 of funds reprogrammed from prior years and \$2,815,106 of anticipated program income in 2014-2015.

<b>Summary of Federal Program Applications for 2014-2015</b>				
	<b><i>2014-2015 Entitlement</i></b>	<b><i>Reprogrammed Funds from Prior Years</i></b>	<b><i>Program Income</i></b>	<b><i>Total Funds</i></b>
Community Development Block Grant (CDBG) Program	\$16,627,564	\$888,608	\$2,574,746	\$20,090,918
Emergency Shelter Grant (ESG) Program	\$1,393,730	\$0	\$0	\$1,393,730
HOME Investment Partnership (HOME) Program	\$4,244,293	\$0	\$30,000	\$4,274,293
Housing Opportunities for Persons with AIDS (HOPWA) Program - For San Francisco, San Mateo and Marin Counties	\$8,241,932	\$695,716	210,360	\$9,148,008
<b>Total CDBG, ESG, HOME &amp; HOPWA</b>	<b>\$30,507,519</b>	<b>\$1,584,324</b>	<b>\$2,815,106</b>	<b>\$34,906,949</b>

## A. Community Development Block Grant (CDBG) Funds

### Sources of CDBG Funds

<b>Summary of CDBG Funds Expected to be Available in 2014-2015</b>	
New 2014-2015 Funds:	\$16,627,564
Reprogrammed Funds from Prior Years:	\$888,608
Expected Program Income:	\$2,574,746
<b>CDBG Total:</b>	<b>\$20,090,918</b>

Program income is expected to be earned from repayments to loan programs and the rent collected as a result of urban renewal projects, including a CDBG-funded land acquisition in 1990.

The Office of Community Investment and Infrastructure, the successor agency to the Redevelopment Agency of the City and County of San Francisco (“OCII” or the “Successor Agency”) owns a parcel of land at 345 Williams Avenue, which it ground leases to The Kroger Company (“Kroger”) to operate a 29,000-square-foot Foodscopia supermarket (the “Ground Lease”). The former Redevelopment Agency of the City and County of San Francisco (the “SFRA”) acquired the land with CDBG funds in 1990 specifically for the development of a full-service supermarket in Bayview-Hunters Point, an under-served neighborhood.

Since the SFRA was dissolved in February 2012, under California State Assembly Bills 26 and 1484 (“Redevelopment Dissolution Law”), the Successor Agency has been retaining the rental payments Kroger’s makes under the Ground Lease. The Ground Lease has a 10-year term, with six option periods of five years each. It is now in its third option period, which expires in 2016. Currently, the Ground Lease generates about \$25,700 a month. As of January 2014, the Successor Agency had \$797,904 in CDBG program income generated from the Ground Lease.

In addition, the Successor Agency has \$45,096 in CDBG program income from other sources in the Bayview-Hunters Point Redevelopment Project Area, \$16,058 in CDBG program income from other sources in the South of Market Redevelopment Project Area, and \$7,988 in CDBG program income from miscellaneous other sources, for a total of \$867,046 as of January 2014.

Finally, adding in the rental payments Kroger’s will make under the Ground Lease for the rest of this calendar year, OCII will have a total of \$1,149,746 in CDBG program income available as of December 2014. These funds are summarized in the table below:

<b>As of January 2014:</b>		
Ground Lease Payments		\$797,904
Bayview Sources		\$45,096
South of Market Sources		\$16,058
Other Sources		\$7,988
	Subtotal	\$867,046
<b>Plus February-December 2014:</b>		
Ground Lease Payments		\$282,700
	<b>Total</b>	<b>\$1,149,746</b>

### ***Uses of CDBG Funds***

CDBG funds will be used for development of affordable housing, public facilities, public space improvements, public services, economic development activities, organizational capacity building activities, planning and administrative costs. San Francisco will also use CDBG funds to make repayments for Section 108 Loan Guarantee Program funds received for economic development activities and for capital projects.

In February 2014, the Successor Agency asked the State Department of Finance (“DOF”), which is the state agency overseeing the dissolution of redevelopment agencies, to use the \$1.15 million described above for capital improvements to Shoreview Park on Lillian Court, between Rosie Lee Lane and Beatrice Lane, in the former Hunters Point Redevelopment Project Area. DOF is still reviewing the Successor Agency’s request. If approved by DOF, OCII will either: (1) transfer this money to the City and County of San Francisco (the “City”) to use for this purpose when Shoreview Park is transferred to the City, pursuant to OCII’s DOF-approved Long-Range Property Management Plan, or PMP, which also must be approved by DOF, or (2) spend this money itself for this purpose (through a public competitive procurement process) prior to transferring Shoreview Park to the City.

For almost two decades, Shoreview Park has not been a fully functioning public park. The original design included a concrete children’s play area with sand fill, a large turf lawn area, and several trees, with picnic tables and barbecue areas added at the community’s request. Over time, the irrigation system failed somewhere below grade, and maintenance staff were unable to find the leak. The result was inefficient watering of the turf areas, and heaving of concrete areas due to swells of water below grade. The water was completely turned off at the site about five years ago. In addition, the children’s play area was condemned and fenced in 2002 because it does not meet federal Americans with Disabilities Act (“ADA”) requirements. There were also safety concerns with the sand at the play area.

SFRA staff tried to improve Shoreview Park for several years, but lacked adequate funding to complete the project scope. In 2008-2010, a lengthy community process was conducted to determine the community’s preferences for the park. As a result of this process, a park redesign was developed. The full scope includes a new irrigation system, replacement of existing turf with a smaller turf area and native, drought-tolerant ground cover around the park edges, a new children’s play structure, a swing set, toddler play equipment, a climbing wall, replaced picnic benches and barbecue areas, a children’s flower garden, a community mural and children’s tile mosaic project, and an additional space that could be used as a community garden or other planted space, depending on community support for a community garden concept. This redesign was based on feedback received at several community workshops, and is also intended to lower future property management costs.

A 2010 estimate for this work (from the City’s Department of Public Works) totaled \$1.25 million. Escalating that figure by 3% a year yields a current cost estimate of about \$1.4 million. The \$1.15 million in CDBG program income would nearly fund this entire cost. The balance of the funds (about \$300,000) could be requested by OCII on future requests to DOF, or contributed by the City or other entities.

These improvements to Shoreview Park are long overdue. As the census tract data shows, the neighborhood surrounding Shoreview Park has a high concentration of low- and moderate-income families with children. Using the Successor Agency’s \$1.15 million in CDBG program income for this purpose will finally deliver a fully functioning park to these families and provide them with much-needed recreational space to enjoy for many years to come.

### **CDBG Program Caps**

San Francisco will not exceed the CDBG program caps.

- 11.5% (Public Services + Tenant Counseling Services + Workforce Development Services + Homeownership Counseling minus NRSA exemptions of \$3,619,000 = \$1,919,839) of the 2014 CDBG entitlement grant of \$16,627,564 is allocated for Public Services (See Appendix E for a list of Public Service activities, including NRSA exemptions); and
- 19.99% (Planning + Program Administrative Costs = \$3,325,500) of the 2014 CDBG entitlement grant is allocated for Planning and Administrative Costs.

**Summary of Proposed Uses of CDBG Funds for 2014-2015**

Capital Projects and Public Space Improvements	\$1,721,627	Rehabilitation, including disability access upgrades and emergency repairs, for community facilities that provide services to low-income children and youth, seniors and adults and physical improvements to publicly accessible open spaces that benefit low-income users in targeted neighborhoods throughout the City
Public Services	\$3,214,839	Services for low-income persons, including information and referral services, financial literacy and legal services, and tenant counseling services including eviction prevention
Tenant Counseling Services	\$445,500	Tenant counseling services including eviction prevention
Workforce Development Services	\$1,527,500	Workforce development services, including job readiness training, placement and retention
Homeownership Counseling Services	\$351,000	Homebuyer education and counseling services
Economic Development and Micro-Enterprise	\$1,774,000	Business technical assistance, including training and loan packaging services, that results in job creation and small business and micro-enterprise development
Organizational Capacity Building	\$324,000	Organizational capacity building activities
Planning	\$117,000	Strategic planning activities
<b>Subtotal Non-Housing Development Activities</b>	<b>\$9,475,466</b>	
Program Income Activities	\$2,574,746	
Housing Development Activities	\$4,832,206	(see detailed description below)
Program Administrative Costs	\$3,208,500	
<b>Total:</b>	<b>\$20,090,918</b>	

**CDBG Funds for Housing Development Activities in 2014-2015**

<b>Total CDBG Funds for Housing Development Activities:</b>	<b>\$4,832,206</b>	
<b>Uses of Funds:</b>		
Housing Development Pool	\$3,002,736	
Lead Hazard Reduction Program Matching Funds	\$450,000	
<b>Subtotal for Housing Development:</b>	<b>\$3,452,736</b>	
Housing Development Grants	\$704,470	Grants to non-profit housing development and technical assistance organizations to provide services related to the site search and planning associated with the development of affordable housing
Project Delivery (housing related)	\$675,000	
<b>Total Uses:</b>	<b>\$4,832,206</b>	

## B. Emergency Solutions Grant (ESG) Funds

### *Sources of ESG Funds*

<b>Summary of ESG Funds Expected to be Available in 2014-2015</b>	
New 2014-2015 Funds:	\$1,393,730
Reprogrammed Funds from Prior Years:	\$0
Expected Program Income:	\$0
<b>ESG Total:</b>	<b>\$1,393,730</b>
ESG Matching Funds:	\$9,146,419

### *Uses of ESG Funds*

San Francisco will use ESG funds for the following eligible activities:

- Rapid Re-Housing – Rental Assistance;
- Rapid Re-Housing – Housing Relocation and Stabilization Services;
- Homeless Prevention – Rental Assistance;
- Homeless Prevention – Housing Relocation and Stabilization Services;
- Emergency Shelter – Shelter Operations;
- Emergency Shelter – Essential Services;
- HMIS; and,
- Administration.

ESG funds will be provided to 14 projects that will be implemented by nonprofit organizations that are primarily community-based and have experience serving the homeless population. These 14 grants will be used to complement other homeless services funded by CDBG, McKinney and local funds as part of the larger San Francisco Continuum of Care strategy.

San Francisco will not exceed the ESG program caps:

- 42.0% or \$586,000 of the ESG total funds amount of \$1,393,730 is allocated for emergency shelter activities; and
- 7.5% or \$104,520 of the ESG new funds amount of \$1,393,730 is allocated for administration.

See the table below.

<b>2014-2015 Emergency Solutions Grants Detailed Budget Table</b>		
<b>Eligible Activities</b>	<b>Activity Amount</b>	<b>% of Total Grant</b>
Emergency Shelter	<b>\$586,000</b>	<b>42.0%</b>
<i>Renovation</i>		
<i>Operation</i>	\$289,500	
<i>Essential Service</i>	\$296,500	
<i>URA Assistance</i>		
Street Outreach - Essential Services	<b>\$0</b>	
HMIS	<b>\$11,210</b>	<b>0.8%</b>
Rapid Re-housing	<b>\$278,000</b>	<b>19.9%</b>
<i>Housing Relocation and Stabilization Services</i>	\$81,614	
<i>Tenant-Based Rental Assistance</i>	\$196,386	
<i>Project-Based Rental Assistance</i>		
Homelessness Prevention	<b>\$414,000</b>	<b>29.7%</b>
<i>Housing Relocation and Stabilization Services</i>	\$217,614	
<i>Tenant-Based Rental Assistance</i>	\$196,386	
<i>Project-Based Rental Assistance</i>		
Administration	<b>\$104,520</b>	<b>7.5%</b>
<b>FY 2013 ESG Total Grant Amount</b>	<b>\$1,393,730</b>	<b>100.0%</b>

### ***Matching Funds***

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. For program year 2014-2015, a total of \$9,146,419 in non-ESG funds will be provided by ESG sub-recipient through City funding to support the emergency shelter, rapid re-housing and homeless prevention activities that are supported by ESG funding. The ESG-funded agencies will provide the following matching amounts:

<b>Agency Name</b>	<b>Matching Dollars</b>
AIDS Housing Alliance	\$280,225
Asian Women's Shelter	\$230,204
Bar Assoc. of SF Volunteer Legal Services	\$927,605
Catholic Charities CYO	\$927,368
Compass Family Services	\$316,550
Eviction Defense Collaborative, Inc.	\$995,006
Friendship House Association of American Indians	\$397,523
Gum Moon Residence Hall	\$125,122
Hamilton Family Center, Inc. - Rental Assistance	\$2,808,769
Hamilton Family Center, Inc. - Shelter	\$1,770,009
La Casa de las Madres	\$368,038
	<b>\$9,146,419</b>

## ***Written Standards for Providing ESG Assistance***

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

Standards are based on eligibility forms that will be completed by for all clients receiving services. A comprehensive intake form based on HMIS requirements will be implemented. In addition, depending on the service needed, a homeless prevention form or a homeless verification form will be completed.

### **Policies and procedures for coordination among emergency shelter providers, essential service providers, homelessness prevention and rapid re-housing assistance providers, other homeless assistance providers, and mainstream service and housing providers**

Shelter providers meet bimonthly by program type (single adult and family). There are similar bimonthly meetings for homeless prevention/rental assistance programs, rental subsidy/rapid re-housing programs, and family supportive housing. Project Homeless Connect also brings together providers and City services through its quarterly City-wide convening.

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

Eligible clients must be extremely low-income (30% AMI for ESG) and have at least one other risk factor as referenced on the Screening tool. Families in shelter and on the centralized intake wait list for shelter are prioritized.

### **Standards for determining the share of rent and utilities costs that each program participant must pay, if any, while receiving homelessness prevention or rapid re-housing assistance**

Based on policies developed through the HPRP program and other City-funded homeless prevention and rapid re-housing assistance programs, MOHCD has established the following standards:

For homeless prevention programs and rapid re-housing assistance programs providing subsidies, participants cannot pay less than 50% of their income toward rent or more than 85% of their income toward rent. When calculating the rent-to-income ratio, MOHCD will use net income, including food stamps.

The shallow rent subsidy amount will be determined by each household's income to rent ratio. The monthly lease agreement the household has entered into will be calculated against each household's monthly income. The goal will be to use the rental subsidy to bring the household income to rent ratio within a 40% to 50% range. However, the maximum subsidy may put some households within the 50 to 60% range.

### **Standards for determining how long a particular program participant will be provided with rental assistance and whether and how the amount of that assistance will be adjusted over time**

Program participants receiving rapid re-housing assistance must be re-evaluated at least once every year and program participants receiving homelessness prevention assistance must be re-evaluated at least once every 3 months. No program participant may receive more than 24 months of assistance in a three-year period.

### **Standards for determining the type, amount, and duration of housing stabilization and/or relocation services to provide a program participant, including the limits, if any, on the homelessness prevention or rapid re-housing assistance that each program participant may receive, such as the maximum amount of assistance, maximum number of months the program participants receives assistance; or the maximum number of times the program participants may receive assistance**

MOHCD staff reviewed the existing standards created for HPRP grants and other existing City grants for homeless prevention and rapid re-housing assistance. Based on that review, MOHCD is in the process of developing the following guidelines which will be put out for further discussion and public input:



- Participants may receive housing and relocation stabilization services for up to 18 months.
- Only short and medium term subsidies and back rent payments count toward the 18 month time limit for rental assistance – security/utility deposits, utility payments, and moving costs do not count.
- Rapid re-housing assistance and homeless prevention subsidies are capped at \$800 per month.
- With the exception of \$800 per month maximum allowed for short and medium term subsidy payments, there is no limit on the dollar amount of financial assistance a participant can seek from a program, as long as the maximum total of 18 months of rental assistance allowable is not exceeded.
- Funds may be used for up to 18 months of utility payments, including up to 6 months of utility payments in arrears, for each program participant.
- Homeless prevention/rental assistance grants are \$1500 maximum.
- Clients can be assisted by programs twice in 5 years. This requirement will be put into place starting with services received on or after July 1, 2012.

**For essential services related to street outreach: standards for targeting and providing these services**

Street outreach is currently not being funded with ESG funds.

**For emergency shelter activities: policies and procedures for admission, diversion, referral and discharge by emergency shelters assisted under ESG, including standards regarding length of stay, if any, and safeguards to meet the safety and shelter needs of special populations and persons with the highest barriers to housing**

The adult emergency shelter system has a number of components for admission, deferral, referral and discharge. All City-funded shelters for single adults are accessed through Human Services Agency (HSA) resource centers where reservations are made for vacant sleeping units anywhere in the adult shelter system. Resource centers also provide services that may include shower facilities, lockers, a message center, mental health services, medical care, substance abuse services and referrals.

Families seeking shelter access a centralized intake program known as Connecting Point. Connecting Point is a centralized intake system for homeless families seeking emergency shelter. Services can be initially accessed by phone. This organization provides emergency food, clothing, transportation, housing counseling and crisis intervention counseling while families await placement in full-service shelters. Connecting Point maintains a fair and equitable waiting list and provides information and referral to services throughout the Bay Area. Family shelters are case-managed, provide a wide range of services to help families stabilize, and assist in transitioning families to more permanent housing.

Those clients on County Adult Assistance Programs (CAAP) benefits who are in the shelter are offered housing under the voter-approved Care Not Cash Program as vacancies become available. The City recently created a new program coordinated with the Veterans Administration (VA) to identify shelter users with military history. Once identified, coordination with the VA allows for a determination of eligibility for VA benefits that can include housing vouchers and unclaimed benefits. In addition, the San Francisco Homeless Outreach Team (SF HOT) works with homeless clients on the streets and outside of existing homeless services. These case managers will utilize shelter beds and private single room occupancy units as treatment placements while working to stabilize and address immediate needs and move the clients toward permanent housing. For homeless families in the shelter system, the City provides funding for three housing specialists at two designated agencies whose specific job is to help families on the wait list for shelters find other housing opportunities to make a three-to-six month shelter stay unnecessary.

