



# **City and County of San Francisco**

## **DRAFT 2019-2020 Consolidated Annual Performance and Evaluation Report (CAPER)**

**For Public Review and Comment Between  
November 30, 2020 and December 14, 2020**

**Mayor's Office of Housing and Community Development  
Office of Economic and Workforce Development  
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## **Welcome to San Francisco's DRAFT 2019-2020 CAPER.**

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

- 1) This draft document is available for public review and comment between November 30 and December 14, 2020.
- 2) Due to the current shelter in place order, hard copies of this document will not be available.
- 3) Staff welcomes your comments in writing via email. They may be directed to [gloria.woo@sfgov.org](mailto:gloria.woo@sfgov.org). In your comment, please be specific about your issue and refer to a specific section of the Draft document, if appropriate.
- 4) The close of the public comment period is December 14, 2020 at 5:00 p.m.
- 5) Thank you in advance for your participation in this process

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

## Overview of Plans - Context for this Document

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### MOHCD Strategic Plan

Overarching department goals

### MOHCD Annual Report

Progress to Strategic Plan goals; includes legislatively-mandated reporting

#### *HUD-Required Plans*

### Consolidated Plan

Housing and community development goals

### Annual Action Plan

Summary of activities and resources for Consolidated Plan goals

### CAPER

(Consolidated Annual Performance and Evaluation Report) - Progress to Consolidated Plan goals

### Analysis of Impediments

(to Fair Housing Choice) - Analysis of conditions that affect the location, availability and accessibility of housing

#### *Additional MOHCD Plans*

### HIV Housing Plan

Goals for addressing the housing needs of HIV+ households

### Racial Equity Action Plan

Vision and activities for achieving racial equity in department policies and practices

### Digital Equity Plan

Goals for improving digital access and literacy



CR-05 - Goals and Outcomes

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

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

The overarching objectives for San Francisco’s use of funds, including CDBG, ESG, HOME and HOPWA funds, as reflected in its 2015-2019 Consolidated Plan are the following:

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

For each objective, there are priority needs and for each priority need, there are goals. The City is dedicated to the articulation of specific performance measures for each goal, to ensure that we are investing our resources to achieve optimal outcomes for our communities. We developed a Five-year Performance Measures Matrix to assess investment outcomes across the 2015-2019 timeframe of the Consolidated Plan. Performance under each measure will be tracked against a five-year goal and a one-year goal.

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

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

Objective 1: Families and Individuals are Stably Housed									
Priority Need 1A: Develop and Maintain Affordable Housing									
Goal 1Ai. Increased supply of affordable housing									
Funding Amount	Expected 5-year \$ Amount	Actual 5-year \$ Amount	5-year Actual % of Goal	Actual Year 1 (2015-2016) \$ Amount	Actual Year 2 (2016-2017) \$ Amount	Actual Year 3 (2017-2018) \$ Amount	Actual Year 4 (2018-2019) \$ Amount	Expected Year 5 (2019-2020) \$ Amount	Actual Year 5 (2019-2020) \$ Amount
HOME	\$15,201,664	\$22,681,296	149%	\$8,134,000	\$10,947,296			\$3,600,000	\$3,600,000
General Fund	\$0	\$72,225,938							\$72,225,938
Housing Trust Fund	\$32,661,584	\$14,796,497	45%	\$2,169,139	\$9,099,649	\$3,527,709			
Housing Impact Fees	\$700,822,879	\$122,712,708	18%	\$11,566,906	\$21,526,407	\$23,761,130	\$31,555,959	\$66,901,273	\$34,302,306

Low-Mod Income Housing Asset Fund	\$2,205,679	\$4,778,432	217%	\$2,778,432				\$2,000,000							
Other	\$199,305,098	\$176,563,488	89%	\$12,641,612		\$13,000,000		\$1,000,000		\$29,308,676		\$5,680,000		\$120,613,200	
OCII	\$367,336,000	\$133,432,560	36%	\$24,677,477		\$40,250,000		\$27,273,256		\$41,231,827					
Total	\$1,317,532,904	\$547,190,918	42%	\$61,967,566		\$94,823,352		\$57,562,094		\$102,096,462		\$76,181,273		\$230,741,444	
Performance Measures: Outcome Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Actual Year 1		Actual Year 2		Actual Year 3		Actual Year 4		Expected Year 5		Actual Year 5	
				Actual #	Actual \$ Amt	Actual #	Actual \$ Amt	Actual #	Actual \$ Amt	Actual #	Actual \$ Amt	Goal	\$ Amt	Actual #	Actual \$ Amt
Outcome Indicator 1Ai. Number of affordable housing units created	5,549	4,281	77%	924	\$61,967,566	1,868	\$94,823,352	413	\$59,683,688	493	\$102,096,462	678	\$76,700,695	583	\$230,741,444
Performance Measures: Output Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Actual Year 1		Actual Year 2		Actual Year 3		Actual Year 4		Expected Year 5		Actual Year 5	
				Actual #	Actual \$ Amt	Actual #	Actual \$ Amt	Actual #	Actual \$ Amt	Actual #	Actual \$ Amt	Goal	\$ Amt	Actual #	Actual \$ Amt
Output Indicator: Number of Permanent Supportive Housing units built for TAY (Parcel U, 17th & Folsom)	67	48	72%	25	\$6,114,474	23	\$2,000,000	0	\$270,000	-	\$0	-	\$2,000,000	0	\$2,600,250
Output Indicator: Number of Permanent Supportive Housing units built for seniors (24th St)	504	382	76%	98	\$2,169,139	144	\$2,500,000	0	\$0	37	\$10,887,239	102	\$18,178,806	103	\$101,219,290