The City’s safeguards for special populations in shelter are stated in a City ordinance, Standards of Care for City Shelters and Powers and Duties of Shelter Monitoring Committee, enacted in 2008 and amended in 2010. The ordinance requires all contracts between the City and shelter operators to include 32 provisions that set forth shelter standards. The standards include

- Treat all clients equally with respect and dignity, including in the application of shelter policies and the grievance process;

- Provide shelter services in an environment that is safe and free of physical violence by ensuring that safety protocols are in place that include training to shelter staff regarding de-escalation techniques;
- Provide shelter services in compliance with the Americans with Disabilities Act (ADA);
- Provide all printed materials produced by the City and shelters in English and Spanish and other languages upon request and ensure that all written communications are provided to clients with sensory disabilities in alternate formats such as large print, Braille, etc. upon request;
- Communicate with each client in the client's primary language or provide professional translation services, including but not limited to American Sign Language;
- Ensure that each shelter has an emergency disaster plan that requires drills on a monthly basis and that, in consultation with the Mayor's Office on Disability, includes specific evacuation devices and procedures for people with disabilities; and,
- Ensure that all clients receive appropriate and ADA-compliant transportation services, to attend medical appointments, permanent housing appointments, substance abuse treatment, job-search appointments and job interviews, mental health services, and shelter services.

Furthermore, all shelter staff members are required to take annual trainings on relevant topics including safe and appropriate interactions with shelter clients; and cultural humility, including sensitivity training regarding homelessness, the lesbian, bisexual, gay and transgender communities, people with visible and invisible disabilities, youth, women, and trauma victims. These requirements are also embedded in the City's 5-Year Strategic Homeless Plan, which mandates that the City provide specialized shelters or set-aside sections in general population shelters to accommodate the need for:

- People in crisis needing an unstructured, low-threshold shelter with minimal requirements for residents, consistent with maintaining standards for client safety and hygiene;
- Respite beds;
- Elderly;
- Victims of domestic violence;
- Immigrants; and
- Teen-aged youth.

In addition, the San Francisco Plan to Abolish Chronic Homelessness outlines a long term plan to create permanent supportive homeless for the chronically homeless. The plan was created by a committee formed by the City in 2004 with representatives from the public, private and nonprofit worlds. The plan provides policy and procedure recommendations on how to provide shelter and housing services for special populations.

**For essential services related to emergency shelter: policies and procedures for assessing, prioritizing, and reassessing individuals' and families' needs for essential services related to emergency shelter**

Assessment, support and prioritizing needs in the adult emergency shelter system come through two sources of information and referral/case management. First, the City embeds information and referral specialists/case managers within the shelter staff. These individuals help clients with all types of referrals depending upon the individual's needs. They also act as access points for housing opportunities that the City's Human Services Agency has within the various supportive housing programs - Housing First, Shelter Plus Care and the Local Operating Subsidy Program (LOSP) sites.

Additionally, the Department of Public Health funds the SF START Team (SF Shelters Treatment Access and Resource Team). START supports community-based nonprofit organizations to provide case management, substance abuse counseling, and mental health counseling to individuals and families in the shelter system, providing wraparound support for behavioral health issues. The START program reaches out to all the shelter beds at San Francisco's eight shelter sites and serves homeless male, female, and transgender adults, 18 years and older, who present with moderate to severe behavioral health issues including psychiatric, substance abuse and co-occurring medical conditions the shelter system.

### ***Process for Making Sub-awards***

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

- In partnership with the Citizen's Committee on Community Development (CCCD), MOHCD and the Office of Economic and Workforce Development (OEWD) conduct multiple public hearings to solicit citizen input on community needs for allocating funds from four federal sources, including ESG;
- MOHCD and OEWD issue Requests for Proposals and hold technical assistance workshops for interested non-profit organizations to provide information on the application and the review process;
- MOHCD and OEWD staff review all of the applications that are submitted by non-profit organizations and make funding recommendations to the CCCD;
- CCCD makes funding recommendations to the Mayor for specific projects that will be implemented by non-profit organizations;
- In partnership with the CCCD, MOHCD and OEWD conduct a public hearing to solicit input on the preliminary recommendations;
- Funding recommendations for specific projects that will be implemented by non-profit organizations go through the San Francisco Board of Supervisors review process;
- The Board of Supervisors and the Mayor approve the funding recommendations; and
- MOHCD submits annual Action Plan application for HUD consideration.

### ***Homeless Participation Requirement***

MOHCD staff currently coordinates with HSA staff and the Local Board to ensure that the perspective of homeless and formerly homeless individuals and families are integrated into the goals and objectives of the Consolidated Plan. MOHCD will be incorporating input from these individuals and families during the 2013-2014 program year through hearings held in partnership with the Local Board, neighborhood hearings, focus groups with providers, and surveys conducted with both providers and residents.

### ***Performance Standards***

ESG activities have historically been evaluated by reviewing the progress towards monthly work plan activity goals through MOH's real-time online reporting system, as well as through annual program monitoring visits and review of progress towards performance indicators contained within the Consolidated Plan. In the 2013-2014 program year, all ESG grantees will be required to conform their reporting to HMIS requirements. MOHCD will be working with HSA and the Local Board to review its performance standards and make any refinements necessary to maximize the ability to effectively achieve the expected community outcomes.

### ***Centralized or Coordinated Assessment System***

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

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

## C. HOME Investment Partnerships (HOME) Funds

<b>Summary of HOME Funds Expected to be Available in 2014-2015</b>		
2014-2015 HOME Entitlement:	\$4,244,293	
Expected HOME Program Income:	\$30,000	
<b>Total HOME Sources:</b>	<b>\$4,274,293</b>	
<b>Summary of Proposed Uses of HOME Funds for 2013-2014</b>		
Family Housing and Senior Housing	\$3,849,864	Additional predevelopment funds for family housing pipeline projects
General MOHCD Administrative Expenses	\$424,429	
<b>Total HOME Uses</b>	<b>\$4,274,293</b>	

### **Matching Funds**

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

<b>HOME Program Match Requirement 2014-2015</b>		
	<b>Allocation</b>	<b>Estimated Required Match (based on expected drawdowns)</b>
Housing Development	\$3,819,864	\$1,500,000
Estimated Program Income	\$30,000	\$0
City Administrative Expenses	\$424,429	\$0
<b>Total Entitlement</b>	<b>\$4,274,293</b>	<b>\$1,500,000</b>

### **Affirmative Marketing of HOME Assisted Units**

In accordance with the regulations of the HOME Program, and in furtherance of the City and County of San Francisco's commitment to non-discrimination and equal opportunity in housing, San Francisco has established procedures to affirmatively market units newly built or rehabilitated with the HOME Program funds.

At least six months before the project completion date, borrowers of HOME Program funds are required to deliver to the City for the City's review and approval an affirmative marketing plan and a written tenant selection procedure for marketing and renting units. The marketing plan must include as many of the following elements as are appropriate to the Project, as determined by the City:

(a) The marketing plan must include a reasonable accommodations policy that indicates how Borrower intends to market Units to disabled individuals, including an indication of the types of accessible Units in the Project, the procedure for applying for vacant Units and a policy giving disabled individuals a priority in the occupancy of accessible Units.

(b) The marketing plan must also include a plan for prioritizing Certificate of Preference Holders in compliance with the Operational Rules for certificate Holder's Priority;

(c) Borrower must advertise vacant Units in local neighborhood newspapers, community-oriented radio stations and other media that are likely to reach low-income households. All advertising must display the Equal Housing Opportunity logo.

(d) Borrower must provide notice of vacant Units to neighborhood-based, nonprofit housing corporations and other low-income housing advocacy organizations that maintain waiting lists or make referrals for below-market-rate housing.

(e) Borrower must provide notice of vacant Units to SFHA.

(f) At least thirty (30) days before any anticipated vacancy and immediately after all other vacancies, Borrower must provide notice to MOHCD of available housing units.

(g) To the extent practicable, Borrower must give preference to potential tenants who have been displaced from other units in the City by rehabilitation or construction work financed in whole or part by the City. To implement this requirement, Borrower agrees to give preferential consideration to applications of displaced persons provided to Borrower by the City.

(h) To the extent practicable, without holding Units off the market, the community outreach efforts listed above must take place before advertising vacant Units to the general public.

(i) Borrower must use access points and accept referrals from the Human Services Agency or the Department of Public Health in accordance with Fair Housing Law if the project receives local operating subsidy from those City departments.

### ***Actions Taken to Outreach to M/WBE Contractors***

In the past, the Mayor's Office of Housing and Community Development utilized the services of the San Francisco Human Rights Commission (HRC) to outreach to MBE/WBEs for contract opportunities. HRC staff provided both MOHCD staff and developers technical assistance on strategies to maximize local MBE/WBE participation in contracting opportunities. HRC assisted developers in identifying scopes of work/trades where MBE/WBEs can successfully bid and win at both the prime and sub-consultant/contracting levels. In addition, HRC reviewed and commented on all Requests for Qualifications/Proposals (RFQ/Ps) to ensure that there were no intentional or unintentional barriers to MBE/WBEs. Finally, HRC worked with developers and prime contractors in outreaching to the MBE/WBE community, utilizing the HRC's directory as well as the City's Contract Opportunities website to properly inform and encourage MBE/WBE firms to submit proposals.

Since the State of California now prohibits preferential treatment to any individual or group based on race, sex, color, ethnicity or national origin in public contracting, among other operations, HRC no longer perform the functions described above. MOHCD is in the process of developing and implementing a MBE/WBE participation program that complies with federal and HUD requirements to take all necessary affirmative steps to assure that MBEs and WBEs are used when possible when there are contracting opportunities. In the meantime MOHCD currently works with the Contract Monitoring Division of the Office of the City Administrator to outreach to Local Business Enterprises (LBEs) pursuant to Chapter 14B of the San Francisco Administrative Code. Many of the Local Business Enterprises are minority and women-owned businesses.

### ***Resale Provisions for Homeownership Activities***

San Francisco does not plan to use HOME funds for any type of homeownership assistance- HOME dollars are exclusively used for multifamily housing programs. Nevertheless, the City upholds strict resale provisions for all below market rate units created through the inclusionary housing program. Below Market Rate (BMR) units are resold at a restricted price to households that meet the first-time homebuyer and income qualifications for the program. Most units are priced at a level that is affordable to households earning 100% of area median.

All units purchased post mid-2007 are re-priced based on the change in Area Median Income (AMI) levels from the time of purchase to the time of resale pricing. Units in developments that were sold before mid-2007 are re-priced using the methodology dictated by planning approval for the specific development. Most re-sale units that were purchased before 2007 are re-priced according to either the percentage change in the Consumer Price Index from the time of purchase to the time of resale pricing or based on a supportable mortgage formula using the current 11<sup>th</sup> District Cost of Funds Index.

## D. Housing Opportunities for Persons With AIDS (HOPWA) Funds

As noted under the Lead Agency section, MOHCD is the successor housing agency to the former San Francisco Redevelopment Agency (SFRA), and thus serves as the lead agency and administrator of the HOPWA Program on behalf of the San Francisco Eligible Metropolitan Statistical Area (EMSA), which includes San Francisco, San Mateo and Marin Counties. MOHCD will enter into fiscal agent agreements with the San Mateo County AIDS Program and the Marin County Community Development Block Grant Program. These agencies will determine priorities for funding, select project sponsors, administer the HOPWA funds, and ensure that all HOPWA regulations have been satisfied for their respective jurisdictions.

Summary of HOPWA Funds Expected to be Available in 2014-2015	
New 2014-2015 Funds:	\$8,241,932
Reprogrammed Funds from Prior Years:	\$695,716
Expected Program Income:	\$210,360
	<u>\$9,148,008</u>

Summary of Proposed Uses of HOPWA Funds for 2014-2015		
<b>San Francisco</b>		
Capital Projects	\$466,088	Funding for capital projects for facilities that received prior HOPWA funding for capital development and serve persons with HIV/AIDS exclusively
Rental Assistance Program	\$3,555,621	Tenant-based rental assistance and housing advocacy services
Supportive Services (RCF-CI)	\$3,761,821	Supportive services, facility operating costs and project sponsor administration for five licensed RCF-CI (Residential Care Facility for the Chronically Ill) for people with HIV/AIDS
Supportive Services (Other Facilities)	\$100,000	Supportive services, facility operating costs and project sponsor administration for two other facilities for people with HIV/AIDS
Housing Information and Referral	\$48,000	Housing information and referral
Grantee Administrative Expenses	\$217,000	
<b>Subtotal San Francisco:</b>	<b><u>\$8,148,530</u></b>	
<b>San Mateo County</b>		
Rental Assistance Program	\$591,347	Short-term rental and mortgage payment assistance and related supportive services for persons with HIV/AIDS
Supportive Services	\$124,394	Comprehensive case management services for persons with HIV/AIDS
<b>Subtotal San Mateo County:</b>	<b><u>\$715,741</u></b>	
<b>Marin County</b>		
Rental Assistance Program	\$275,225	Long-term tenant-based rental assistance for persons with HIV/AIDS
Grantee Administrative Expenses	\$8,512	
<b>Subtotal Marin County:</b>	<b><u>\$283,737</u></b>	
<b>Grand Total:</b>	<b>\$9,148,008</b>	

## **E. Capital Funds for Housing Development Activities in 2014-2015**

### **Sources of Funding for Housing Development Activities in 2014-2015**

To be determined

### **Proposed Uses for Housing Development Activities in 2014-2015**

To be determined

## F. Specific Projects to be Funded in 2014-2015

### ***CDBG Program***

The following is a list of proposed expenditures for the 2014-2015 CDBG program. The list of recommended projects is organized by five-year goals and objectives that are in the 2010-2014 Consolidated Plan. While a recommended project may meet more than one objective, it is only listed under its primary objective.

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

---

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

<b>Agency Name</b>	<b>Project Description</b>	<b>2014-2015 Funding Recommendation</b>
AIDS Legal Referral Panel of the SF Bay Area	Legal services for low-income residents, primarily those with HIV and/or AIDS	\$82,000
APA Family Support Services/Samoan Community Development Center	Case management, information, referral and translation services in nutrition, immigration and housing issues primarily targeting Samoan families in the Southeast sector	\$40,000
Arab Cultural and Community Center	Case management in immigration, health referrals, employment readiness services, domestic violence and other services	\$50,000
Asian Americans Advancing Justice-Asian Law Caucus	Legal services for low-income residents, primarily recent immigrants	\$52,000
Asian Pacific American Community Center	Multi-services, including information and referrals, primarily for low-income Asian immigrants in Visitacion Valley and Bayview	\$57,000
Bay Area Legal Aid	Legal representation for low-income domestic violence victims	\$40,000
Bay Area Legal Aid	Legal assistance and representation for residents of subsidized housing	\$65,000
Central American Resource Center (CARECEN)	Legal services for immigrants	\$80,000
Community Youth Center-San Francisco (CYC-SF)	Culturally competent and linguistically appropriate services for primarily Asian residents in the Bayview	\$50,000
Dolores Street Community Services	Legal services for immigrants	\$44,000
Donaldina Cameron House	ESL conversational classes and individualized support and resources for monolingual and limited English speaking immigrants; and case management services for domestic violence victims	\$50,000
Filipino-American Development Foundation: Filipino Community Center	Multi-services primarily for the Filipino community	\$70,000
Hearing and Speech Center of Northern California	One-on-one or group counseling, psychosocial support for isolation due to hearing loss, family support and advocacy for adults and older adults with hearing loss	\$38,000



<b>Agency Name</b>	<b>Project Description</b>	<b>2014-2015 Funding Recommendation</b>
Instituto Laboral de la Raza	Legal services for low-income immigrant workers	\$60,000
La Raza Centro Legal	Legal services for immigrants	\$50,000
La Raza Community Resource Center	Legal services for immigrants	\$80,000
Mayor's Office of Housing and Community Development	Program delivery for direct services	\$45,000
Nihonmachi Legal Outreach	Culturally and linguistically competent social and legal services primarily for the API community, including legal representation, counseling and referrals in a wide range of civil legal issues	\$75,000
Swords to Plowshares Veterans Rights Organization	Legal counseling and representation for veterans	\$81,000
Vietnamese Community Center of SF	Information and referral and ESL instruction primarily for Vietnamese immigrants	\$55,000
	<b>Subtotal</b>	<b>\$1,164,000</b>

**Objective 2: Support the healthy development of families and individuals**

No CDBG-recommended projects primarily meet this objective.