Output Indicator: Number of Permanent Supportive Housing units built for veterans (MBS3E)	260	167	64%	50	\$1,250,000	0	\$0	12	\$9,608,672	-	\$506,000	105	\$13,800,000	105	\$20,055,000
Output Indicator: Number of Permanent Supportive Housing units built for homeless families (20% set-aside for MBS6E, Parcel O, 1950 Mission, SWL 322-1, MBS6W)	641	384	60%	51	\$5,824,585	278	\$22,580,838	40	\$11,516,655	15	\$4,233,926	174	\$28,181,652	0	\$11,000,000
Output Indicator: Number of affordable housing units built for low- income households at or below 60% AMI (non-homeless units for homeless family projects listed above, plus Alice Griffith Ph 1-3, HP Block 49, MBS7W, TB6, TB7)	2,912	1,974	68%	420	\$46,609,368	887	\$67,742,514	137	\$38,288,361	279	\$79,048,907	97	\$14,540,237	251	\$76,017,303
Output Indicator: Number of BMR housing units developed (884 MOHCD	1,000	1,305	131%	280		536		224		141		200		124	

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inclusionary + 214 OCII inclusionary)															
Output Indicator: Number of workforce housing units developed beyond BMR	TBD	21		0	\$0	0	\$0	0	\$0	21	\$7,420,390			0	\$19,849,601
Goal 1Aii. Preserve and Maintain Affordable Housing Supply															
Funding Amount	Expected 5-year \$ Amount	Actual 5-year \$ Amount	5-year Actual % of Goal	Actual Year 1 (2015-2016) \$ Amount		Actual Year 2 (2016-2017) \$ Amount		Actual Year 3 (2017-2018) \$ Amount		Actual Year 4 (2018-2019) \$ Amount		Expected Year 5 (2019-2020) \$ Amount		Actual Year 5 (2019-2020) \$ Amount	
CDBG	\$26,247,066	\$10,490,093	40%	\$716,022		\$3,500,000		\$2,984,209		\$2,393,734		\$3,354,470		\$896,128	
HOME	\$8,000,000	\$6,666,385	83%			\$1,390,525		\$85,975				\$1,900,000		\$5,189,885	
HOPWA	\$0	\$152,000				\$152,000									
General Fund	\$3,449,383	\$26,257,598	761%											\$26,257,598	
Housing Trust Fund	\$136,029,023	\$56,643,261	42%	\$28,933,500		\$2,847,704		\$3,979,061		\$683,121		\$65,497,712		\$20,199,875	
Housing Impact Fees	\$126,805,070	\$51,546,657	41%	\$8,626,774		\$20,674,120		\$8,157,233		\$6,495,939		\$15,657,886		\$7,592,591	
Low-Mod Income Housing Asset Fund	\$16,496,251	\$49,310,242	299%	\$15,231,776		\$11,559,979		\$3,339,975		\$0		\$400,000		\$19,178,512	
Other	\$145,486,217	\$140,898,678	97%	\$18,914,939		\$34,339,655		\$13,650,677		\$12,512,190		\$18,881,886		\$61,481,217	
OCII	\$19,547,988	\$9,749,278	50%			\$3,290,119		\$6,459,159							
Total	\$482,060,998	\$351,714,191	73%	\$72,423,011		\$77,754,102		\$38,656,288		\$22,084,984		\$105,691,954		\$140,795,806	
Performance Measures: Outcome Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Actual Year 1		Actual Year 2		Actual Year 3		Actual Year 4		Expected Year 5		Actual Year 5	
				Actual #	Actual \$ Amt	Actual #	Actual \$ Amt	Actual #	Actual \$ Amt	Actual #	Actual \$ Amt	Goal	\$ Amt	Actual #	Actual \$ Amt



Outcome Indicator: Number of affordable housing units preserved or maintained	4,472	3,931	88%	1,327	\$72,028,633	1,516	\$77,754,102	619	\$36,667,977	38	\$21,691,250	406	\$107,226,484	431	\$140,709,695
Performance Measures: Output Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Actual Year 1		Actual Year 2		Actual Year 3		Actual Year 4		Expected Year 5		Actual Year 5	
				Actual #	Actual \$ Amt	Actual #	Actual \$ Amt	Actual #	Actual \$ Amt	Actual #	Actual \$ Amt	Goal	\$ Amt	Actual #	Actual \$ Amt
Output Indicator: Number of units where lead hazards are addressed	75	5	7%	2	\$23,550	1	\$30,281	2	\$28,873	-	\$0	2	\$40,000	0	\$0
Output Indicator: Number of public housing units converted to private ownership under the Rental Assistance Demonstration program	2,279	2,149	94%	1,128	\$53,084,699	1,021	\$14,373,118	0	\$2,779,061	-	\$6,189,277	-	\$0	0	\$2,021,668
Output Indicator: Number of single family homes rehabilitated	115	480	417%	45	\$698,095	1	\$30,281	198		17		23		219	
Output Indicator: Number of multifamily units rehabilitated	1,320	949	72%	134	\$13,267,673	307	\$36,627,329	400	\$16,883,499	21	\$13,201,973	381	\$73,784,100	87	\$93,380,075
Output Indicator: Number of public housing units rebuilt under HOPE SF	683	348	51%	18	\$4,954,616	186	\$26,693,093	19	\$16,976,544	-	\$2,300,000		\$33,402,384	125	\$45,307,952
Priority Need 1B: Make Housing Affordable															

Goal 1Bi. Increased affordability of rental housing															
Funding Amount	Expected 5-year \$ Amount	Actual 5-year \$ Amount	5-year Actual % of Goal	Actual Year 1 (2015-2016) \$ Amount		Actual Year 2 (2016-2017) \$ Amount		Actual Year 3 (2017-2018) \$ Amount		Actual Year 4 (2018-2019) \$ Amount		Expected Year 5 (2019-2020) \$ Amount		Actual Year 5 (2019-2020) \$ Amount	
General Fund	\$5,760,252	\$8,671,291	151%	\$127,953		\$527,327		\$1,535,783		\$5,310,245		\$943,062		\$1,169,983	
<b>Total</b>	<b>\$5,760,252</b>	<b>\$8,671,291</b>	<b>151%</b>	<b>\$127,953</b>		<b>\$527,327</b>		<b>\$1,535,783</b>		<b>\$5,310,245</b>		<b>\$943,062</b>		<b>\$1,169,983</b>	
Performance Measures: Outcome Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Actual Year 1		Actual Year 2		Actual Year 3		Actual Year 4		Expected Year 5		Actual Year 5	
				Actual #	Actual \$ Amt	Actual #	Actual \$ Amt	Actual #	Actual \$ Amt	Actual #	Actual \$ Amt	Goal	\$ Amt	Actual #	Actual \$ Amt
Outcome Indicator: Number of lower income households served with the assistance of rental subsidies (LOSP)	246	123	50%	0	\$127,953	5	\$527,327	25	\$1,535,783	93	\$5,310,245	76	\$943,062	0	\$1,169,983
Performance Measures: Output Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Actual Year 1		Actual Year 2		Actual Year 3		Expected Year 4		Expected Year 5		Actual Year 5	
				Actual #	Actual \$ Amt	Actual #	Actual \$ Amt	Actual #	Actual \$ Amt	Actual #	Actual \$ Amt	Goal	\$ Amt	Actual #	Actual \$ Amt
Output Indicator: Number of units supported with rental subsidies (Shelter plus Care or VASH)	24	145	604%	0		0		24		0		0		121	
Goal 1Bii. Increased opportunities for sustainable homeownership															
Funding Amount	Expected 5-year \$ Amount	Actual 5-year \$ Amount	5-year Actual % of Goal	Actual Year 1 (2015-2016) \$ Amount		Actual Year 2 (2016-2017) \$ Amount		Actual Year 3 (2017-2018) \$ Amount		Actual Year 4 (2018-2019) \$ Amount		Expected Year 5 (2019-2020) \$ Amount		Actual Year 5 (2019-2020) \$ Amount	

CDBG	\$1,533,916	\$1,630,000	106%	\$356,000		\$286,000		\$286,000		\$286,000		\$286,000		\$416,000	
General Fund	\$2,031,231	\$2,432,480	120%	\$0		\$420,000		\$638,191		\$762,396		\$716,956		\$611,893	
Housing Trust Fund	\$20,356,296	\$12,361,291	61%	\$3,831,628		\$211,000		\$3,188,895		\$4,372,972		\$4,582,296		\$756,796	
Other	\$11,583,551	\$33,414,726	288%	\$4,400,992				\$7,978,892		\$7,922,371		\$10,056,364		\$13,112,471	
<b>Total</b>	<b>\$35,504,994</b>	<b>\$49,838,497</b>	<b>140%</b>	<b>\$8,588,620</b>		<b>\$917,000</b>		<b>\$12,091,978</b>		<b>\$13,343,739</b>		<b>\$15,641,616</b>		<b>\$14,897,160</b>	
<b>Performance Measures: Outcome Indicators</b>	<b>5-year Goal</b>	<b>5-year Actual to Date</b>	<b>5-year Actual % of Goal</b>	<b>Actual Year 1</b>		<b>Actual Year 2</b>		<b>Actual Year 3</b>		<b>Actual Year 4</b>		<b>Expected Year 5</b>		<b>Actual Year 5</b>	
				<b>Actual</b>	<b>% of Goal</b>	<b>Actual</b>	<b>% of Goal</b>	<b>Actual</b>	<b>% of Goal</b>	<b>Actual</b>	<b>% of Goal</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Actual #</b>	<b>% of Goal</b>
Outcome Indicator 1Bii. Number of new homeowners created	950	1,255	132%	443	246%	238	132%	222	117%	254	127%	200		98	49%
<b>Performance Measures: Output Indicators</b>	<b>5-year Goal</b>	<b>5-year Actual to Date</b>	<b>5-year Actual % of Goal</b>	<b>Actual Year 1</b>		<b>Actual Year 2</b>		<b>Actual Year 3</b>		<b>Actual Year 4</b>		<b>Expected Year 5</b>		<b>Actual Year 5</b>	
				<b>Actual</b>	<b>% of Goal</b>	<b>Actual</b>	<b>% of Goal</b>	<b>Actual</b>	<b>% of Goal</b>	<b>Actual</b>	<b>% of Goal</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Actual</b>	<b>% of Goal</b>
Output Indicator: Number of new COP holders	205	240	117%	110	183%	44	73%	37	123%	18	60%	25		31	124%
Output Indicator: Number of new DTHP holders	600	1,032	172%	165	330%	167	334%	128	128%	405	405%	300		167	56%
Output Indicator: Number of individuals receiving pre-purchase education and counseling	12,100	17,686	146%	3,857	482%	4,006	501%	3,652	104%	3,040	87%	3,500		3,131	89%
Output Indicator: Number of individuals receiving post-purchase	815	1,340	164%	339	484%	336	480%	193	51%	250	167%	150		222	148%