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

<b>Agency Name</b>	<b>Project Description</b>	<b>2014-2015 Funding Recommendation</b>
Mission Asset Fund	Financial education, coaching and access to peer lending circles (loans); and technical assistance/support to train three partner agencies to implement the Lending Circles Model	\$65,000
Mission Economic Development Agency	Financial education, counseling and coaching services to enable clients to reach a broad continuum of financial goals	\$35,000
Mission SF Community Financial Center	Financial services, including credit building loans and repair counseling, to reduce and eliminate barriers to asset-building for extremely low- and low-income asset poor individuals	\$50,000
Northeast Community Federal Credit Union	Financial services, including credit building and repair counseling, primarily for the un-banked population	\$50,000
	<b>Subtotal</b>	<b>\$200,000</b>

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

<b>Agency Name</b>	<b>Project Description</b>	<b>2014-2015 Funding Recommendation</b>
Community Housing Partnership	Vocational skills training in the hospitality sector	\$75,000
Episcopal Community Services of SF	Vocational skills training in the hospitality sector	\$100,000
In-Home Supportive Services Consortium of San Francisco, Inc.	Vocational skills training in the health care sector	\$75,000
Mission Hiring Hall	Vocational skills training in the hospitality sector	\$100,000
Mission Language and Vocational School, Inc.	Vocational skills training in the health care sector	\$100,000
	<b>Subtotal</b>	<b>\$450,000</b>

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

<b>Agency Name</b>	<b>Project Description</b>	<b>2014-2015 Funding Recommendation</b>
Booker T. Washington Community Service Center	Academic support, technology training, life skills and coaching for transitional age youth	\$40,000
Central American Resource Center (CARECEN)	Media production training	\$40,000
Collective Impact (dba Mo' Magic)	Case management and multi-services for transitional age youth	\$40,000
Community Youth Center-San Francisco (CYC-SF)	Academic assistance, life skills building and support for at-risk, underserved young adults to enhance their educational/career outlook	\$50,000
Filipino American Development Foundation/Pin@y Educational Partnerships (PEP)	Academic support and college credits in Ethnic Studies for high school students	\$50,000
Lavender Youth Rec. & Info. Ct.(LYRIC)	Youth advocacy, case management support services and connection to critical services for LGBTQQ youth	\$50,000
Mission Neighborhood Centers	Evening program and multi-services for transitional age youth	\$50,000
San Francisco Conservation Corps	Academic support for transitional age youth	\$50,000
Sunset District Comm. Develop. Corp.	Intensive case management for youth at risk or involved with the juvenile justice system	\$50,000
United Playaz	Case management for transitional age youth	\$55,000
Urban Services YMCA	Multi-services and case management for transitional age youth	\$70,000
YMCA of San Francisco (Bayview)	Case management for transitional age youth	\$50,000

<b>Agency Name</b>	<b>Project Description</b>	<b>2014-2015 Funding Recommendation</b>
YMCA of San Francisco (Bayview)/TURF	Case management and multi-services primarily for transitional age youth living in Sunnydale	\$50,000
Bayview Hunter's Point Center for Arts & Technology	Young Adult Bridge services	\$75,000
Vietnamese Youth Development Center	Young Adult Bridge services	\$60,000
	<b>Subtotal</b>	<b>\$780,000</b>

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

<b>Agency Name</b>	<b>Project Description</b>	<b>2014-2015 Funding Recommendation</b>
Central City Hospitality House	Neighborhood Access Point	\$100,000
Collective Impact (dba Mo' Magic)	Neighborhood Access Point and Young Adult WorkLink Services	\$70,000
Community Center Pjt of SF (dba the San Francisco LGBT Community Center)	Neighborhood Access Point	\$120,000
Compass Family Services	Neighborhood Access Point	\$50,000
Goodwill Industries of San Francisco, San Mateo & Marin Counties	Criminal justice and re-entry services in support of the One Stop system	\$125,000
Hearing and Speech Center of Northern California	Neighborhood Access Point and Young Adult WorkLink Services	\$42,500
Mission Economic Development Agency	Neighborhood Access Point	\$100,000
Office of Economic and Workforce Development	Workforce development services	\$90,000
Positive Resource Center	Neighborhood Access Point	\$50,000
Toolworks	Neighborhood Access Point	\$55,000
Upwardly Global	Neighborhood Access Point	\$75,000
Young Community Developers	Neighborhood Access Point and Young Adult WorkLink Services	\$65,000
	<b>Subtotal</b>	<b>\$942,500</b>

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

No CDBG-recommended projects primarily meet this objective.

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

<b>Agency Name</b>	<b>Project Description</b>	<b>2014-2015 Funding Recommendation</b>
Asian Neighborhood Design	Architectural services and technical assistance for businesses in low- and moderate-income commercial neighborhood corridors	\$12,827
Community Center Pjt of S.F dba The San Francisco LGBT Community Center	Business technical assistance primarily for new and existing lesbians, gay, bisexual and transgender-owned micro-enterprises	\$40,000
La Cocina	Commercial kitchen and business incubator that supports the development of micro-enterprises	\$50,000
Mission Asset Fund	Access to capital services, primarily targeting low-income micro-entrepreneurs	\$50,000
Mission Economic Development Agency	Business technical assistance program that provides a continuum of services in English and Spanish to support the growth and success of micro-enterprises	\$125,000
Northeast Community Federal Credit Union	Provide small businesses with technical assistance for Americans with Disabilities Act	\$75,000
OEWD Small Business Development Center	Entrepreneurial training, consultation and support for businesses citywide with emphasis in the Chinatown and Mission neighborhoods	\$160,000
Office of Economic and Workforce Development	Section 108 repayment contingency	\$262,308
Opportunity Fund Northern California	Access to capital services, primarily targeting low-income micro-entrepreneurs	\$50,000
Pacific Community Ventures	Business technical assistance and access to capital for small businesses	\$50,000
Renaissance Entrepreneurship Center	Entrepreneurial training, consultation and support for individuals starting micro-enterprises	\$100,000
SF Made	Entrepreneurial consultation, training and support for small business owners and entrepreneurs primarily targeting the eastern neighborhoods in the manufacturing sector	\$65,000
South of Market Foundation	Entrepreneurial consultation, training and support for small business owners and entrepreneurs primarily targeting Sixth Street in the South of Market	\$183,865
Southeast Asian Community Center	Entrepreneurial consultation and support for primarily Asian and Pacific Islander small business owners	\$120,000
Women's Initiative for Self Employment	Business technical assistance primarily for new and existing low-income women-owned micro-enterprises	\$40,000
Wu Yee Children's Services	Business technical assistance primarily for new and existing child care providers	\$45,000
	<b>Subtotal</b>	<b>\$1,429,000</b>

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

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

<b>Agency Name</b>	<b>Project Description</b>	<b>2014-2015 Funding Recommendation</b>
Asian Neighborhood Design	Architectural/planning services for MOHCD funded capital projects	\$50,000
Asian Neighborhood Design	Cost reasonableness assessment for MOHCD funded capital projects	\$30,000
Bayview Hunters Point Multipurpose Senior Services	Construction of a senior center	\$200,000
Board of Trustees of the Glide Foundation	Replace roof at a multipurpose community facility	\$60,000
Boys & Girls Clubs of San Francisco	Replace heating unit in a community youth center	\$44,550
Boys & Girls Clubs of San Francisco	Rehabilitation of a drain line in a community youth center	\$40,920
Community Awareness & Treatment Services	Construction of an accessibility ramp at a facility serving seniors with mobility impairments	\$41,680
Community Design Center	Owner-Representative services for MOHCD funded capital projects	\$40,000
Donaldina Cameron House	Replacement of windows and sashes in a multipurpose facility	\$123,433
Mayor's Office of Housing and Community Development	Capital and Public Space Improvement program delivery	\$300,000
Mission Economic Development Agency	Replacement of windows of a facility offering asset development and family support services	\$99,000
Mission Neighborhood Centers	Construction of Limited Use/Limited Application (LULA) elevator and electrical upgrades to facility serving youth and families	\$100,000
Nihonmachi Legal Outreach	Renovate the HVAC system in a facility offering legal services	\$41,000
Openhouse	Tenant improvements for new program space within a housing development	\$250,000
Pomeroy Recreation and Rehabilitation Center	Roof renovation and gutter replacement at a recreation facility serving developmentally and physically challenged persons	\$100,000
San Francisco AIDS Foundation	Replacement of an elevator in a facility serving persons with HIV/AIDS	\$65,244
Telegraph Hill Neighborhood Association	Replace the boiler, heating and ventilation system, and hot water heater; and upgrades to the mechanical control system in a multipurpose facility	\$85,800
Wu Yee Children's Services	Rehabilitation of a HVAC system in a facility that provides child development and family support services	\$50,000
	<b>Subtotal</b>	<b>\$1,721,627</b>

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

No CDBG-recommended projects primarily meet this objective.

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

<b>Agency Name</b>	<b>Project Description</b>	<b>2014-2015 Funding Recommendation</b>
Compasspoint Nonprofit Services	Technical assistance, consultation and workshop vouchers for CDBG-funded agencies	\$60,000
Earned Assets Resource Network/Office of the Treasurer	Capacity building for financial education practitioners as well as streamline access to financial education for low-income San Franciscans	\$14,000
HomeownershipSF	Training and capacity building for homebuyer education providers	\$30,000
Mayor's Office of Housing and Community Development	Consolidated Planning	\$117,000
Mission Asset Fund	Training and capacity building for community organizations to use a new online screening and referral tool that connects people to services	\$20,000
Northern California Community Loan Fund	Asset management planning for CDBG/HOPWA-eligible facilities	\$150,000
Richmond District Neighborhood Center	Organizational capacity building for CDBG-funded neighborhood centers through participation in SF Neighborhood Centers Together, which offers training and peer support to Executive Directors	\$30,000
San Francisco School Alliance	Organizational capacity building for community based organizations through participation in the Family Economic Success Certification Program, which offers training and peer support to nonprofit benefits providers	\$20,000
	<b>Subtotal</b>	<b>\$441,000</b>

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

<b>Agency Name</b>	<b>Project Description</b>	<b>2014-2015 Funding Recommendation</b>
Bay Area Community Resource/Excelsior Action Group	One-on-one assistance for businesses to economically stabilize and strengthen neighborhood business districts in the Excelsior	\$70,000
Bay Area Community Resource/Portola Neighborhood Association	One-on-one assistance for businesses to economically stabilize and strengthen neighborhood business districts in the Portola	\$70,000

<b>Agency Name</b>	<b>Project Description</b>	<b>2014-2015 Funding Recommendation</b>
Japanese Community Youth Council (JCYC)/Japantown Task Force	One-on-one assistance for businesses to economically stabilize and strengthen neighborhood businesses primarily targeting microenterprises in the Japantown commercial core area	\$40,000
North of Market Neighborhood Improvement Corp.	Provide capacity building support to existing and new businesses seeking to locate in Central Market	\$35,000
Ocean Avenue Association	One-on-one assistance for businesses to economically stabilize and strengthen neighborhood business districts in the Ocean Merced Ingleside	\$30,000
Renaissance Entrepreneurship Center	Entrepreneurial consultation, training and support for small business owners and entrepreneurs primarily targeting the Bayview Hunters Point, Potrero Hill and Visitacion Valley neighborhoods	\$100,000
	<b>Subtotal</b>	<b>\$345,000</b>

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

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

<b>Agency Name</b>	<b>Project Description</b>	<b>2014-2015 Funding Recommendation</b>
Causa Justa :: Just Cause	Eviction prevention and housing counseling services	\$38,000
Chinatown Community Development Center	Tenant counseling for primarily monolingual Chinese households	\$50,000
Independent Living Resource Center of SF	Housing stabilization and tenant education services	\$55,000
Legal Assistance to the Elderly	Legal services focused on housing, primarily for low-income seniors and adults with disabilities	\$30,000
San Francisco Study Center - Housing Rights Committee of San Francisco	Tenant counseling and eviction prevention services	\$85,000
Self-Help for the Elderly	Tenant counseling and advocacy and eviction prevention assistance primarily for elderly renters	\$50,000
Tenderloin Housing Clinic, Inc.	Legal counseling and representation for tenants threatened with eviction	\$87,500
The Arc Of San Francisco	Eviction prevention and housing counseling services for adults with developmental disabilities	\$50,000
	<b>Subtotal</b>	<b>\$445,500</b>

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

<b>Agency Name</b>	<b>Project Description</b>	<b>2014-2015 Funding Recommendation</b>
Central City Hospitality House	Shelter beds for homeless men	\$65,000
Community Awareness & Treatment Services	Shelter beds and services for homeless women	\$50,000
Larkin Street Youth Services	Shelter beds and services to homeless youth	\$54,000
Larkin Street Youth Services	Life skills and case management for homeless transitional age youth	\$58,000
Mission Neighborhood Health Center	Leadership development for homeless individuals at a drop-in day shelter program	\$39,000
Providence Foundation	Shelter beds and services for homeless persons	\$45,000
YMCA of San Francisco (Bayview)/United Council/United Council of Human Serv	Day shelter for homeless individuals	\$50,000
	<b>Subtotal</b>	<b>\$361,000</b>

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

No CDBG-recommended projects primarily meet this objective.

**Objective 4: Create and maintain supportive housing**

No CDBG-recommended projects primarily meet this objective.

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

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

<b>Agency Name</b>	<b>Project Description</b>	<b>2014-2015 Funding Recommendation</b>
Asian Neighborhood Design	Architectural/planning services for MOHCD funded housing projects	\$53,000
Bernal Heights Neighborhood Center	Build-out of crawlspace into new community room	\$73,000
Bernal Heights Neighborhood Center	Rehab to address health and safety-related needs and seismic retrofit	\$21,000
Bernal Heights Neighborhood Center	Repair to site drainage system, other health and safety-related needs	\$21,000
Chinatown Community Development Center	Repair to elevator, painting of building interior, tile replacement	\$104,096
Chinatown Community Development Center	Rehab of five buildings	\$57,904



<b>Agency Name</b>	<b>Project Description</b>	<b>2014-2015 Funding Recommendation</b>
Community Housing Partnership	Develop rehab scope and financing for public housing capital upgrades	\$60,000
Community Housing Partnership	Develop rehab scope and financing for public housing capital upgrades	\$49,000
Dolores Street Community Services	Replacement of windows and existing heating system, energy efficiency upgrades	\$32,470
Mayor's Office of Housing and Community Development	Housing Development Pool	\$3,002,736
Mayor's Office of Housing and Community Development	Housing Program Delivery	\$675,000
Mayor's Office of Housing and Community Development	Lead hazard reduction program matching funds	\$450,000
Tenderloin Neighborhood Development Corporation	Twelve rehab projects over thirteen properties	\$123,270
Tenderloin Neighborhood Development Corporation	Rehab of four buildings	\$79,730
	<b>Subtotal</b>	<b>\$4,802,206</b>

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

<b>Agency Name</b>	<b>Project Description</b>	<b>2014-2015 Funding Recommendation</b>
Rebuilding Together San Francisco	Critical repairs on 25 homes and 25 community facilities through Rebuilding Day events	\$30,000
	<b>Subtotal</b>	<b>\$30,000</b>

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

<b>Agency Name</b>	<b>Project Description</b>	<b>2014-2015 Funding Recommendation</b>
Asian, Inc.	Pre- and post-purchase homebuyer education and counseling services	\$50,000
Community Center Pjt of S.F dba The San Francisco LGBT Community Center	Pre-purchase homebuyer education and counseling services	\$50,000
Mission Economic Development Agency	Pre- and post-purchase homebuyer education and counseling services	\$155,000
San Francisco AIDS Foundation	Housing information and referral	\$72,000
San Francisco Community Land Trust	Education and technical assistance for residents and Boards of existing co-ops	\$36,000

<b>Agency Name</b>	<b>Project Description</b>	<b>2014-2015 Funding Recommendation</b>
San Francisco Housing Development Corporation	Pre- and post-purchase homebuyer education and counseling services, including foreclosure prevention	\$60,000
	<b>Subtotal</b>	<b>\$423,000</b>

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

No CDBG-recommended projects primarily meet this objective.

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

No CDBG-recommended projects primarily meet this objective.

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

No CDBG-recommended projects primarily meet this objective.

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

No CDBG-recommended projects primarily meet this objective.

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

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

No CDBG-recommended projects primarily meet this objective.

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

<b>Agency Name</b>	<b>Project Description</b>	<b>2014-2015 Funding Recommendation</b>
APA Family Support Services/YMCA of San Francisco (Bayview)	Service connection for Sunnydale public housing residents, including referral, case management and family advocacy services	\$45,000
Bridge Housing Corporation	Community building primarily for Potrero Terrace/Annex public housing residents	\$155,000
Mayor's Office of Housing and Community Development	HOPE SF Program Delivery	\$75,000
Mercy Housing California	Outreach, referrals and wrap-around support primarily for Sunnydale public housing residents	\$65,000
Potrero Hill Neighborhood House	Service connection for Potrero Annex and Terrace public housing residents	\$55,136
Urban Services YMCA	Service connection and community building primarily for Potrero Annex and Terrace public housing residents	\$82,703

<b>Agency Name</b>	<b>Project Description</b>	<b>2014-2015 Funding Recommendation</b>
YMCA of San Francisco (Bayview)/TURF	Community building primarily for Sunnysdale public housing residents	\$50,000
YMCA of San Francisco (Bayview)	Service connection and community building primarily for Hunters View public housing residents	\$245,000
	<b>Subtotal</b>	<b>\$772,839</b>

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

No CDBG-recommended projects primarily meet this objective.

**Program Income Funded Activities**

<b>Agency Name</b>	<b>Project Description</b>	<b>2014-2015 Funding Recommendation</b>
Mayor's Office of Housing and Community Development	Community Housing Rehabilitation Loan Program	\$1,175,000
Office of Community Investment and Infrastructure	Capital improvements to Shoreview Park	\$1,149,746
Office of Economic and Workforce Development	Small business loans	\$250,000
	<b>Subtotal</b>	<b>\$2,574,746</b>

**General Administration**

<b>Agency Name</b>	<b>Project Description</b>	<b>2014-2015 Funding Recommendation</b>
Mayor's Office of Housing and Community Development and Office of Economic and Workforce Development	General CDBG administration	\$3,208,500
	<b>Subtotal</b>	<b>\$3,208,500</b>

**TOTAL CDBG: \$20,090,918**

### **ESG Program**

The following is a list of funding recommendations for the 2014-2015 ESG program. The list of recommended projects is organized by five-year goals and objectives that are in the 2010-2014 Consolidated Plan. All of the ESG-recommended projects meet Goal 3: Formerly homeless individuals and families are stable, supported and live in permanent housing. While a recommended project may meet more than one objective, it is only listed under its primary objective.