education and counseling															
Output Indicator: Number of households receiving downpayment assistance loans	360	405	113%	139	139%	132	132%	60	100%	42	84%	50		32	64%
Output Indicator: Number of households receiving loans to purchase shares in co-ops	17	-	0%	0	0%	0	0%	0	0%	0	0%	5		0	0%
Output Indicator: Number of new BMR owners	775	575	74%	159	106%	185	148%	69	46%	87	44%	150		75	50%
Output Indicator: Number of MCCs issued	250	206	82%	49	98%	69	138%	35	70%	31	62%	50		22	44%
Output Indicator: Number of individuals submitting an online application for BMR homeownership housing	2,075	1,934	93%	0	0%	0	0%	0	0%	0	0%	1,000		1,934	193%
<b>Goal 1Biii. Increase access to rental and homeownership housing</b>															
<b>Funding Amount</b>	<b>Expected 5-year \$ Amount</b>	<b>Actual 5-year \$ Amount</b>	<b>5-year Actual % of Goal</b>	<b>Actual Year 1 (2015-2016) \$ Amount</b>	<b>Actual Year 2 (2016-2017) \$ Amount</b>	<b>Actual Year 3 (2017-2018) \$ Amount</b>	<b>Actual Year 4 (2018-2019) \$ Amount</b>	<b>Expected Year 5 (2019-2020) \$ Amount</b>	<b>Actual Year 5 (2019-2020) \$ Amount</b>						
CDBG	\$1,402,768	\$1,133,206	81%	\$231,844	\$150,000	\$295,454	\$245,454	\$325,000	\$210,454						
HOPWA	\$224,202	\$100,262	45%	\$52,262		\$48,000		\$48,000							
ESG	\$578,487	\$0	0%					\$170,607							
General Fund	\$3,193,186	\$5,612,296	176%	\$627,320	\$730,348	\$926,889	\$1,450,061	\$1,357,583	\$1,877,678						

Housing Trust Fund	\$19,256,663	\$7,632,577	40%	\$711,048		\$769,750		\$737,744		\$4,756,189		\$4,686,175		\$657,846	
Other	\$4,253,605	\$8,269,869	194%	\$0		\$160,000		\$74,999		\$7,997,370		\$75,000		\$37,500	
<b>Total</b>	<b>\$28,908,911</b>	<b>\$22,748,210</b>	<b>79%</b>	<b>\$1,622,474</b>		<b>\$1,810,098</b>		<b>\$2,083,086</b>		<b>\$14,449,074</b>		<b>\$6,662,365</b>		<b>\$2,783,478</b>	
Performance Measures: Outcome Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Actual Year 1		Actual Year 2		Actual Year 3		Actual Year 4		Expected Year 5		Actual Year 5	
				Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Goal	\$ Amt	Actual	% of Goal
Outcome Indicator 1Biii. Number of households placed in BMR and affordable rental housing	1,923	1,486	77%	524	225%			155	31%	205	41%	500		602	120%
Performance Measures: Output Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Actual Year 1		Actual Year 2		Actual Year 3		Actual Year 4		Expected Year 5		Actual Year 5	
				Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Goal	\$ Amt	Actual	% of Goal
Output Indicator: Number of households submitting an online application for BMR rental housing	183,000	218,318	119%	0	0%	60,000	667%	30,464	102%	61,966	103%	80,000		65,888	82%
Output Indicator: Number of households submitting an online application for affordable housing	158,000	207,401	131%	0	0%		0%	10,915	546%	142,337	7117%	150,000		54,149	36%
Output Indicator: Number of individuals receiving assistance in	13,100	17,226	131%	2,348	94%	2,770	111%	3,384	141%	4,207	156%	3,000		4,517	151%

accessing housing, including preparing for successful rental application															
Output Indicator: Number of new and re-rental BMR opportunities	800	1,026	128%	172	172%	417	417%	155	78%	205	103%	200		77	39%
Output Indicator: Number of existing BMR rental units	7,008	8,946	128%	1,145	138%	1,639	132%	1,729	120%	1,529	93%	1,845		2,904	157%
Output Indicator: Number of new COP holders	205	240	117%	110	183%	44	73%	37	123%	18	60%	25		31	124%
Output Indicator: Number of new DTHP holders	600	1,032	172%	165	330%	167	334%	128	128%	405	405%	300		167	56%
<b>Priority Need 1C: Prevent and End Homelessness</b>															
<b>Goal 1Ci. Reduced rate of evictions</b>															
<b>Funding Amount</b>	<b>Expected 5-year \$ Amount</b>	<b>Actual 5-year \$ Amount</b>	<b>5-year Actual % of Goal</b>	<b>Actual Year 1 (2015-2016) \$ Amount</b>		<b>Actual Year 2 (2016-2017) \$ Amount</b>		<b>Actual Year 3 (2017-2018) \$ Amount</b>		<b>Actual Year 4 (2018-2019) \$ Amount</b>		<b>Expected Year 5 (2019-2020) \$ Amount</b>		<b>Actual Year 5 (2019-2020) \$ Amount</b>	
CDBG	\$2,058,049	\$2,818,339	137%	\$267,500		\$162,500		\$316,933		\$1,018,203		\$1,018,203		\$1,053,203	
ESG	\$2,114,548	\$2,397,731	113%	\$470,607		\$550,607		\$550,607		\$550,607		\$380,000		\$275,303	
General Fund	\$16,164,060	\$27,135,230	168%	\$3,154,830		\$3,227,340		\$3,562,585		\$6,461,550		\$7,775,506		\$10,728,925	
Housing Trust Fund	\$11,680,636	\$12,752,706	109%	\$1,365,404		\$2,592,447		\$3,144,241		\$3,177,839		\$3,364,975		\$2,472,775	
Other	\$500,000	\$4,998,787				\$200,000		\$150,000		\$350,000		\$150,000		\$4,298,787	
<b>Total</b>	<b>\$32,517,293</b>	<b>\$50,102,792</b>	<b>154%</b>	<b>\$5,258,341</b>		<b>\$6,732,894</b>		<b>\$7,724,366</b>		<b>\$11,558,199</b>		<b>\$12,688,684</b>		<b>\$18,828,992</b>	
<b>Performance Measures:</b>	<b>5-year Goal</b>	<b>5-year Actual to Date</b>	<b>5-year Actual</b>	<b>Actual Year 1</b>		<b>Actual Year 2</b>		<b>Actual Year 3</b>		<b>Actual Year 4</b>		<b>Expected Year 5</b>		<b>Actual Year 5</b>	
				<b>Actual</b>	<b>% of Goal</b>	<b>Actual</b>	<b>% of Goal</b>	<b>Actual</b>	<b>% of Goal</b>	<b>Actual</b>	<b>% of Goal</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Actual</b>	<b>% of Goal</b>

Outcome Indicators			% of Goal												
Outcome Indicator 1Ci. Number of individuals whose evictions have been prevented	6,830	11,990	176%	3,614	289%	3,537	283%	3,288	110%	644	95%	650		907	140%
Performance Measures: Output Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Actual Year 1		Actual Year 2		Actual Year 3		Actual Year 4		Expected Year 5		Actual Year 5	
				Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Goal	\$ Amt	Actual	% of Goal
Output Indicator: Number of individuals receiving legal representation	13,800	23,060	167%	5,075	508%	4,358	436%	4,174	110%	5,691	142%	4,000		3,762	94%
Output Indicator: Number of individuals receiving tenant education and counseling	11,500	13,053	114%	2,373	119%	3,320	166%	2,516	109%	3,222	124%	2,600		1,622	62%
Output Indicator: Number of individuals receiving short-term rental assistance	1,805	2,880	160%	767	295%	543	209%	462	120%	371	82%	450		737	164%
Output Indicator: Number of individuals receiving financial assistance, including moving costs, security deposits, utilities, last month’s rent	44	-	0%	0	0%	0	0%	0	0%	0	0%	0		0	0%
Goal 1Cii. Transitional housing is available for those who need it															

Funding Amount	Expected 5-year \$ Amount	Actual 5-year \$ Amount	5-year Actual % of Goal	Actual Year 1 (2015-2016) \$ Amount		Actual Year 2 (2016-2017) \$ Amount		Actual Year 3 (2017-2018) \$ Amount		Actual Year 4 (2018-2019) \$ Amount		Expected Year 5 (2019-2020) \$ Amount		Actual Year 5 (2019-2020) \$ Amount	
CDBG	\$165,000	\$165,000						\$55,000		\$55,000		\$55,000		\$55,000	
ESG	\$110,000	\$110,000	100%	\$55,000		\$55,000									
General Fund	\$82,025	\$125,655						\$40,000		\$41,000		\$42,025		\$44,655	
<b>Total</b>	<b>\$357,025</b>	<b>\$400,655</b>	<b>112%</b>	<b>\$55,000</b>		<b>\$55,000</b>		<b>\$95,000</b>		<b>\$96,000</b>		<b>\$97,025</b>		<b>\$99,655</b>	
Performance Measures: Outcome Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Actual Year 1		Actual Year 2		Actual Year 3		Actual Year 4		Expected Year 5		Actual Year 5	
				Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Goal	\$ Amt	Actual	% of Goal
Outcome Indicator 1Cii. Number of individuals and/or families moving to permanent housing	27	19	70%	5	63%	3	38%	3	60%	5	167%	3		3	100%
Performance Measures: Output Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Actual Year 1		Actual Year 2		Actual Year 3		Actual Year 4		Expected Year 5		Actual Year 5	
				Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Goal	\$ Amt	Actual	% of Goal
Output Indicator: Number of individuals and/or families placed in transitional housing	75	79	105%	17	113%	15	100%	15	100%	15	100%	15		17	113%
<b>Goal 1Ciii. Homeless people receive basic shelter and support services</b>															
Funding Amount	Expected 5-year \$ Amount	Actual 5-year \$ Amount	5-year Actual	Actual Year 1 (2015-2016) \$ Amount		Actual Year 2 (2016-2017) \$ Amount		Actual Year 3 (2017-2018) \$ Amount		Actual Year 4 (2018-2019) \$ Amount		Expected Year 5 (2019-2020) \$ Amount		Actual Year 5 (2019-2020) \$ Amount	