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

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

<b>Agency Name</b>	<b>Project Description</b>	<b>2014-2015 Funding Recommendation</b>
AIDS Housing Alliance	Homeless and eviction prevention services primarily for persons with HIV/AIDS	\$150,000
Bar Association of SF Justice & Diversity Center	Legal representation in eviction cases for indigent clients at immediate risk of becoming homeless	\$90,000
Catholic Charities CYO	Tenant based rental assistance	\$180,860
Compass Family Services	Homeless and eviction prevention services and housing counseling for individuals and families	\$40,000
Eviction Defense Collaborative, Inc.	Counseling and emergency legal assistance for tenants threatened with eviction	\$60,000
Hamilton Family Center, Inc	Tenant based rental assistance and housing counseling for individuals and families	\$171,140
	<b>Subtotal</b>	<b>\$692,000</b>

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

<b>Agency Name</b>	<b>Project Description</b>	<b>2014-2015 Funding Recommendation</b>
Asian Women's Shelter	Intensive case management, counseling, advocacy and emergency shelter services primarily for Asian and Pacific Islander battered women and their children	\$102,000
Compass Family Services	Shelter beds and services for families	\$87,000
Dolores Street Community Services	Shelter beds and case management services primarily for homeless men	\$35,000
Episcopal Community Services of SF	Shelter beds for homeless men and women	\$65,000
Friendship House Association of American Indians	Life skills and case management primarily for Native American adults	\$42,000
Gum Moon Residence Hall	Transitional housing program for primarily Asian immigrant women who are victims of domestic violence	\$55,000

<b>Agency Name</b>	<b>Project Description</b>	<b>2014-2015 Funding Recommendation</b>
Hamilton Family Center, Inc	Shelter beds and case management services primarily for families	\$50,000
La Casa de las Madres	Shelter beds and case management for survivors of domestic violence	\$150,000
	<b>Subtotal</b>	<b>\$586,000</b>

---

**General Administration**

---

<b>Agency Name</b>	<b>Project Description</b>	<b>2014-2015 Funding Recommendation</b>
Mayor's Office of Housing and Community Development	General ESG administration	\$104,520
Mayor's Office of Housing and Community Development	HMIS	\$11,210
	<b>Subtotal</b>	<b>\$115,730</b>

**TOTAL ESG: \$1,393,730**

### **HOME Program**

The following is a list of funding recommendations for the 2014-2015 HOME program. The list of recommended projects is organized by five-year goals and objectives that are in the 2010-2014 Consolidated Plan. All of the HOME-recommended projects meet Goal 4: Families and individuals have safe, healthy and affordable housing, Objective 1: Create and maintain permanently affordable rental housing through both new construction and acquisition and rehabilitation programs for individuals and families earning 0-60% of AMI.

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

---

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

<b>Agency Name</b>	<b>Project Description</b>	<b>2014-2015 Funding Recommendation</b>
Mayor's Office of Housing and Community Development	Housing Development Pool	\$3,849,864
	<b>Subtotal</b>	<b>\$3,849,864</b>

#### **General Administration**

---

<b>Agency Name</b>	<b>Project Description</b>	<b>2014-2015 Funding Recommendation</b>
Mayor's Office of Housing and Community Development	General HOME administration	\$424,429
	<b>Subtotal</b>	<b>\$424,429</b>

**TOTAL HOME: \$4,274,293**

### **HOPWA Program**

The following is a list of funding recommendations for the 2014-2015 HOPWA program for San Francisco, San Mateo and Marin Counties.

### **SAN FRANCISCO**

The list of San Francisco's recommended projects is organized by five-year goals and objectives that are in the 2010-2014 Consolidated Plan. While a recommended project may meet more than one objective, it is only listed under its primary objective.

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

---

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

<b>Agency Name</b>	<b>Project Description</b>	<b>2014-2015 Funding Recommendation</b>
San Francisco AIDS Foundation	Housing information and referral	\$48,000
	<b>Subtotal</b>	<b>\$48,000</b>

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

<b>Agency Name</b>	<b>Project Description</b>	<b>2014-2015 Funding Recommendation</b>
Black Coalition on AIDS	Tenant Improvements to a residential facility serving persons with AIDS	\$32,900
Catholic Charities CYO	Tenant improvements in facility serving children, youth, adults and seniors (HOPWA)	\$433,188
Black Coalition on AIDS	Supportive services, facility operating costs and project sponsor administration for a transitional care facility for people with HIV/AIDS	\$50,000
Catholic Charities CYO	Housing advocacy program for people with HIV/AIDS	\$265,724
Catholic Charities CYO	Partial rental subsidy program for people with HIV/AIDS	\$150,000
Catholic Charities CYO (Leland House)	Supportive services, facility operating costs and project sponsor administration at a RCF-CI (Residential Care Facility for the Chronically Ill) for people with HIV/AIDS	\$1,683,973
Catholic Charities CYO (Peter Claver)	Supportive services, facility operating costs and project sponsor administration at a RCF-CI (Residential Care Facility for the Chronically Ill) for people with HIV/AIDS	\$758,187
Dolores Street Community Services	Supportive services, facility operating costs and project sponsor administration at a RCF-CI (Residential Care Facility for the Chronically Ill) for people with HIV/AIDS	\$479,350

<b>Agency Name</b>	<b>Project Description</b>	<b>2014-2015 Funding Recommendation</b>
Human Services Agency	Administration of tenant-based rental assistance program for people with HIV/AIDS	\$3,139,897
Larkin Street Youth Services	Supportive services, facility operating costs and project sponsor administration at a RCF-CI (Residential Care Facility for the Chronically Ill) for people with HIV/AIDS	\$348,144
Maitri Compassionate Care	Supportive services, facility operating costs and project sponsor administration at a RCF-CI (Residential Care Facility for the Chronically Ill) for people with HIV/AIDS	\$492,167
Mercy Housing California	Supportive services, facility operating costs and project sponsor administration at an independent living facility for people with HIV/AIDS	\$50,000
	<b>Subtotal</b>	<b>\$7,883,530</b>

#### **General Administration**

<b>Agency Name</b>	<b>Project Description</b>	<b>2014-2015 Funding Recommendation</b>
Mayor's Office of Housing and Community Development	General HOPWA administration	\$217,000
	<b>Subtotal</b>	<b>\$217,000</b>

**TOTAL HOPWA FOR SAN FRANCISCO: \$8,148,530**

#### **SAN MATEO COUNTY**

<b>Agency Name</b>	<b>Project Description</b>	<b>2014-2015 Funding Recommendation</b>
Mental Health Association of San Mateo	Short-term rental and mortgage payment assistance and related supportive services for persons with HIV/AIDS, including permanent housing placement costs (includes project sponsor administration)	\$591,347
San Mateo County STD/HIV Program	Comprehensive case management services for very low-income persons with HIV/AIDS	\$124,394
	<b>Subtotal</b>	<b>\$715,741</b>

**TOTAL HOPWA FOR SAN MATEO COUNTY: \$715,741**



**MARIN COUNTY**

<b>Agency Name</b>	<b>Project Description</b>	<b>2014-2015 Funding Recommendation</b>
County of Marin	Marin County administration of HOPWA Program	\$8,512
Marin Housing Authority	Long-term tenant based rental assistance for persons with AIDS/HIV (includes project sponsor administration)	\$275,225
	<b>Subtotal</b>	<b>\$283,737</b>

**TOTAL HOPWA FOR MARIN COUNTY: \$283,737**

**TOTAL HOPWA FOR SAN FRANCISCO, SAN MATEO AND MARIN COUNTIES: \$9,148,008**

### III. NEIGHBORHOOD REVITALIZATION STRATEGY AREAS

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

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

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

	NRSA Neighborhoods	Areas of Low-Income Concentration	Areas of Minority Concentration
Bayview Hunters Point	x	x	x
Bernal Heights			x
Chinatown	x	x	x
Excelsior			x
Mission	x	x	x
Oceanview Merced Ingleside (OMI)			x
Portola			x
South of Market	x	x	
Tenderloin	x	x	
Visitacion Valley	x	x	x

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

In 2010, MOHCD and OEWD reviewed each of the NRSA strategic plans and committed to achieving very specific outcomes over the next five years. In the 2010-2014 Consolidated Plan, San Francisco requested an extension of the NRSA designation for all six neighborhoods.

The following outline provides a supplemental snapshot of persistent needs and five-year goals for each neighborhood. Please note that these needs are *in addition* to the core, urgent needs that were previously stated for economic development, education and training, affordable housing, public safety, physical environment, and social services.

#### 1) Bayview Hunter’s Point

##### Recent Key Advances:

- Improved commercial corridor, including new MUNI T Line
- Newly constructed Boys and Girls Club
- Invested in renovations at Malcolm X School
- Constructed Alice Griffith Opportunity Center
- Promoted jobs on the 3<sup>rd</sup> Street light-rail project – 271 residents hired

- Partnered with Wells Fargo Bank to launch a façade improvement program to stimulate commercial revitalization
- Expanded banking services of the Northeast Community Federal Credit Union (NECFUCU) to mitigate the need for check cashing services
- Launched the Bayview Business Resource Center to provide technical assistance and access to capital]
- Four recently constructed mixed-use developments which provide affordable housing opportunities and commercial retail spaces
- Completed 9 façade and tenant improvements
- Attracted 10 new locally owned businesses to start up community serving business on Third Street Commercial Corridor

Persistent Needs:

- Services for senior housing
- Job training initiatives
- Crime prevention and violence prevention efforts
- Services for growing immigrant population
- Family support for CalWorks families
- Services for transitional age youth
- Services for families facing the loss of a home to foreclosure
- Continued development of the retail corridor
- Development at publicly owned parcels at Third and Oakdale
- Improved access to healthy food options
- Accessibility to technical assistance and access to capital for small business development

Five-Year Goals:

- Stimulate development for one grocery store to open
- Strengthen service provision capacity – this includes increasing culturally competent programming in a diversifying neighborhood, and supporting the development of fiscally sustainable organizations that provide needed services
- Encourage development of farmer’s market
- Revitalize Southeast One-Stop Career Link Center
- Leverage improvements to Bayview Opera House in order to stimulate cultural and economic development programming of underutilized community facilities
- Develop new mixed-income housing being developed at Hunters View
- Connect public housing residents to family supports and access to social services
- Support the Renaissance Bayview and Third Street Corridor Program’s on-going efforts to provide technical assistance and access to capital

**2) Visitacion Valley**

Recent Key Advances:

- Significant capital improvements to two Visitacion Valley community centers
- Expanded banking services of a credit union (NECFUCU) to mitigate the need for check cashing services
- Leland Avenue Streetscape Project construction initiated, expected completion Fall 2010
- New Visitacion Valley Library construction on new site, expected completion Winter 2011
- Completed 5 façade improvements along the Leland Avenue Commercial Corridor
- Opening of a satellite One Stop Career Link Center to increase access and referrals to workforce services.
- Adopted plan for Schlage Lock site

Persistent Needs:

- Additional services providing counseling on immigration, legal, and housing rights
- More youth programming, including programs for transitional age youth
- Additional support for local organizations to increase organization capacity, collaboration and leadership within the community

- ESL services and develop Chinese language capacity at organizations
- Crime prevention efforts
- Family support services for CalWorks families
- More effective workforce development strategies
- Continued strengthening of the Leland Avenue Commercial Corridor, while being cognizant of the Schlage Lock development

Five-Year Goals:

- Support retail development along Leland Avenue corridor
- Provide intensive capacity building to community based organizations, including ability to serve increasingly diverse population
- Develop One-Stop Satellite
- Develop new mixed-income housing being developed at Sunnydale
- Connect public housing residents to family supports and access to social services
- Engage public housing residents in community building processes working towards sustainability and safety
- Improve access to public park at Sunnydale
- Develop new community resources—convert the old Schlage Lock office building to a civic use and bring new programming to fit the needs of the local population

**3) Chinatown**

Recent Key Advances:

- Increased capacity to deliver food, through capital investment in community based organization
- Strengthened culinary workforce training program through capital investment in commercial kitchen at community based organization
- Creation of youth center on Chinatown public housing property
- Supported creation of Chinatown coalition of organizations collaboratively working on family economic self sufficiency
- Public space improvements to two playgrounds
- Investments in Asian and Pacific Islander business assistance and asset building activities
- Wentworth Alleyway Streetscape Improvement completed as part of Chinatown Alleyway Master Plan,
- Arts Programming (Arts in the Alleys and Art in Storefronts Pilot Program) paired with alleyway improvements
- Opening of a Chinatown Career Link Center to increase workforce services provided in the area

Persistent Needs:

- Closer partnerships with health centers, clinics and hospitals providing language specific health care and dental care for Chinese residents
- Increased access to affordable housing
- Shortage of vocational English as a second language classes, targeting high growth sectors with high wage jobs
- Information to residents about the range of opportunities in these growing sectors: Healthcare, Financial Services, Construction, Hotel and Dining and Retail Trade,
- Affordable childcare
- Cleaning, greening, and safety improvements programming of alleyways in Chinatown
- Increased small business technical and economic development assistance

Five-Year Goal:

- Reduce language barriers to accessing social services and affordable housing
- Support commercially viable commercial corridor with diverse businesses
- Improve and activate Chinatown alleyways, by programming cultural activities and providing microenterprise opportunities

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

#### **4) Tenderloin**

##### Recent Key Advances:

- Created ADA-accessible rooftop space on emergency shelter for additional client program space
- Expanded program space and other capital improvements for youth center
- Helped launch homeless women's drop-in center
- Assisted in rehabilitation of long term vacancy along Taylor Street, and assisted in the attraction of a cultural organization to fill space
- Launched façade improvement program to stimulate commercial revitalization
- Enhanced Public Art Programming throughout the community, by supporting Wonderland Exhibit and implementing Art in Storefronts Pilot Program
- Assisted in the reprogramming of liquor store to community serving grocery store

##### Persistent Needs:

- Improve banking and small business assistance
- Need to address over concentration of social services
- Increased supply of permanent housing for seniors, immigrants and homeless populations
- Strategies to reduce homelessness
- Increased economic stability through employment services, mainstream financial entitlements and education.
- ESL and vocational ESL programs for limited-English speaking immigrants
- Too few open space and recreational areas
- Increased crime prevention efforts, especially in regards to drug-related activities
- Reduction of blight and filling vacancies in the Tenderloin and Mid-Market areas.

##### Five-Year Goal:

- Support homeless prevention efforts and efforts to move homeless individuals into more stable housing
- Increase coordination of Tenderloin social service organizations
- Utilization of various resources to stimulate development in Tenderloin and Mid-Market areas
- Continue to recruit art and cultural entities as a means to stimulate retail growth and create workforce development in the community

#### **5) Mission**

##### Recent Key Advances:

- Supported development of multi-tenant building to house asset-building organization and construction of retail incubation space
- Supported development of new Valencia Gardens public housing
- Supported the coordination of service delivery for immigrant communities
- Supported the One-Stop Employment Center
- Launched a façade improvement program to stimulate commercial revitalization
- Increased homeownership training and education

##### Persistent Needs:

- More affordable housing opportunities for low and moderate-income households, including homeownership counseling
- Eviction prevention services
- Support for asset building and financial education for individuals and families
- Increased investment in services for immigrant youth and unaccompanied minors at/in risk of violence
- Space for youth activities
- Staff training and professional development in violence prevention strategies

- Investment in job training programs
- Increased access to extended hours of childcare and to out-of-school programs for children and youth grades K-12
- Improved accessibility of senior services, including increased meal provision, recreational activities, and transportation services for frail elders
- Support culturally and linguistically relevant programs for increasingly diverse communities
- Strong and stable small businesses

Five-Year Goal:

- Support commercial district revitalization
- Develop retail incubation program
- Support coordination of services at new community hub
- Coordinate with other city departments that support youth and seniors to address identified needs

**6) South of Market**

Recent Key Advances:

- Supported youth center providing violence prevention and youth leadership development
- Built out after school space within a larger studio and theater
- Improved business technical assistance and recent façade improvements
- Stimulated development of the Harvest Urban Market
- Supported Six on Sixth Commercial Revitalization – small business development and facade improvement plan
- Engaged in the development of revitalization plans for 7<sup>th</sup> Street corridor
- Opened a South of Market/Civic Center One Stop Career Link Center to increase workforce services provided in the area.

Persistent Needs:

- Stronger community networks and infrastructure through projects/events aimed at multiple populations and encouragement of civic engagement
- Increased residents' job readiness, placement and retention through: education, job training, assistance to immigrants on obtaining proper documentation, re-entry programs for formerly incarcerated individuals, affordable childcare
- Support community-serving businesses by providing incentives to hire residents and improving access to services/affordable business space
- Financial education and literacy programs for low income individuals and families to help them build savings/assets
- Increased affordable housing opportunities through rehabilitation and construction
- Increased availability of community facilities and improvement of public spaces/outdoor facilities
- ESL, employment, art, education, and youth programming to address needs of low income and immigrant communities
- Neighborhood childcare services near affordable housing/mixed-use developments

Five-Year Goals:

- Increase coordination of services between community based organizations
- Support eviction prevention efforts
- Support financial education and asset building programs
- Support Six on Sixth Commercial Revitalization – small business development and facade improvement plan

## IV. ADDRESSING THE NEEDS OF HOMELESS PERSONS

### **Prevention and Elimination of Homelessness**

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

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

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

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

### **Permanent Supportive Housing**

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

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

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

- Non-profit owned housing - Since Fall 2004, 1,878 non-profit owned units have been created (in 37 different developments), and 176 units are under construction. 2,265 total non-profit owned units for chronically homeless have been identified (in a total of 48 developments).
- Leased housing – Since Fall 2004, 821 leased housing units targeting the chronically homeless have been occupied (at 17 sites).
- Overall, projects have been identified that will create 3,086 homeless units through both non-profit owned and leased housing at 65 sites.