			% of Goal												
CDBG	\$953,304	\$896,585	94%	\$161,873	\$183,678	\$183,678	\$183,678	\$183,678	\$183,678	\$183,678	\$183,678	\$183,678	\$183,678	\$183,678	\$183,678
ESG	\$4,006,045	\$4,482,866	112%	\$834,292	\$812,487	\$812,487	\$812,487	\$812,487	\$812,487	\$812,487	\$812,487	\$812,487	\$812,487	\$812,487	\$1,211,113
General Fund	\$21,476	\$1,030	5%												\$1,030
<b>Total</b>	<b>\$4,980,825</b>	<b>\$5,380,481</b>	<b>108%</b>	<b>\$996,165</b>	<b>\$996,165</b>	<b>\$812,487</b>	<b>\$996,165</b>	<b>\$812,487</b>	<b>\$996,165</b>	<b>\$996,165</b>	<b>\$996,165</b>	<b>\$996,165</b>	<b>\$996,165</b>	<b>\$996,165</b>	<b>\$1,395,821</b>
Performance Measures: Outcome Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Actual Year 1		Actual Year 2		Actual Year 3		Actual Year 4		Expected Year 5		Actual Year 5	
				Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Goal	\$ Amt	Actual	% of Goal
Outcome Indicator 1Ciii. Number of individuals moved into more stable housing	960	1,229	128%	310	141%	151	69%	169	77%	190	127%	150		409	273%
Performance Measures: Output Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Actual Year 1		Actual Year 2		Actual Year 3		Actual Year 4		Expected Year 5		Actual Year 5	
				Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Goal	\$ Amt	Actual	% of Goal
Output Indicator: Number of individuals receiving rapid-rehousing services, including case management, and housing placement	2,980	2,894	97%	207	32%	827	129%	517	86%	1,291	215%	500		52	10%
Output Indicator: Number of individuals receiving short-term rental assistance	310	710	229%	61	76%	45	56%	59	118%	98	196%	50		447	894%

Output Indicator: Number of individuals receiving financial assistance, including moving costs, security deposits, utilities, last month's rent	420	910	217%	169	1690%	170	1700%	169	169%	253	169%	150		149	99%
Output Indicator: Number of individuals and families receiving shelter services	3,445	4,973	144%	1,491	166%	512	57%	621	89%	1,102	245%	500		1,247	249%
Output Indicator: Number of units subsidized through LOSP	285	93	33%	0	0%		0%		0%	93	47%	18			0%
<b>Priority Need 1D: Provide Supportive Housing Services</b>															
<b>Goal 1Di. Increased access to services for public housing residents</b>															
Funding Amount	Expected 5-year \$ Amount	Actual 5-year \$ Amount	5-year Actual % of Goal	Actual Year 1 (2015-2016) \$ Amount		Actual Year 2 (2016-2017) \$ Amount		Actual Year 3 (2017-2018) \$ Amount		Actual Year 4 (2018-2019) \$ Amount		Expected Year 5 (2019-2020) \$ Amount		Actual Year 5 (2019-2020) \$ Amount	
CDBG	\$4,388,932	\$3,770,000	86%	\$65,000		\$490,000		\$955,000		\$1,030,000		\$1,015,000		\$1,230,000	
General Fund	\$8,033,490	\$12,305,959	153%	\$1,663,353		\$2,386,607		\$2,361,428		\$2,363,143		\$2,324,483		\$3,531,428	
Housing Trust Fund	\$611,438	\$982,500						\$624,000		\$157,500		\$161,438		\$201,000	
Housing Impact Fees	\$0	\$1,890								\$1,890					
Other	\$0	\$5,650						\$5,650							
<b>Total</b>	<b>\$13,033,860</b>	<b>\$17,065,999</b>	<b>131%</b>	<b>\$1,728,353</b>		<b>\$2,876,607</b>		<b>\$3,946,078</b>		<b>\$3,552,533</b>		<b>\$3,500,921</b>		<b>\$4,962,428</b>	
Performance Measures: Outcome Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Actual Year 1		Actual Year 2		Actual Year 3		Actual Year 4		Expected Year 5		Actual Year 5	
				Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Goal	\$ Amt	Actual	% of Goal

Outcome Indicator 1Di. Number of public housing residents that achieve 75% of their goals from their service plans	820	851	104%	197	134%	149	101%	192	85%	163	109%	150		150	100%
Performance Measures: Output Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Actual Year 1		Actual Year 2		Actual Year 3		Actual Year 4		Expected Year 5		Actual Year 5	
				Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Goal	\$ Amt	Actual	% of Goal
Output Indicator: Number of residents engaged in case management across four HOPE SF sites and beginning in 2016-2017 eight RAD sites	1,273	2,029	159%	244	116%	774	369%	361	143%	345	115%	300		305	102%
Output Indicator: Number of resident service referrals across four HOPE SF sites and beginning in 2016-2017 eight RAD sites	5,190	8,534	164%	1,158	180%	1,881	292%	1,769	136%	1,768	136%	1,300		1,958	151%
<b>Goal 1Dii. Increased access to permanent supportive housing and transitional housing for PLWHA</b>															
Funding Amount	Expected 5-year \$ Amount	Actual 5-year \$ Amount	5-year Actual % of Goal	Actual Year 1 (2015-2016) \$ Amount		Actual Year 2 (2016-2017) \$ Amount		Actual Year 3 (2017-2018) \$ Amount		Actual Year 4 (2018-2019) \$ Amount		Expected Year 5 (2019-2020) \$ Amount		Actual Year 5 (2019-2020) \$ Amount	
HOPWA	\$31,682,860	\$32,306,647	102%	\$6,820,223		\$6,901,089		\$6,238,337		\$6,081,663		\$6,141,094		\$6,265,335	
General Fund	\$6,857,803	\$7,640,103	111%	\$1,357,485		\$1,357,485		\$1,509,660		\$1,424,318		\$1,515,079		\$1,991,155	