<b>Progress on 10 Year Plan toward 3,000 units by 2014:</b>	
Nonprofit Owned Completed to Date	1,878
Owned Under Construction	176
Owned Active Predevelopment	84
Owned Future Funding	127
<b>Total Identified Owned Units</b>	<b>2,265</b>
Leased and Occupied to Date	821
<b>Total Leased</b>	<b>821</b>
<b>Total Owned and Leased Completed Units To Date</b>	<b>2,699</b>
<b>Total Owned and Leased Identified Units</b>	<b>3,086</b>

**Total 10 Year Plan Summary by Target Population: 3,086 units**

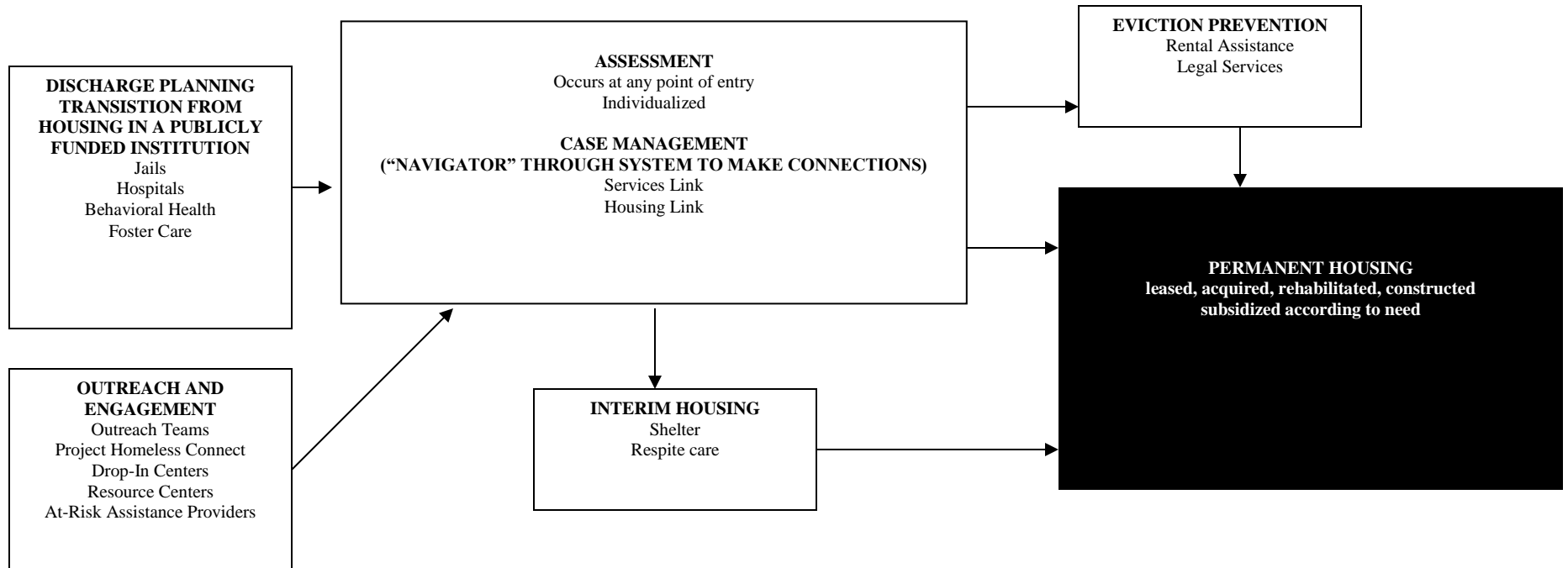
	chronic homeless	homeless senior	homeless family	<b>Total</b>
Owned	1,505	374	386	<b>2,265</b>
Leased	718	103	0	<b>821</b>
<b>Total</b>	<b>2,223</b>	<b>477</b>	<b>386</b>	<b>3,086</b>

**Local Homeless Coordinating Board Five-Year Strategic Plan**

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



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



<b>SERVICES</b>	
Integrated/Wrap-Around with Varying Levels According to Need	
<b>Income Benefits/Employment</b> Supplemental Security Income (SSI) Cash Assistance Program for Immigrants (CAPI) Veteran’s Services Mainstream Entitlement Benefits Mainstream Employment Programs Employment and training Child Care Money Management Education	Care Management Credit/felony record and ID support Life skills Parenting skills Drop-in Centers Crisis Centers Legal Services Immigration Counseling and Advocacy

### MOHCD's Homeless Services

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

#### Emergency Solutions Grant Program

A total of \$692,000 in ESG funds will be used for homeless prevention activities.

<b>Agency Name</b>	<b>Project Description</b>	<b>2014-2015 Funding Recommendation</b>
AIDS Housing Alliance	Homeless and eviction prevention services primarily for persons with HIV/AIDS	\$150,000
Bar Association of SF Justice & Diversity Center	Legal representation in eviction cases for indigent clients at immediate risk of becoming homeless	\$90,000
Catholic Charities CYO	Tenant based rental assistance	\$180,860
Compass Family Services	Homeless and eviction prevention services and housing counseling for individuals and families	\$40,000
Eviction Defense Collaborative, Inc.	Counseling and emergency legal assistance for tenants threatened with eviction	\$60,000
Hamilton Family Center, Inc	Tenant based rental assistance and housing counseling for individuals and families	\$171,140
	<b>Subtotal</b>	<b>\$692,000</b>

A total of \$586,000 in ESG funds will be used for homeless services.

<b>Agency Name</b>	<b>Project Description</b>	<b>2014-2015 Funding Recommendation</b>
Asian Women's Shelter	Intensive case management, counseling, advocacy and emergency shelter services primarily for Asian and Pacific Islander battered women and their children	\$102,000
Compass Family Services	Shelter beds and services for families	\$87,000
Dolores Street Community Services	Shelter beds and case management services primarily for homeless men	\$35,000
Episcopal Community Services of SF	Shelter beds for homeless men and women	\$65,000
Friendship House Association of American Indians	Life skills and case management primarily for Native American adults	\$42,000
Gum Moon Residence Hall	Transitional housing program for primarily Asian immigrant women who are victims of domestic violence	\$55,000
Hamilton Family Center, Inc	Shelter beds and case management services primarily for families	\$50,000
La Casa de las Madres	Shelter beds and case management for survivors of domestic violence	\$150,000
	<b>Subtotal</b>	<b>\$586,000</b>

Community Development Block Grant Program

CDBG funds will also be used to provide homeless and homeless prevention services.

A total of \$445,500 in CDBG funds will be used for homeless prevention activities.

<b>Agency Name</b>	<b>Project Description</b>	<b>2014-2015 Funding Recommendation</b>
Causa Justa :: Just Cause	Eviction prevention and housing counseling services	\$38,000
Chinatown Community Development Center	Tenant counseling for primarily monolingual Chinese households	\$50,000
Independent Living Resource Center of SF	Housing stabilization and tenant education services	\$55,000
Legal Assistance to the Elderly	Legal services focused on housing, primarily for low-income seniors and adults with disabilities	\$30,000
San Francisco Study Center - Housing Rights Committee of San Francisco	Tenant counseling and eviction prevention services	\$85,000
Self-Help for the Elderly	Tenant counseling and advocacy and eviction prevention assistance primarily for elderly renters	\$50,000
Tenderloin Housing Clinic, Inc.	Legal counseling and representation for tenants threatened with eviction	\$87,500
The Arc Of San Francisco	Eviction prevention and housing counseling services for adults with developmental disabilities	\$50,000
	<b>Subtotal</b>	<b>\$445,500</b>

A total of \$361,000 in CDBG funds will be used for homeless services.

<b>Agency Name</b>	<b>Project Description</b>	<b>2014-2015 Funding Recommendation</b>
Central City Hospitality House	Shelter beds for homeless men	\$65,000
Community Awareness & Treatment Services	Shelter beds and services for homeless women	\$50,000
Larkin Street Youth Services	Shelter beds and services to homeless youth	\$54,000
Larkin Street Youth Services	Life skills and case management for homeless transitional age youth	\$58,000
Mission Neighborhood Health Center	Leadership development for homeless individuals at a drop-in day shelter program	\$39,000
Providence Foundation	Shelter beds and services for homeless persons	\$45,000
YMCA of San Francisco (Bayview)/United Council/United Council of Human Serv	Day shelter for homeless individuals	\$50,000
	<b>Subtotal</b>	<b>\$361,000</b>

## V. PERFORMANCE MEASURES

### A. HUD CPD Outcomes and Objectives

#### *HUD Table 3A: Summary of Specific Annual Objectives*

For each of San Francisco's housing and community development objective, a HUD performance measurement objective and outcome have been indicated in the table below. After contracts have been negotiated with funded agencies, performance indicators and goals for each proposed project will be included in the next subsection.

#### Summary of Specific Housing/Community Development Objectives

	HUD Objective	HUD Outcome
<b><u>Homeless Objectives</u></b>		
G3, O1: Decrease the incidence of homelessness by avoiding tenant evictions and foreclosures and increasing housing stability	Decent Housing	Affordability
G3, O2: Stabilize homeless individuals through outreach, services and residency in emergency and transitional shelters that lead to accessing and maintaining permanent housing	Suitable Living Environment	Availability/Accessibility
G3, O3: Promote long-term housing stability and economic stability through wraparound support services, employment services, mainstream financial entitlements, and education	Suitable Living Environment	Availability/Accessibility
G3, O4: Create and maintain supportive housing	Decent Housing	Availability/Accessibility
<b><u>Special Needs Objectives</u></b>		
G4, O4: Provide both services and permanently affordable, supportive housing opportunities for people with specific needs	Decent Housing	Availability/Accessibility
G4, O5: Meet the need for affordable and accessible housing opportunities for our aging population and people with physical disabilities	Decent Housing	Availability/Accessibility
<b><u>Rental Housing</u></b>		
G4, O1: Create and maintain permanently affordable rental housing through both new construction and acquisition and rehabilitation programs for individuals and families earning 0-60% of AMI	Decent Housing	Affordability
G4, O3: Reduce the barriers to access housing affordable to low- and moderate-income individuals	Decent Housing	Availability/Accessibility
G4, O6: Reduce the risk of lead exposure for low-income renters and homeowners, especially families with children under 6 years old	Decent Housing	Availability/Accessibility
G5, O1: Replace obsolete public housing within mixed-income developments	Suitable Living Environment	Sustainability
G5, O3: Create neighborhoods desirable to individuals and families of all income levels	Suitable Living Environment	Sustainability
<b><u>Owner Housing</u></b>		
G4, O2: Create and maintain permanently affordable ownership housing opportunities through both new construction and acquisition and rehabilitation programs for individuals and families earning up 120% of AMI	Decent Housing	Affordability
G4, O3: Reduce the barriers to access housing affordable to low- and moderate-income individuals	Decent Housing	Availability/Accessibility
G4, O6: Reduce the risk of lead exposure for low-income renters and homeowners, especially families with children under 6 years old	Decent Housing	Availability/Accessibility
G4, O7: Provide energy efficiency rehabilitation programs to meet high green standards, preserve affordability, and extend the useful life of aging housing stock	Decent Housing	Affordability
<b><u>Infrastructure Objectives</u></b>		

	<b>HUD Objective</b>	<b>HUD Outcome</b>
none		
<b><u>Public Facilities Objectives</u></b>		
G2, O1: Improve the infrastructure and physical environment of San Francisco neighborhoods, especially in those neighborhoods with high concentrations of low and moderate-income residents	Suitable Living Environment	Sustainability
<b><u>Public Services Objectives</u></b>		
G1, O1: Remove barriers to economic opportunities and create economic stability through enhanced access to and utilization of social services	Suitable Living Environment	Availability/Accessibility
G1, O2: Support the healthy development of families and individuals	Suitable Living Environment	Availability/Accessibility
G1, O3: Increase families' savings and assets to assist them in moving from poverty/public assistance to stability and self-sufficiency	Economic Opportunity	Availability/Accessibility
G1, O4: Improve the responsiveness of the workforce system to meet the demands of sustainable and growing industries, providing employers with skilled workers and expanding employment opportunity for San Francisco residents	Economic Opportunity	Availability/Accessibility
G1, O5: Re-engage youth disconnected from the education system and labor market to achieve academic credentials, transition to post-secondary education, and/or secure living wage employment	Economic Opportunity	Availability/Accessibility
G1, O6: Increase access to workforce services for populations underserved by the workforce development system	Economic Opportunity	Availability/Accessibility
G1, O7: Improve the quality of services available to businesses through the workforce system to promote hiring San Francisco job seekers	Economic Opportunity	Availability/Accessibility
G2, O2: Promote the development of social capital and sustainable healthy communities through leadership development and civic engagement activities	Suitable Living Environment	Sustainability
G5, O2: Improve social and economic outcomes for existing public housing residents	Suitable Living Environment	Sustainability
<b><u>Economic Development Objectives</u></b>		
G1, O8: Establish, enhance, and retain small businesses and micro-enterprises	Economic Opportunity	Affordability
G2, O4: Strengthen commercial corridors in low- and moderate-income neighborhoods and increase corridor potential for providing jobs, services, and opportunities for residents	Suitable Living Environment	Sustainability
<b><u>Other Objectives - Policy/Planning Objectives</u></b>		
G2, O3: Improve the social service delivery system that leads to self-sufficiency and healthy sustainable outcomes for low-income individuals and families	Suitable Living Environment	Availability/Accessibility

## **B. 2014-2015 Performance Measures Matrix**

Performance measures and goals will be included in this section for each proposed project after the City negotiates contracts with funded agencies.

### C. 2014-2015 ESG Performance Indicators

ESG Program Category/Sub-category	Performance Indicator	2014-2015 Goal
Rapid Re-Housing - Rental Assistance	# of homeless persons/households receiving rental assistance and moving into permanent housing	
Rapid Re-Housing - Housing Relocation and Stabilization Services	# of homeless persons/households receiving housing placement services	
Homeless Prevention - Rental Assistance	# of persons/households avoiding eviction through rental assistance	
Homeless Prevention - Housing Relocation and Stabilization Services	# of persons/households receiving eviction prevention services	
	# of persons/households avoiding eviction through eviction prevention services	
Emergency Shelter -Shelter Operations	# of person/households receiving shelter	
Emergency Shelter -Essential Services	# of persons/households receiving services in a shelter	
	# of person/households transitioning from shelter to more stable housing	

## **VI. INSTITUTIONAL STRUCTURE AND COORDINATION**

### **A. Community Development Service Delivery System**

This section describes the institutional structure through which San Francisco implements its community development program. Essential partners are the private, non-profit and public sectors. They are integral parts of San Francisco's community development planning and service delivery system. This section will discuss the role of each partner within the system, strengths and weaknesses of these roles, and strategies for strengthening the system.

#### ***Private Sector***

City staff works regularly with local, private foundations and community development divisions of corporations and banks. These interactions are substantially consultative regarding non-profit funding applications. Typical consultations include 1) non-profit organizations submit proposals to a private foundation for funding, and the private foundation consults with City staff regarding the merits of the proposal and capacity of the applicant organization; and 2) non-profit organizations make an inquiry to City staff who discuss the potential proposal and its relationship to the City's priorities and strategies.

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

#### ***Non-profit Organizations***

Local non-profit organizations receive grants through a competitive process. Non-profits are the primary implementation arm of the City in program areas such as construction and rehabilitation of community centers and the provision of a variety of social services such as job training, legal services, domestic violence services, services to transitional age youth, housing counseling, and economic development technical assistance to small and micro businesses.

Non-profit organizations provide an invaluable source of information regarding the changing needs, gaps in services and successes in our community development activities. These organizations often provide stability in neighborhoods that have few other resources for receiving information, assistance and services.

The large number of non-profit organizations serving low-income communities in San Francisco is both an asset and a challenge. With a long history of serving the community, the sheer number of non-profits leads to increased competition for limited resources. Conversely, the benefits of a rich variety of social service organizations often translates to more community-based and culturally competent services for low-income residents. The City has already begun an initiative to engage non-profits in organizational and programmatic capacity building to strengthen the effective and efficient delivery of services.

#### ***Public Institutions***

It is the City's policy to coordinate community development activities among its agencies. Typically, these opportunities arise along with a common interest in a particular neighborhood, issue or population. The Mayor's Office of Housing and Community Development, Office of Community Investment and Infrastructure, Office of Economic and Workforce Development, Department of Children, Youth and Their Families, Department of Public Health, Department of Human Services, First Five San Francisco, Department on the Status of Women, and the Department of Aging and Adult Services confer regularly with each other on subjects such as applicant capacity and community needs.

San Francisco uses the proposal review process as an opportunity to engage departments in a dialogue about the current developments and priorities in other City departments. This dialogue aids the City in being more strategic in the investment of CDBG dollars.



### ***Organizational Relationship Between the City and the Public Housing Authority***

The nature of the City's working relationship with the San Francisco Housing Authority (SFHA) is largely one of information sharing for planning purposes. City departments work with the SFHA to identify needs of housing authority residents and have provided funding for capital needs on housing authority sites. In 2013 Mayor Ed Lee announced his intention to reform the governance and management of public housing in San Francisco. Mayor Lee directed the City Administrator and the Mayor's Office of Housing and Community Development Director to partner with HUD to develop a new vision for public housing based on HOPE SF. HUD has agreed to partner with San Francisco to create this new vision. The City issued a report on this effort in the summer of 2013, as published in "SFHA Re-Envisioning – Recommendations to Mayor Ed Lee on how to transform the San Francisco Housing Authority." MOHCD is now overseeing a three-year process to preserve and rehabilitate up to 41 public housing developments that will improve and upgrade public housing stock for residents.

### ***Summary of Strengths and Weaknesses***

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. We continue to explore all opportunities for partnership and collaboration.

## **B. Housing Development Delivery System**

This section examines the institutional structure by which the City creates and maintains affordable housing and delivers services linked with that housing. It includes a general review of the major components of both the housing development and services delivery systems.

### ***General Structure of the Housing Development System***

The three major components of the delivery system for the production of affordable housing in San Francisco are the public sector, the private sector, and the non-profit sector. Their primary roles and interrelationships are discussed below.

Key to this coordination is the ability to include multiple agencies in decision-making at the project level on affordable housing developments in the City. Coordination also exists at the level of individual project funding decisions. Members of the Mayor's Office of Housing and Community Development, Department of Public Health and Human Services Agency and the Office of Community Investment and Infrastructure as successor to the San Francisco Redevelopment Agency (OCII) comprise the Citywide Affordable Housing Loan Committee. This committee makes funding recommendations to the Mayor for affordable housing development throughout the City or to the OCII Commission for affordable housing under their jurisdiction. MOHCD works closely with OCII, HAS and DPH to issue requests for proposals (RFPs) or notices of funding availability (NOFAs) on a regular basis to seek applications for particular types of developments. NOFAs are generally issued for projects to serve specific populations (family renters, single adults, seniors, people requiring supportive services, etc.), while RFPs are generally issued for specific development sites. Staff develops funding and general policy recommendations to the Loan Committee.

### ***The Roles of Local Government Entities in Affordable Housing Production***

#### **Mayor's Office of Housing and Community Development (MOHCD)**

The Mayor's Office of Housing and Community Development is the City's primary affordable housing agency, operating out of the Mayor's Office. The responsibilities of MOHCD include:

- Administration of Community Development Block Grant activities with respect to housing. The staff of MOHCD administers the CDBG-funded site acquisition and rehabilitation loan programs; the monitoring of housing development and housing counseling subgrantees; and monitoring of ongoing compliance of developments funded with CDBG funds.
- Administration of the HOME Investment Partnerships Program including monitoring of ongoing compliance of developments funded with HOME funds.

- Administration of HUD special and competitive grants for housing including Lead-Based Paint Hazard Reduction Grants.
- Successor Housing Agency to the San Francisco Redevelopment Agency - With the passage of State Assembly Bill AB x1 26 in 2011, the Redevelopment Agency was dissolved as of February 1, 2012. The City and County of San Francisco created the Office of Community Investment and Infrastructure (OCII) to be the successor agency of the San Francisco Redevelopment Agency for the major development areas of Mission Bay, Transbay, and Hunters Point Shipyard, and named the Mayor's Office of Housing and Community Development to be the successor housing agency. As the successor housing agency, MOHCD has jurisdiction over all of the former Redevelopment Agency's housing assets in existence as of February 1, 2012. The major development areas of Mission Bay, Transbay and Hunters Point Shipyard continue to have affordable housing production requirements under their development agreements that were approved by the California Department of Finance as enforceable obligations of OCII. OCII does not have sufficient staff capacity to carry out all of its affordable housing production activities. Consequently OCII is entering into a memorandum of understanding with MOHCD for MOHCD to assist with the affordable housing development in the major approved development areas. After those developments are completed they will be transferred to MOHCD as the successor housing agency and then MOHCD will monitor compliance of those housing assets for the term of their affordability restrictions.
- Administration of the Housing Opportunities for People with AIDS (HOPWA) program for the three Bay Area counties.
- Administration of City-funded housing finance programs including Affordable Housing Fund consisting of fees generated by the Inclusionary Housing and Jobs-Housing Linkage programs; the Housing Trust Fund that was created with the voter-approved Proposition C in November 2012, and the Affordable Housing and Homeownership Bond Program. In certain cases, where another City department receives funds that are related to an affordable housing development, MOHCD may make funding recommendations to those department heads, and administers the funds if are approved.
- Administration of housing revenue bond financed programs including single-family and multifamily projects and of the mortgage credit certificate program.
- Providing technical assistance to subgrantees and other housing developers in coordinating their applications for other sources of assistance such as state housing funds, low-income housing tax credits, HUD's Section 202, 811, 221(d)(4), and other programs.
- Monitoring of projects funded by City and mortgage revenue bond monies for ongoing compliance with legal and regulatory agreement requirements, including the resale of single-family units developed with bond funds or converted under the City's Condominium Conversion Ordinance.
- Advising and representing the Mayor with respect to housing policy issues including planning issues, code compliance and similar issues, and coordinating the efforts of other City departments in housing program initiatives.
- In coordination with the Planning Department, administering the inclusionary zoning requirements on projects approved for conditional use, and developing recommendations for ensuring the long-term affordability of those units.
- Establishing standards for affirmative marketing programs for all city assisted projects, including inclusionary housing units.

#### San Francisco Housing Authority

The Housing Authority is accountable to HUD, though it is subject to land use controls established by the Planning Code. The Authority derives a portion of its revenues from rents (residents pay 30% of their income for rent), but its budget and activity are substantially dependent on federal policy and programs.

The Housing Authority has established as its overall agency mission the provision of safe, decent, and sanitary housing for very low-income households. An additional objective is to expand opportunities for economic stability and essential human services for the residents of public housing. The SFHA operates the City's public housing and administers the Section 8 certificate, voucher, and project-based subsidy programs.

The Authority is governed by a seven-member commission appointed by the Mayor. The Commissioners are responsible for the policies and procedures of the Authority, as well as for the selection of the Authority's Executive Director.

The Authority administers over 6,500 units of conventional public housing and 5,400 units subsidized through Section 8 Certificate, Section 8 Voucher, and Moderate Rehabilitation rent. The Authority also manages over \$9 million annually in federal comprehensive rehabilitation funds for modernizing or replacing outdated public housing units.

Currently the Authority is working with MOHCD and affordable housing developers to convert and rehabilitate approximately 3,400 units of public housing in 29 developments to HUD's Rental Assistance Demonstration Program.

#### Office of Economic and Workforce Development

The Office of Economic and Workforce Development administers programs to enhance the business climate and assist San Franciscans, business owners and job seekers. OEWD promotes international commercial opportunities, hiring and employment needs, and provides information on access to capital and other incentives. It also oversees the City's workforce development programs and is working with MOHCD on Section 3 hiring in MOHCD housing and capital projects.

#### Planning Commission and Planning Department

The Planning Commission plays a central role in the development of housing policy through the Residence Element of the General Plan. The Planning Department provides yearly data and analysis of housing trends, which other agencies and the public rely on to help guide the development of housing programs. Since the mid-1970s, it has developed several types of zoning controls which attempt to directly or indirectly encourage the retention of existing affordable housing or the production of new affordable housing. Among the mechanisms implemented by Planning Department are Affordable Housing Special Use Districts, density bonuses for senior and disabled housing, floor area ratio and height exceptions for affordable housing in certain areas, jobs-housing linkage requirements, inclusionary zoning requirements, restrictions on condominium conversions, and restrictions on the conversion of residential units to commercial or hotel uses.

#### Human Service Agency

The Human Services Agency (HSA) administers a number of programs which deliver housing-related services to affordable housing developments assisted by other City departments. HSA administers the federal Shelter Plus Care program, which provides rental assistance and services to households at risk of homelessness. HSA also administers the McKinney-Vento Supportive Housing Grants received by the City, including coordination of applications and services by the various nonprofit service providers. HSA also provides funding for the Local Operating Subsidy Program (LOSP), which provides operating subsidies to affordable housing developments that provide housing for chronically homeless single adults, seniors, families or transition-age youth that are referred by HSA.

#### Department of Public Health

DPH administers public health programs through San Francisco General and Laguna Honda Hospitals, five district health centers, and mental health centers throughout the City. Community Mental Health Services (CMHS), a division of DPH, operates a number of programs for specific groups, including seniors, women and children, and persons with drug and alcohol dependency. These services can be linked with affordable housing developments assisted by other City departments. MOH's Lead Hazard reduction staff works closely with DPH. The Lead Hazard Reduction staff also works very closely with DPH personnel. DPH also provides funding for the Local Operating Subsidy Program for affordable housing developments that provide housing for chronically homeless households referred by DPH through its Direct Access to Housing program.

#### Human Rights Commission

The City's Human Rights Commission supports and monitors Fair Housing Access laws and reports to the Mayor and the Board of Supervisors with findings and policy recommendations on issues of accessibility and discriminatory barriers. The Commission protects persons from housing discrimination on the basis of medical disability, sexual orientation, family status, race, religion, or national origin. It also assists in resolving problems

with SRO hotel management and advocates for the protection of disenfranchised groups. The Commission monitors fair housing practices at housing projects that receive public assistance and strives to correct policies and practices that could result in discriminatory practices.

#### Rent Stabilization Board

The Rent Stabilization Board administers the City's rent control ordinance and hears arbitration appeals regarding rent disputes. The Board consists of five members appointed by the Mayor: two landlords, two tenants and one person who is neither. The Rent Board also monitors owner move-in evictions and Ellis Act evictions and advises the Mayor on rent control and eviction policies.

#### Mayor's Office on Disability

The Mayor's Office on Disability (MOD) is the City's principal agency for ensuring access to City programs and facilities for people with disabilities. With respect to affordable housing development, MOD works closely with the Mayor's Office of Housing and Community Development to review its programs and projects and ensure that these projects provide not only the accessibility required by federal, state and local law, but also the greatest accessibility feasible.

#### Department of Aging and Adult Services

The Department of Aging and Adult Services (DAAS) is a division of the Human Services Agency and coordinates programs addressing the needs of seniors. DAAS has established a network of Senior Central centers throughout the City, which disseminate information about programs and services for seniors.

#### Department of Children, Youth and Their Families

The Department of Children, Youth and Families coordinates its family day care assistance program with the lead hazard reduction program operated by the Mayor's Office of Housing and Community Development.

#### Department of Building Inspection

The Department of Building Inspection (DBI) is responsible for the permitting and inspection of new construction and alterations, the maintenance of building records, and the enforcement of residential energy conservation standards. DBI conducts plan checking and performs building, electrical, housing, and plumbing inspections.

### ***The Roles of Non-Profit Entities in Affordable Housing Production***

For more than two decades, nonprofit organizations have been an essential element in the City's strategy for affordable housing production. Their roles include:

- Affordable Housing Production  
The City's CDBG program provides administrative funding to a number of nonprofit corporations to acquire and rehabilitate existing buildings and to acquire sites for development of new housing for low-income households. Both subgrantee and other nonprofit corporations have also received loans or grants from the CDBG site acquisition and rehabilitation loan pools for these activities. A number of these nonprofits qualify as Community Housing Development Organizations under the HOME program.
- Housing Counseling and Technical Services  
Several nonprofit organizations receive CDBG funds to provide housing counseling services and technical services to low-income households and to other non-profits. The housing counseling agencies receive housing discrimination complaints from the public and counsel individuals on their rights and remedies under state and federal laws, and work to prevent illegal lockouts, evictions and hotel conversions. These housing counseling agencies also provide homeownership counseling to potential low-and moderate-income homebuyers.
- Housing Services Providers  
The trend toward linking affordable housing development with on-site supportive services has led to increased collaboration between housing developers, service providers and the City. Agencies such as

Walden House, Conard House and Episcopal Community Services have become essential partners in the development of affordable housing.

- Community Lending

Three nonprofit lenders based in San Francisco, the Low Income Investment Fund, Local Initiatives Support Corporation, and the Northern California Community Loan Fund, play an important role in lending to affordable housing developers, particularly during the predevelopment stages of a project.

## ***The Roles of Private Sector Entities in Affordable Housing Production***

### Lenders

Financial institutions participate in the affordable housing development process on many different levels. Thrift institutions have established the Savings Associations Mortgage Company (SAMCO) and commercial banks have established the California Community Reinvestment Corporation (CCRC) to provide long-term, fixed interest rate permanent financing for affordable housing. Each group understands the needs of non-profit developers, and would benefit from increased capitalization and more members. Some commercial banks are very active as construction lenders for affordable housing projects and engage in bridge loan lending on tax credit transactions.

### Legal Services

A number of local corporate law firms provide legal services for non-profit housing developers. Some of these services are provided at market rate; others are pro bono, representing a significant contribution to reduced project costs.

### For-Profit Developers

The very high cost of development in San Francisco has been a challenge for for-profit developers in affordable housing in recent years. Due to the large subsidies needed to build or rehabilitate affordable housing, the City has required most developers to agree to long-term affordability as a condition of receiving financing.

In specific niche areas, for-profit developers play a very important role. The City's inclusionary requirements for new construction of market rate housing ensure that most new market rate rental/condominium developers are participating actively in developing affordable housing through providing below market rate units within their market rate project, providing units on a different site, payment of a fee in-lieu of providing below market rate units on-site or off-site, or in certain neighborhoods in San Francisco acquiring land and transferring ownership of it to the Mayor's Office of Housing and Community Development for the development of affordable housing.

### Rental Property Owners

Most owners of residential rental properties have little experience in providing affordable housing. Certain groups of property owners, however, continue to play a role in maintaining the affordable housing stock. For-profit owners of HUD-assisted properties continue to make up a significant portion of the operators of this housing. To the extent that those owners do not seek to prepay mortgages and terminate Section 8 contracts, they will continue to provide (though not produce) affordable housing. Similarly, operators of board and care facilities provide a significant source of affordable housing.

### Tax Credit Investor

As limited partners in affordable housing developments sponsored by non-profit corporations, private investors provide one of the most important sources of equity for affordable housing. Continuation of the tax credit program at the federal and state levels provides an incentive for their participation.

### Architects, Engineers and Construction Contractors

The majority of these stakeholders in affordable housing development come from the private sector. In periods when market-rate development is strong, nonprofit developers experience increased costs due to the competitive demand for these services.

## ***Addressing Barriers to Affordable Housing***

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

### **Addressing Barriers to Housing Access**

#### Improve access to knowledge about rental housing

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

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

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

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

#### Improve access to knowledge about homeownership opportunities

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

#### Eliminate discriminatory practices

MOHCD requires MOHCD-funded affordable housing developers and management companies to comply with fair housing law and does not allow for discrimination against any protected class. MOHCD's loan documents include

the following clause “Borrower agrees not to discriminate against or permit discrimination against any person or group of persons because of race, color, creed, national origin, ancestry, age, sex, sexual orientation, disability, gender identity, height, weight, source of income or acquired immune deficiency syndrome (AIDS) or AIDS related condition (ARC) in the operation and use of the Project except to the extent permitted by law or required by any other funding source for the Project. Borrower agrees not to discriminate against or permit discrimination against Tenants using Section 8 certificates or vouchers or assistance through other rental subsidy programs”

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

## **Addressing Barriers to Housing Production<sup>1</sup>**

### Identify Sites Appropriate for Housing Development

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

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

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

Land trusts rely on individuals or groups to purchase the land and later devote that land to affordable development entities. The San Francisco Community Land Trust is one example of how a nonprofit can purchase land and maintain permanent affordability. The Trust for Public Land promotes dedication for open space purposes by providing major tax deductions; the City will consider developing a similar program for charitable contributions or land for housing purposes.

### Encourage “Affordability by Design”: Small Units & Rental Units

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

### *Secondary Units*

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

---

<sup>1</sup> The following section on Addressing Barriers to Housing Production is cited from the June 2010 Draft Housing Element. The role of the Housing Element is to provide policy background for housing programs and decisions and broad directions towards meeting the City’s housing goals. However, parameters specified in the Zoning Map and Planning Code can only be changed through a community process and related legislative process. Thus, not all strategies identified in the Housing Element are certain to be implemented. The Mayor’s Office of Housing and Community Development will explore recommendations of the Housing Element as they pertain to findings from the 2011 Analysis of Impediments to Fair Housing (this report is currently in progress).

### *Smaller Units*

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

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

### *Rental Units*

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

### Identify and Implement Creative Financing Strategies

Due to the high cost of housing subsidies required to provide a unit to low and very low income households (subsidy of \$170,000-\$200,000 required per unit), financing is amongst the most challenging barriers to affordable housing production. In addition, several Federal and State programs that historically have supported affordable housing development are at risk. The current recession has impacted government coffers as well as financial institutions, reducing the capital available for development. For example, the Federal Low Income Housing Tax Credit program (LIHTC) has, in years past, financed about 90% of affordable housing. However, only half as much equity for affordable housing was raised in 2008 and 2009 as in previous years. In this economic climate, the City of San Francisco is seeking creative solutions to finance affordable housing production and preservation.

### *Jobs-Housing Linkage Program*

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

### *Historic Rehabilitation Tax Credits*

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

### *Citywide Inclusionary Housing Program*

Planning and MOHCD will continue to implement the Citywide Inclusionary Housing Program, which requires the inclusion of permanently affordable units in housing developments of 10 or more units.

### *Tax Increment Financing*

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

### *Housing Trust Fund*

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



### Reduce Regulatory Barriers

Public processing time, staffing, and fees related to City approval make up a considerable portion of affordable development costs. The City is exploring ways to expedite the review process and reduce overall development costs. Affordable housing projects already receive Priority Application Processing through coordination with the Planning Department, Department of Building Inspection, and Department of Public Works. Current City policy also allows affordable housing developers to pursue zoning accommodations through rezoning and application of a Special Use District.

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

### Address NIMBYISM

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

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

## **C. Housing Opportunities for Persons With AIDS (HOPWA) Delivery System**

This section describes the institutional structure through which San Francisco administers the Housing Opportunities for Persons with AIDS (HOPWA) Program. Primary partners are the private, non-profit and public sectors which help to create capital projects, provide supportive services, rental assistance, and technical assistance. This section outlines the role of these primary partners and related issues.

### ***Private Sector***

Because federal regulations mandate that tenants in HOPWA-assisted units be charged no more than 30% of their gross annual income, the rents at newly developed units are generally affordable for tenants. As a result, the income collected from these units is usually insufficient to leverage private conventional debt. In an attempt to mitigate this effect, and at the request of the HIV/AIDS community, San Francisco has focused its provision of newly developed HOPWA units in larger mixed-population affordable housing developments. By doing so, HOPWA units can take advantage of a development's overall income potential to secure conventional loans and benefit from private equity provided through the federal Low Income Housing Tax Credit Program.

The San Francisco HOPWA program's primary interface with the private sector occurs through its tenant-based rental assistance programs, currently administered by the City's Human Services Agency in partnership with Catholic Charities. Clients of the rental assistance programs use certificates to locate and secure units, which exist on the private rental market. San Francisco continues to strategize ways to increase participation from the private sector in providing housing to persons with HIV/AIDS and to ensure that the clients can be competitive in the City's tight rental market. An example of these efforts is fostering good landlord-tenant relationships through the provision of supportive services and intervention.

### ***Non-profit Organizations***

Local non-profit organizations will receive HOPWA grants through a competitive process. Once proposals are approved for funding, MOHCD will enter into legal agreements with non-profit housing developers, supportive service providers, and other housing related agencies to disburse HOPWA funds.

HIV housing program providers are typically community based and frequently collaborate with non-HIV service providers. Many of these providers receive City funding other than HOPWA funds to provide comprehensive health care, substance abuse and mental health treatment, case management, money management, nursing and attendant care, and food service to people living with HIV.