Other	\$1,391,001	\$1,854,667				\$463,666		\$463,667		\$463,667		\$463,667		\$463,667	
<b>Total</b>	<b>\$39,931,664</b>	<b>\$41,801,417</b>	<b>105%</b>	<b>\$8,177,708</b>		<b>\$8,722,240</b>		<b>\$8,211,664</b>		<b>\$7,969,648</b>		<b>\$8,119,840</b>		<b>\$8,720,157</b>	
Performance Measures: Outcome Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Actual Year 1		Actual Year 2		Actual Year 3		Actual Year 4		Expected Year 5		Actual Year 5	
				Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Goal	\$ Amt	Actual	% of Goal
Outcome Indicator 1Dii: Number of individuals more stably housed	2,560	2,680	105%	574	115%	558	112%	537	102%	529	101%	512		482	94%
Performance Measures: Output Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Actual Year 1		Actual Year 2		Actual Year 3		Actual Year 4		Expected Year 5		Actual Year 5	
				Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Goal	\$ Amt	Actual	% of Goal
Output indicator: Number of individuals housed in long-term residential care facilities	712	785	110%	161	142%	161	142%	164	101%	160	99%	162		139	86%
Output indicator: Number of individuals housed in permanent facilities	340	340	100%	68	100%	69	101%	68	100%	68	100%	68		67	99%
Output indicator: Number of individuals housed in transitional facilities	88	112	127%	18	164%	24	218%	28	127%	20	91%	22		22	100%
Output indicator : Number of individuals receiving shallow rental subsidies	325	403	124%	101	112%	85	189%	74	114%	83	128%	60		60	100%

Output indicator : Number of individuals receiving long-term deep rental subsidies	1,094	1,040	95%	226	94%	219	91%	203	98%	198	96%	200		194	97%
<b>Objective 2: Communities Have Healthy Physical, Social, and Business Infrastructure</b>															
<b>Priority Need 2A: Enhance Community Facilities and Spaces</b>															
<b>Goal 2Ai. Key nonprofit service providers have high quality facilities</b>															
Funding Amount	Expected 5-year \$ Amount	Actual 5-year \$ Amount	5-year Actual % of Goal	Actual Year 1 (2015-2016) \$ Amount		Actual Year 2 (2016-2017) \$ Amount		Actual Year 3 (2017-2018) \$ Amount		Actual Year 4 (2018-2019) \$ Amount		Expected Year 5 (2019-2020) \$ Amount		Actual Year 5 (2019-2020) \$ Amount	
CDBG	\$10,913,964	\$8,034,915	74%	\$2,675,718		\$2,253,046		\$899,800		\$572,105		\$1,895,021		\$1,634,246	
HOPWA	\$0	\$1,126,757		\$402,986		\$366,985		\$138,850						\$217,936	
General Fund	\$2,204,260	\$2,155,000	98%	\$950,000		\$510,000		\$385,000		\$310,000		\$10,000			
Housing Trust Fund	\$625,000	\$1,318,779		\$177,379		\$600,000		\$241,400		\$300,000		\$250,000			
Other	\$1,000,000	\$6,171,800	617%	\$2,592,300		\$595,000		\$984,500						\$2,000,000	
<b>Total</b>	<b>\$14,743,224</b>	<b>\$18,807,251</b>	<b>128%</b>	<b>\$6,798,383</b>		<b>\$4,325,031</b>		<b>\$2,649,550</b>		<b>\$1,182,105</b>		<b>\$2,155,021</b>		<b>\$3,852,182</b>	
Performance Measures: Outcome Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Actual Year 1		Actual Year 2		Actual Year 3		Actual Year 4		Expected Year 5		Actual Year 5	
				Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Goal	\$ Amt	Actual	% of Goal
Outcome Indicator 2Ai. Number of individuals with increased access to community facilities	60,000	87,949	147%	59,882	499%		0%		0%		0%	12,000		28,067	234%
Outcome Indicator 2Ai(2). Improved capacity of nonprofit service	60	71	118%	30	250%	6	50%	7	58%	20	167%	12		8	67%

providers to plan and secure resources for capital improvements															
Performance Measures: Output Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Actual Year 1		Actual Year 2		Actual Year 3		Actual Year 4		Expected Year 5		Actual Year 5	
				Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Goal	\$ Amt	Actual	% of Goal
Output Indicator: Number of nonprofit service providers receiving capital improvements to their facilities	60	86	143%	30	250%	18	150%	15	125%	7	58%	12		16	133%
Output Indicator: Number of nonprofit service providers receiving Capital Needs Assessments	60	57	95%	16	133%	6	50%	7	58%	20	167%	12		8	67%
Goal 2Aii. Enhanced public spaces															
Funding Amount	Expected 5-year \$ Amount	Actual 5-year \$ Amount	5-year Actual % of Goal	Actual Year 1 (2015-2016) \$ Amount		Actual Year 2 (2016-2017) \$ Amount		Actual Year 3 (2017-2018) \$ Amount		Actual Year 4 (2018-2019) \$ Amount		Expected Year 5 (2019-2020) \$ Amount		Actual Year 5 (2019-2020) \$ Amount	
CDBG	\$0	\$142,480		\$70,230		\$72,250									
General Fund	\$0	\$22,000								\$22,000					
Housing Trust Fund	\$4,575,000	\$2,405,604	53%	\$996,380		\$816,463		\$0		342,761		250,000		250,000	
Total	\$4,575,000	\$2,570,084	56%	\$1,066,610		\$888,713		\$0		\$364,761		\$250,000		\$250,000	
Performance Measures: Outcome Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Actual Year 1		Actual Year 2		Actual Year 3		Actual Year 4		Expected Year 5		Actual Year 5	
				Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Goal	\$ Amt	Actual	% of Goal