In the early years of the HOPWA program, many housing developers had no service experience and many HIV service providers had no development experience. SFRA provided effective technical assistance to help establish successful partnerships to create and operate AIDS' housing programs. Although many of these partnerships are now well established, the SFRA's shift in the mid-1990s to fund mixed use projects (not exclusively serving people with HIV/AIDS) resulted in new challenges for HOPWA sponsors and the multiple City departments funding these projects. These challenges have included: coordinating multiple wait lists for different eligible applicants, integrating AIDS services in multi-disciplinary service teams, providing education to deal with AIDS phobia from non-HIV tenants and/or in projects serving both families and singles, and defining a clear role for property management to work as a team member with the developer and service provider.

### ***Public Institutions***

The HOPWA program has historically been overseen by the San Francisco Redevelopment Agency. Following the State's dissolution of redevelopment agencies throughout the state, the administration of the HOPWA program was transferred to the Mayor's Office of Housing and Community Development. HOPWA staff members participate in quarterly Pipeline meeting with other City staff members who are collaboratively involved to address funding needs of all new and existing affordable housing projects, including those funded by HOPWA. Although HOPWA staff has had contact with all City departments that deal with homeless, housing, or special needs service funding, its primary partners in implementing the HOPWA program have been the Department of Public Health (DPH), which administers the Ryan White Comprehensive AIDS Resource Emergency (CARE) funds and more recently, the Human Services Agency (HSA), which administers the McKinney funds. This will continue to be true for the future administration of the HOPWA Program by the City.

In the beginning of the HOPWA program (1995), SFRA and DPH's HIV Health Services Branch collaborated on a 5 Year HIV/AIDS Housing Plan to set future funding directions for HIV housing. The plan was updated in 1998 and outlined needs which resulted in SFRA and DPH co-funding many HOPWA projects, frequently prioritizing HOPWA monies for capital and CARE monies for service funds (since CARE cannot be used for capital). Both HOPWA and CARE have funded rental assistance, initially co-funding several subsidy programs, and in more recent years, funding separate programs. In 2006, the City's Board of Supervisors established the HIV/AIDS Housing Work Group (with 24 members from various City agencies, SFRA, and community stakeholders) mandating that the group develop a Comprehensive HIV/AIDS Housing Plan for the City. This plan was published in May 2007 and identifies deficiencies in the current system and addresses them by developing specific, concrete goals and recommendations to address unmet housing needs among persons living with HIV/AIDS (including those at risk of homelessness). MOHCD has undertaken the creation of a new 5 Year HIV/AIDS Housing Plan in partnership with the Department of Public Health and the Human Services Agency, to be published in the fall of 2014.

HOPWA staff and DPH have taken additional housing advisory direction from the HIV Health Services' Planning Council. Many funding decisions that result from the Planning Council's recommendations have been handled between HOPWA staff and DPH; these include: HOPWA funds predominately funding the creation and maintenance of five licensed Residential Care Facilities; co-funding rental assistance programs; and DPH taking the lead on master leasing Single Room Occupancy hotels. Beginning in 1998, DPH created a separate Housing Division called Direct Access to Housing-Housing and Urban Health (DAH-HUH) to handle all DPH housing funding. The creation of DAH-HUH resulted in most of the HOPWA implementation being managed collaboratively with staff from this division.

HOPWA staff and DPH's DAH-HUH staff participate in numerous committee meetings focused on HIV housing and related services. These meetings have included the San Francisco Housing Advisory Forum, an advisory board that oversees and monitors the HIV Housing Wait List and the HOPWA "deep rent" program.

Over the years as HOPWA funding has decreased, HOPWA funds have been committed to designated units in numerous capital projects in process and collaborated with HSA to provide supportive housing or General Fund monies for special needs services. HOPWA staff have also been a participant for several years in HSA's McKinney application process through participation on the priority panel for funding recommendations, and formulating options for renewal projects.

## **D. Other Institutional Partners**

In addition to the partners listed above, other key partners collaborate to achieve the City's housing and community development goals.

- Mayor  
The Mayor is the elected chief executive officer of the City. The Mayor, through his various offices, carries out delivery of services and coordinates the activities of other City departments. The Mayor's Office prepares the City's annual proposed budget and makes recommendations to the Board of Supervisors for allocation of General Fund and other monies to be used for housing, homeless programs and community development. The Mayor may also sponsor legislation setting policies and establishing programs in those areas. The Mayor appoints members of commissions that oversee many of the departments involved in service delivery, including the Planning Commission, the Health Commission, the Human Services Commission, the Housing Commission of the Housing Authority, the Human Rights Commission, and the Citizens Committee on Community Development.
- Board of Supervisors  
The Board of Supervisors is the elected governing body of the City and County of San Francisco. It establishes, by ordinance and resolution, the policies that affect the delivery of affordable housing, homeless services and community development services in San Francisco. The Board also approves the lease or disposition of publicly owned land as sites for affordable housing development or community development facilities. The Board reviews and approves the zoning and conditional use actions of the Planning Commission. Actions of the Board are required to be approved by the Mayor, whose veto can be overridden by a vote of eight supervisors.

## **VII. OTHER ACTIONS**

### **A. Actions to Address Obstacles to Meeting Underserved Needs**

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

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

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

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

### **B. Actions to Overcome Gaps in Institutional Structure**

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

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

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

The large number of non-profit organizations serving low-income communities in San Francisco is both an asset and a challenge. With a long history of serving the community, the sheer number of non-profits leads to increased

competition for limited resources. Conversely, the benefits of a rich variety of social service organizations often translates to more community-based and culturally competent services for low-income residents. Lack of organizational capacity of non-profits is another gap in institutional structure. In response, the City is engaged in an ongoing effort to work with non-profits in organizational and programmatic capacity building to improve the effectiveness and efficiency of service delivery. Most recently, MOHCD was tasked with convening a Working Group focusing on the issue of nonprofit displacement, as many social service organizations are being forced out of their current locations because of the rapidly rising commercial rents throughout the City, and will be issuing a report in April of 2014 including recommendations to address this difficult issue.

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

### **C. Actions to Foster and Maintain Affordable Housing**

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

### **D. Actions to Eliminate Barriers to Affordable Housing**

San Francisco continues to work on addressing the impediments identified in its 2003 and 2013 Analysis of Impediments to Fair Housing since the biggest impediment identified in both document continues to be the overall shortage of affordable housing, despite concerted efforts of the public and private sector to increase its supply.

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

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

## **E. Public Housing and Resident Initiatives**

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

At Hunters View, Phase 1 construction on the site has been completed. By July 2013, 107 families moved into new homes in revitalized Phase 1 Hunters View community, which will consist of 107 new units, a new park and community-serving spaces for the residents. The Alice Griffith redevelopment has begun Phase 1 construction at 5800 3<sup>rd</sup> Street, and construction on the site itself is set to begin in 2014. The Sunnydale and Potrero Annex/Terrace sites are moving forward towards entitlements, conducting environmental reviews, revising their feasibility and financing plans, leveraging non-City funding to expand their financing capacity, and beginning to convene neighborhood stakeholder groups to assist in their transformation planning.

At Hunters View, the Bayview YMCA has worked to prepare residents for relocation. The YMCA has also focused on barrier removal, career development support, health and wellness activities, family support programming, educational activities, and employment soft and hard skills. At Alice Griffith, the Urban Strategies team continues to link residents with senior programs, family support programming, youth programming, afterschool activities, health and wellness activities, and workforce development opportunities. At Potrero Annex/Terrace, Bridge continues to provide community building activities and foster individual participation in planning sessions. These activities included leadership development and safety workshops, healthy living and healthy generations groups, gardening/sustainability programs and social activities. New this year is a service connection contract with the Potrero Hill Family support Center (Urban Services YMCA) in which they work with residents to assess, connect and support them in workforce and educational opportunities. At Sunnydale, Mercy, the Bayview YMCA, and TURF worked collaboratively to provide outreach, family support, service connections, health and wellness, and educational activities and community convenings to Sunnydale residents.

Both Sunnydale and Potrero Annex and Terrace received HUD Choice Neighborhood Initiative Planning Grants to support the ongoing revitalization efforts throughout the upcoming year. A brief description of their proposed work can be found below:

### **Sunnydale/Visitacion Valley (S/VV)**

Sunnydale Development Co., LLC (Sunnydale LLC), the San Francisco Housing Authority (SFHA), and the City and County of San Francisco (City; together, the S/VV Team) will create a Transformation Plan for Sunnydale-Velasco Public Housing (Sunnydale) and its surrounding neighborhood, Visitacion Valley (S/VV Plan), that will address and reverse the community's long-standing distress. New, high-quality, sustainable housing, focused services and educational opportunities for residents, and new community serving amenities for the Neighborhood will be the change agents.

*Housing:* The S/VV Team’s plan to address residents’ needs and its vision for a transformed community begin with Housing – the replacement of Sunnydale’s 785 decrepit units with a new, mixed-income neighborhood of 1,700 high-quality, energy-efficient homes of diverse design and type, affordable to a wide range of households, including one-for-one replacement of public housing, new Sunnydale & Visitacion Valley affordable rental housing for working families, and housing for entry-level market-rate buyers. Sunnydale LLC’s 2010 market study and the City’s Housing Element support the feasibility and necessity of this Housing Plan. The S/VV Team will use the Grant to create: 1) a construction phasing schedule that prioritizes on-site relocation opportunities and minimizes disruption to residents; 2) a resident mobility strategy and relocation plan that supports residents and provides a right of return to lease-compliant tenants; 3) an infrastructure financing plan; and 4) fully refined financing projections for each construction phase.

*Children, Youth, & Education:* The large number of S/VV youth—Sunnydale alone has 900 residents under the age of 17—and the Neighborhood’s education-related problems make children’s programs a pivotal part of the Transformation Plan. In conjunction with the SF Unified School District’s commitment to end the educational achievement gap in the City’s southeast sector schools, the S/VV Team will use the Grant to plan ways youth can transcend intergenerational poverty and attain achievement levels that promote healthy, prosperous lives.

*Health.* The S/VV Team will use the Grant to understand why residents’ emergency rooms utilization rates are high despite the availability of the City’s “Healthy San Francisco” no/low cost insurance program, and devise ways to increase residents’ use of primary and preventive care services. The Team will also plan ways to address behavioral health issues, which are often related to high levels of Neighborhood violence and trauma. Key health partners are the SF Department of Public Health, UC Berkeley and UCSF Schools of Public Health, and neighborhood-based health clinics.

*Economic Mobility.* The Neighborhood has significant Developmental Assets to help improve employment prospects and increase incomes such as the City’s Office of Economic and Workforce Development’s (OEWD) offers job readiness, job training, and specialized youth services. The S/VV Team will use the Grant to plan ways residents can better utilize these services, fill gaps where needed, and retain jobs. In addition to OEWD, key partners include the YMCA and local CBO Florence Crittenton Services. A focus on entry-level STEM jobs in adjacent high-tech centers such as Silicon Valley and the City’s Mission Bay and South of Market neighborhoods will also enhance economic mobility. The Team will use the Grant to help teens and young adults secure STEM internships and permanent positions.

### **Potrero Terrace and Annex**

The South Potrero Neighborhood Transformation Plan (Transformation Plan or Plan) will focus on revitalizing the San Francisco community known as South Potrero (Neighborhood), a 2.5 square mile area situated on the south slope of Potrero Hill.

For the past four years, involving residents and community stakeholders in an interactive and meaningful way has been a hallmark of the Rebuild Potrero redevelopment effort. In dozens of workshops, presentations, focus groups, meetings and project tours, over 1,000 Neighborhood residents and community stakeholders have participated and provided input on safety, opportunities and constraints, sustainability, building types, and community/open spaces. The Neighborhood input, in turn established goals that guided the development of multiple design concepts and alternatives featured in a Rebuild Potrero Master Plan (Master Plan) completed in February, 2010. This Master Plan will create a vibrant new mixed-income community with housing, retail, a community center, parks and open spaces where very low-income families are now concentrated in isolated, deteriorating buildings.

Rebuild Potrero is in the predevelopment phase. Over the next two years, as part of the Transformation Plan, BRIDGE will complete the environmental review process, submit for design and land use entitlements, oversee infrastructure studies and engage a financial advisor to conduct a thorough market study and financing plan.

BRIDGE met with over 110 Neighborhood residents in 20 house parties, culminating in a Neighborhood summit in January 2011 with over 200 diverse participants to adopt priorities for a Rebuild Potrero Community Building Program. Since then, BRIDGE has been implementing the resulting Community Building Program to increase the

capacity of residents to improve their quality of life and meet the ultimate vision outlined in the Master Plan. BRIDGE's Rebuild Potrero Community Building Program has three full time employees who implement tangible projects (such as community events, a young men's mentoring program, a community garden, and healthy living activities) and facilitate an ongoing capacity-building process that develops organizational structure, relationships and leadership skills within the Neighborhood. Additionally, the Community Building Program facilitates the Community Building Group a leadership team that meets every other month to provide input and build social and political capital by connecting community members from across the Neighborhood, on both sides of the Potrero slopes.

As a next step BRIDGE will work with the community to create a second, but equally important plan, the Transformation Plan to guide ongoing community building work and expand the scope of its impact to further enhance and coordinate people and neighborhood placed-based outcomes. Building on completed asset maps, the Transformation Plan will focus on building capacity and utilization of existing neighborhood assets and institutions to meet diverse resident needs, and identify new amenities and services to meet the needs of the Neighborhood's growing mixed income population. Specifically, the Transformation Plan will be focused on working with Neighborhood institutions to deliver programs and services to increase education, employment, health and violence prevention outcomes for existing and future South Potrero residents.

Through the Choice Neighborhoods Initiative Planning Process (Planning Process), the Team (comprised of BRIDGE, the City, SFHA and the Planning Coordinator), along with partners, residents and other stakeholders, will develop a South Potrero Neighborhood Transformation Plan that will create a coordinated blueprint for improving the entire Neighborhood. Though the City of San Francisco has numerous programs and services designed to serve this highly needy population, few are getting the results and penetration rates that they are intended to achieve in the Neighborhood. The social investments in the Neighborhood to date have not been coordinated, are often "siloed," and are not at the scale required to impact families living in the Neighborhood.

## **F. Actions to Reduce Lead-Based Paint Hazards**

The Mayor's Office of Housing and Community Development is currently administering a HUD Lead-Based Paint Hazard Reduction Demonstration Grant program. MOHCD is responsible for implementing and coordinating the key components of lead hazard identification and control activities such as community outreach and education, dust testing, enrollment of units, lead paint inspections, risk assessments, recruitment of contractors, work specifications, temporary relocation, interim control and abatement remediation, minor rehabilitation and clearance examinations. Because of MOHCD's partnership with the Department of Public Health, 35% of the units cleared by the Lead Program at MOHCD have been cases referred by the Department of Public Health's Childhood Lead Poisoning Prevention Program.

MOHCD's Lead Program provides assistance to property owners in the form of a grant. In the case of those owners who have been issued a notice of violation by the Department of Public Health or the Department of Building Inspection, enrolling in MOHCD's program suspends prosecution. The grant agreement that the owner must sign in order to receive the services and/or the suspension of prosecution obligates the owners to maintain their properties rented and occupied by low income families with children 6 years of age or younger. Should those properties become vacant or are vacant at the time of remediation, priority will be given to low income families with children 6 years of age or younger. The grant agreement also obligates the owner to maintain the property free of lead hazards for a period of five years. Through a partnership with the Mission Economic Development Agency's Lead Free LLC, property owners and occupants will receive information on maintaining the property free of lead hazards. The Lead Program averages 50 remediated and cleared units per calendar year.

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



## **G. Actions to Reduce Number of Families in Poverty**

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

### City's Minimum Compensation Ordinance

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

### City's First Source Hiring Program

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

Project Homeless Connect reaches out to homeless individuals every other month and provides a one-stop shop of health and human services for them. For a more detailed description of this project, see page 10 of San Francisco's 2011-2012 CAPER.

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

HOPE SF is described under the Public Housing and Resident Initiatives section above.

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

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

### Sector Based Approach to Workforce Development

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

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

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

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

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

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

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

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

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

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

## **VIII. MONITORING STANDARDS AND PROCEDURES**

### **A. Managing CDBG, ESG, HOME and HOPWA Grants**

The Mayor's Office of Housing and Community Development (MOHCD) is the lead agency for administering the CDBG, ESG, HOME and HOPWA programs. MOHCD administers the housing activities of the CDBG and HOPWA programs and all HOME activities. Under its Community Development Division, MOHCD also administers CDBG and HOPWA public facility, non-workforce development public service and organizational planning/capacity building activities, and all ESG activities. The Office of Economic and Workforce Development (OEWD) is responsible for economic development and workforce development activities of the CDBG program.

Activities under the CDBG, ESG, HOME and HOPWA programs are implemented through agreements with community-based non-profit organizations that provide a range of economic development technical assistance, loan packaging, housing, housing counseling, employment training, legal service, recreation, tutoring, and other human services.

MOHCD and OEWD will provide on-going fiscal and programmatic monitoring of each project that receives CDBG, ESG, HOME and/or HOPWA funds. This monitoring will include both internal and on-site reviews to ensure compliance with applicable federal and local regulations. Monitoring for access requirements related to Section 504 of the Rehabilitation Act and the Americans With Disabilities Act will be included. In addition, MOHCD and OEWD will monitor construction projects for labor standards compliance related to Davis-Bacon regulations. The City's Human Rights Commission will continue to monitor compliance with fair housing, non-discrimination in employment, and MBE/WBE/LBE requirements.

#### ***For Grants***

Each agency receiving a CDBG, ESG, HOME and/or HOPWA grant must enter into a grant agreement that stipulates conditions for the grant award, the major program activities, annual outputs for each activity, a program implementation schedule and the budget. The grant agreement requires sub-recipients to establish and maintain internal controls that are designed to ensure compliance with federal and local regulations and program requirements. Regular program performance reports are required of grant recipients, along with financial reports. Conditions of the Single Audit Act (if applicable) are also enforced. Program site visits are conducted to review client eligibility records, financial data, compliance with Federal and local requirements and program progress.

A grants coordinator from MOHCD or OEWD will be assigned to each grant sub-recipient. The grants coordinator is responsible for negotiating the grant agreement, providing technical assistance during the course of the project, reviewing progress reports, conducting on-site monitoring visits and evaluating performance. The grants coordinator is also responsible for reviewing expenditure reports and monitoring for fiscal compliance with grant regulations and accounting policies.

#### ***For CDBG-Assisted Business Loan***

Each loan recipient is required to enter into a loan agreement that stipulates the conditions for loan approval, including repayment schedule. The borrower must agree to a first source hiring agreement covering all jobs to be created as a condition of the loan. OEWD staff will monitor programmatic aspects of each loan. A third-party loan-servicing agency will provide fiscal monitoring.

## **B. Tracking Progress Towards the Consolidated Plan's Five-Year Goals**

San Francisco considers monitoring our performance to be as important as identifying our five year strategic goals. Our goal is to ensure that the City and our partners are marshaling our limited resources in an effective and coordinated way to impact change in San Francisco's low-income communities. When establishing the 2010-2014 strategic goals and outcomes, San Francisco ensured that the plan adhered to the following four principles: 1) the strategic plan set goals and measurable outcomes that address critical issues for the next five years; 2) the strategic plan is properly aligned with the mission of both agencies and our partners; 3) the plan prioritizes goals and establishes clear timelines; and, 4) the strategic plan clearly describes an approach and distinct activities to achieve our goals.

To be effective, San Francisco has designed a simplified monitoring process to ensure that community development and housing activities align with the Consolidated Plan's strategic goals. Using the program matrix as a guide, San Francisco will consistently measure performance towards program outcomes and provide ongoing feedback, adjustments, or sanction protocol as needed.

**IX. APPENDICES**

## **Appendix A. Summary of Public Comments from the October 1 and October 15, 2013 Community Needs Hearings**

### ***Summary of the Public Comments from the October 1, 2013 Community Meeting at the Excelsior Boys & Girls Club in the Excelsior Neighborhood***

- Commercial corridor investments – seems that city is working on lots of small pieces, but that there is not much momentum in D11; lots of physical improvements happening around Balboa BART station, but what is happening on commercial corridor?
- Legal services provider, working in partnership with SF General Hospital through medical/legal project; screen clients from Pediatric Asthma Clinic; are seeing lots of habitability issues and landlords are generally not be responsive; lots of clients from Sunnysdale, Potrero Hill and the Mission; about 30% from public housing; also, lots of overcrowded apartments
- Rapid rise in evictions is straining capacity of eviction prevention providers
- Housing provider - CDBG funds currently going to building community centers within housing developments; these are very needed
- Need more housing in D11, need more options for moderate-income residents
- Habitability issues in homeless shelters; issues of secondary smoke and other health issues; difficult to know how hard to push on these issues, don't want to jeopardize shelter spots for residents, but there are some severe habitability issues to address
- Doesn't seem that public housing residents have a very good idea of what's happening with re-envisioning of SFHA; issues of language access; flyers are in English, meetings are in English; Chinese community seems to do a good job of getting residents to meetings, but other groups being left out
- Resident – workforce development is not be effectively provided in the Excelsior; need more workforce opportunities for youth; are Excelsior residents being prioritized in workforce programs?; small businesses are being displaced; issues of crime and safety – cannabis club creating issues; Community Response Network could provide safe passage and other safety services; would like MEDA to have more of a presence in this neighborhood; residents usually have to leave neighborhood to receive services

### ***Summary of the Public Comments from the October 15, 2013 Community Meeting at Tenderloin Family Housing in the Tenderloin Neighborhood***

- Long wait list for services
- Job development and ability to advance is a challenge
- 49ers are taking 700-800 jobs with them
- Workforce and financial planning for LGBTQ community
- Focus on homeless and formerly homeless is important
- Housing is key to everything need more affordable development
- 6-7K unit backlog since 70's in affordable units. Where are we on that?
- Evictions are up. Legal services are key
- Cheaper to keep people housed where they are than build new affordable housing
- Rewriting eligibility requirements
- Capacity building for shelter staff on how to work with LGBTQ youth and trans folks
- Capacity building for staff to work with restorative justices

- Streamline HOPWA access to units
- More education around eviction prevention and coordination
- Housing housing housing. Not enough for TAY and families!
- Situation is getting worse
- Evictions are way up
- Create stronger incentives for developers to make units affordable
- Affordable housing for seniors with AIDS as they live longer and long term disability programs ended
- City must coordinate better
- Need more community benefit agreements
- Reframe goals around and using crisis language
- Some funds should be used to develop outreach strategies, organizing , advocacy strategies
- Need nimbleness, need rapid response to emerging issues
- Nonprofit rents and tech boom in mid-marker

Families & individuals are healthy & economically self-sufficient

- Undocumented population and now homeless
- TAY and youth?
- Super market needs
- Cost of doing business vs. cost of living
- Support businesses
- NO access to shelter and housing – declined seniors/singles)
- Physical, mental health
- Permanent/transitional housing struggles
- SRO – contracted through city D.O.R
- ERC – Accessible
- Trans community displaced in TL
- One stops don't have enough staff to serve individuals w/varying needs

Neighborhoods & communities are strong, vibrant & stable

- New business coming in
- Unmet needs of the community
- Open space needs
- Investment in affordable senior housing

Formerly homeless individuals & families are stable, supported & live in long-term housing

- Not met
- Funding for shelters/resource centers

**Appendix B. Public Notice Announcing the October 2013 Community Needs Hearings**





# Community Meetings

Come share your voice & input on how the Mayor's Office of Housing and Community Development's funding can better serve your community!



The Citizen's Committee on Community Development will host 2 community meetings to discuss the grants that fund Housing, Workforce Development, Economic Development, Public Services, and Capital Programs in San Francisco.

Residents, business owners, representatives of community-based organizations and other stakeholders are invited to attend one of two community meetings in San Francisco to provide input on the upcoming Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG), Home Investment Partnership (HOME) and Housing Opportunities for Persons With AIDS (HOPWA) funding. The City has received approximately \$30 million this year under these four U.S. Department of Housing and Urban Development (HUD) grant programs. It is imperative to hear the community's feedback on how these funds could better serve San Francisco in the coming years.

Meetings are scheduled at the locations listed below. Both sites are accessible to persons with disabilities. Language translation services will be available in both Spanish and Cantonese.

<p><b>Tuesday, October 1, 2013</b>  <b>6:00 p.m. - 8:00 p.m.</b></p> <p><b>Excelsior Boys &amp; Girls Club</b>  163 London Street  San Francisco, CA 94112  (415) 337-2582</p>	<p><b>Tuesday, October 15, 2013</b>  <b>6:00 p.m. -8:00 p.m.</b></p> <p><b>Chinatown Community Development Center's  Tenderloin Family Apartments</b>  201 Turk Street  San Francisco, CA 94102  (415) 921-8695</p>
--	---

**\*Refreshments will be provided\***

For more information about these community meetings, please call 415-701-5500. Individuals unable to attend the meetings may submit written statements by October 15, 2013 to the Mayor's Office of Housing & Community Development, 1 South Van Ness Avenue, 5<sup>th</sup> Floor, San Francisco, CA 94103. Attn: Julia Sabory.

These meetings are accessible to persons with disabilities. Persons requiring reasonable accommodations, including sign language interpreters, Assistive Listening Devices, print materials in alternate formats, and those with severe allergies, environmental illness, or multiple chemical sensitivities should contact the MOHCD ADA Coordinator, Eugene T. Flannery, at 701-5598 or TTY/TDD 701-5503, at least 72 hours prior to the hearing. Please bear in mind that some attendees at public meetings may be sensitive to chemically based or scented products. Please help us accommodate these individuals. If you need language translation services, please also call Mr. Flannery 72 hours prior to the meeting. For information on MUNI routes and MUNI Accessible Services, call 311.

**Appendix C. Summary of Public Comments Received on Draft 2014-2015  
Action Plan**

*Oral Comments from March 25, 2014 Public Hearing*

*Written Comment Received During Public Comment Period*

**Appendix D. Notice Regarding Availability of the Draft 2014-2015 Action Plan for Public Review and Comment and the March 25, 2014 Public Hearing**

**REVISED NOTICE OF PUBLIC HEARING AND  
AVAILABILITY OF DRAFT 2014-2015 ACTION PLAN  
INCLUDING PRELIMINARY FUNDING RECOMMENDATIONS  
FOR SAN FRANCISCO'S 2014-2015 CDBG, ESG, HOME AND HOPWA PROGRAMS  
FOR PUBLIC REVIEW AND COMMENT**

Hearing Date, Time and Location  
Tuesday, March 25, 2014 at 5:00PM  
City Hall, 1 Dr. Carlton B. Goodlett Place  
Room 263

The Citizen's Committee on Community Development, Mayor's Office of Housing and Community Development (MOHCD) and Office of Economic and Workforce Development (OEWD) invite interested parties to attend a public hearing on the federally funded Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG), Home Investment Partnership (HOME) and Housing Opportunities for Persons With AIDS (HOPWA) programs for fiscal year 2014-2015. The purpose of the hearing is to receive comments on the Draft 2014-2015 Action Plan and the preliminary funding recommendations for the four federal programs.

The Draft 2014-2015 Action Plan outlines community development and housing strategies and priorities that will be addressed and includes preliminary funding recommendations for projects that will be supported with the four federal funding sources during the upcoming fiscal year. The estimated amounts of funding the City and County of San Francisco will receive from the U.S. Department of Housing and Urban Development (HUD) are as follows: CDBG - \$17,100,000; ESG - \$1,100,000; and HOME - \$4,000,000. CDBG, ESG and HOME funds will be used for affordable housing development; community facility capital improvements and public space improvements; services that promote economic advancement for families and individuals including case management, information and referral, housing counseling and legal services; economic development activities; homeless and homeless prevention services; organizational capacity building and technical assistance; workforce development services; and administrative costs. The City and County of San Francisco will receive an estimated \$8,600,000 in HOPWA funding for San Francisco, San Mateo and Marin Counties. HOPWA funds will be used for rental assistance programs and supportive services for persons with HIV/AIDS. Please note that at the time of this notice, the 2014-2015 funding amounts for the four federal programs have not yet been issued by HUD.

The Draft 2014-2015 Action Plan, which includes preliminary funding recommendations for the CDBG, ESG, HOME and HOPWA programs, will be available for public review and comment from **March 21, 2014 through April 21, 2014**. The draft documents will be available in electronic format on the MOHCD and OEWD websites at [www.sfmohcd.org](http://www.sfmohcd.org) and [www.oewd.org](http://www.oewd.org), and in print format at the following locations:

- MOHCD, 1 South Van Ness Avenue, 5<sup>th</sup> Floor
- OEWD at City Hall, Room 448, 1 Dr. Carlton B. Goodlett Place and 1 South Van Ness Avenue, 5<sup>th</sup> Floor
- Main Branch of the SF Public Library, 100 Larkin Street, 5<sup>th</sup> Floor, Government Information Center

Members of the public who wish to provide feedback on the draft document may do so by submitting written comments to: MOHCD, Action Plan Staff, 1 South Van Ness Avenue, 5<sup>th</sup> Floor, San Francisco, CA 94103. Your comments will be forwarded to the appropriate agency. The public is also invited to provide testimony on the Draft 2014-2015 Action Plan at the public hearing listed above. For more information, please call (415) 701-5500.



The public hearing is accessible to persons with disabilities. For information on MUNI routes, please call 415-673-6864. For information regarding MUNI Accessible Services, call 415-923-6142. Persons requiring reasonable accommodations, including sign language interpreters; Assistive Listening Devices; print materials in alternate formats; and those with severe allergies, environmental illness or multiple chemical sensitivities should contact the MOHCD ADA Coordinator, Eugene T. Flannery, at 415-701-5598 or TTY/TDD 415-701-5503 at least 72 hours prior to the meeting. Please bear in mind that some attendees at public meetings may be sensitive to chemically based or scented products. Please help us accommodate these individuals. If you need language translation services, please also call Mr. Flannery 72 hours prior to the meeting.

## Appendix E: 2014-2015 CDBG Public Service Projects

<b>Agency Name</b>	<b>2014-2015 Funding Recommendation</b>	<b>Project Primarily Serves NRSAs</b>
AIDS Legal Referral Panel of the SF Bay Area	\$82,000	\$82,000
APA Family Support Services/Samoan Community Development Center	\$40,000	\$40,000
APA Family Support Services/YMCA of San Francisco (Bayview)	\$45,000	\$45,000
Arab Cultural and Community Center	\$50,000	\$50,000
Asian Americans Advancing Justice-Asian Law Caucus	\$52,000	
Asian Pacific American Community Center	\$57,000	\$57,000
Asian, Inc.	\$50,000	
Bay Area Legal Aid	\$65,000	\$65,000
Bay Area Legal Aid	\$40,000	\$40,000
Bayview Hunter's Point Center for Arts & Technology	\$75,000	\$75,000
Booker T. Washington Community Service Center	\$40,000	
Bridge Housing Corporation	\$155,000	
Causa Justa :: Just Cause	\$38,000	\$38,000
Central American Resource Center (CARECEN)	\$80,000	\$80,000
Central American Resource Center (CARECEN)	\$40,000	\$40,000
Central City Hospitality House	\$100,000	\$100,000
Central City Hospitality House	\$65,000	\$65,000
Chinatown Community Development Center	\$50,000	
Collective Impact (dba Mo' Magic)	\$70,000	
Collective Impact (dba Mo' Magic)	\$40,000	
Community Awareness & Treatment Services	\$50,000	\$50,000
Community Center Pjt of S.F dba The San Francisco LGBT Community Center	\$50,000	
Community Center Pjt of SF (dba the San Francisco LGBT Community Center)	\$120,000	
Community Housing Partnership	\$75,000	\$75,000
Community Youth Center-San Francisco (CYC-SF)	\$50,000	\$50,000
Community Youth Center-San Francisco (CYC-SF)	\$50,000	\$50,000
Compass Family Services	\$75,000	\$75,000
Dolores Street Community Services	\$44,000	
Donaldina Cameron House	\$50,000	
Episcopal Community Services of SF	\$100,000	\$100,000
Filipino American Development Foundation/Pin@y Educational Partnerships (PEP)	\$50,000	
Filipino-American Development Foundation: Filipino Community Center	\$70,000	

<b>Agency Name</b>	<b>2014-2015 Funding Recommendation</b>	<b>Project Primarily Serves NRSAs</b>
Goodwill Industries of San Francisco, San Mateo & Marin Counties	\$125,000	\$125,000
Hearing and Speech Center of Northern California	\$42,500	\$42,500
Hearing and Speech Center of Northern California	\$38,000	
Independent Living Resource Center of SF	\$55,000	\$55,000
In-Home Supportive Services Consortium of San Francisco, Inc.	\$50,000	
Instituto Laboral de la Raza	\$60,000	\$60,000
La Raza Centro Legal	\$50,000	\$50,000
La Raza Community Resource Center	\$80,000	\$80,000
Larkin Street Youth Services	\$58,000	\$58,000
Larkin Street Youth Services	\$54,000	\$54,000
Lavender Youth Rec. & Info. Ct.(LYRIC)	\$50,000	
Legal Assistance to the Elderly	\$30,000	
Mayor's Office of Housing and Community Development	\$75,000	\$75,000
Mayor's Office of Housing and Community Development	\$45,000	
Mercy Housing California	\$65,000	\$65,000
Mission Asset Fund	\$65,000	\$65,000
Mission Economic Development Agency	\$155,000	
Mission Economic Development Agency	\$100,000	\$100,000
Mission Economic Development Agency	\$35,000	
Mission Hiring Hall	\$100,000	\$100,000
Mission Language and Vocational School, Inc.	\$100,000	\$100,000
Mission Neighborhood Centers	\$50,000	\$50,000
Mission Neighborhood Health Center	\$39,000	\$39,000
Mission SF Community Financial Center	\$50,000	\$50,000
Nihonmachi Legal Outreach	\$75,000	\$75,000
Northeast Community Federal Credit Union	\$50,000	\$50,000
Office of Economic and Workforce Development	\$90,000	\$90,000
Positive Resource Center	\$50,000	
Potrero Hill Neighborhood House	\$55,136	
Providence Foundation	\$45,000	\$45,000
San Francisco AIDS Foundation	\$72,000	
San Francisco Community Land Trust	\$36,000	\$36,000
San Francisco Conservation Corps	\$50,000	\$50,000
San Francisco Housing Development Corporation	\$60,000	\$60,000
San Francisco Study Center - Housing Rights Committee of San Francisco	\$85,000	
Self-Help for the Elderly	\$50,000	\$50,000
Sunset District Comm. Develop. Corp.	\$50,000	

<b>Agency Name</b>	<b>2014-2015 Funding Recommendation</b>	<b>Project Primarily Serves NRSA's</b>
Swords to Plowshares Veterans Rights Organization	\$81,000	
Tenderloin Housing Clinic, Inc.	\$87,500	\$87,500
The Arc Of San Francisco	\$50,000	\$50,000
Toolworks	\$55,000	
United Playaz	\$55,000	\$55,000
Upwardly Global	\$75,000	
Urban Services YMCA	\$82,703	
Urban Services YMCA	\$70,000	
Vietnamese Community Center of SF	\$55,000	\$55,000
Vietnamese Youth Development Center	\$60,000	\$60,000
YMCA of San Francisco (Bayview)	\$50,000	\$50,000
YMCA of San Francisco (Bayview)/TURF	\$50,000	\$50,000
YMCA of San Francisco (Bayview)/TURF	\$50,000	\$50,000
YMCA of San Francisco (Bayview)	\$245,000	\$245,000
YMCA of San Francisco (Bayview)/United Council/United Council of Human Serv	\$50,000	\$50,000
Young Community Developers	\$65,000	\$65,000
<b>Totals</b>	<b>\$5,538,839</b>	<b>\$3,619,000</b>
<b>\$ amount allocated for Public Services after NRSA exemptions</b>	<b>\$1,919,839</b>	
<b>FY 2014 CDBG entitlement grant plus prior year's program income</b>	<b>\$16,627,564</b>	
<b>% allocated for Public Services after NRSA exemptions</b>	<b>11.5%</b>	