Outcome Indicator 2Aiii. Number of individuals with increased access to community and public spaces	375,000	218,378	58%	217,378	290%		0%	0	0%		0%	75,000		1,000	1%
Performance Measures: Output Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Actual Year 1		Actual Year 2		Actual Year 3		Actual Year 4		Expected Year 5		Actual Year 5	
				Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Goal	\$ Amt	Actual	% of Goal
Output Indicator: Number of community and public spaces improved through capital investments	25	20	80%	9	180%	6	120%	0	0%	3	60%	5		2	40%
Priority Need 2B: Strengthen Small Businesses and Commercial Corridors															
Goal 2Bi. Thriving, locally-owned small businesses															
Funding Amount	Expected 5-year \$ Amount	Actual 5-year \$ Amount	5-year Actual % of Goal	Actual Year 1 (2015-2016) \$ Amount		Actual Year 2 (2016-2017) \$ Amount		Actual Year 3 (2017-2018) \$ Amount		Actual Year 4 (2018-2019) \$ Amount		Expected Year 5 (2019-2020) \$ Amount		Actual Year 5 (2019-2020) \$ Amount	
CDBG	\$6,938,485	\$6,683,098	96%	\$1,238,322		\$950,000		\$1,759,776		\$1,635,000		\$1,377,308		\$1,100,000	
General Fund	\$3,845,000	\$3,626,302	94%	\$130,302		\$500,000		\$1,026,000		\$1,050,000		\$1,250,000		\$920,000	
Other	\$455,000	\$819,204		\$254,000						\$90,000		\$265,000		\$475,204	
Total	\$11,238,485	\$11,128,604	99%	\$1,622,624		\$1,450,000		\$2,785,776		\$2,775,000		\$2,892,308		\$2,495,204	
Performance Measures: Outcome Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Actual Year 1		Actual Year 2		Actual Year 3		Actual Year 4		Expected Year 5		Actual Year 5	
				Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Goal	\$ Amt	Actual	% of Goal
Outcome Indicator 2Bi. Number of jobs created via	800	1,176	147%	307	205%	97	65%	188	94%	506	337%	150		78	52%

business technical assistance															
Outcome Indicator 2Bi(2). Number of jobs created and retained via loans funded	825	1,371	166%	709	567%	327	262%	212.5	121%	10	5%	200		112	56%
Outcome Indicator 2Bi(3). Number of jobs retained via business technical assistance	1,125	2,150	191%	366	163%	641	285%	504	224%	470	209%	225		169	75%
Outcome Indicator 2Bi(5). Number of new businesses established via technical assistance provided	625	1,489	238%	261	522%	81	162%	79	45%	488	279%	175		580	331%
Outcome Indicator 2Bi(6). Number of borrowers that graduate to conventional lending	45		0%	3	30%	no longer track this outcome		no longer track this outcome		no longer track this outcome		no longer track this outcome		no longer track this outcome	
Performance Measures: Output Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Actual Year 1		Actual Year 2		Actual Year 3		Actual Year 4		Expected Year 5		Actual Year 5	
				Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Goal	\$ Amt	Actual	% of Goal
Output Indicator: # of startup businesses assisted	1,250	1,273	102%	267	89%	184	61%	156	62%	510	255%	200		156	78%



Output Indicator: # of existing businesses assisted	1,950	3,122	160%	953	238%	674	169%	647	185%	511	128%	400		337	84%
Output Indicator: # of partners that engage non-English speakers as clients	64	62	97%	13	130%	12	100%	12	100%	12	80%	15		13	87%
Output Indicator: # of long-term businesses in neighborhood commercial corridors assisted	450	643	143%	136	181%	64	85%	75	75%	183	183%	100		185	185%
Output Indicator: # of loans funded	475	529	111%	154	123%	69	55%	94	125%	156	208%	75		56	75%
Output Indicator: total dollar amount value of loans issued	20,000,000	\$35,241,360	176%	\$14,460,070	413%	\$8,258,769	206%	\$6,977,262	174%	\$4,092,859	102%	\$4,500,000		\$1,452,400	32%
Output Indicator: % of loan repaid	90%	5		96%	107%	95%	106%	95%	106%	95%		90%		92%	102%
Output Indicator: # of Section 108 funded projects	1	-	0%	0	0%	0	0%	0	0%	0	0%	0		0	0%
<b>Goal 2Bii. Robust commercial corridors in low-income neighborhoods</b>															
Funding Amount	Expected 5-year \$ Amount	Actual 5-year \$ Amount	5-year Actual % of Goal	Actual Year 1 (2015-2016) \$ Amount		Actual Year 2 (2016-2017) \$ Amount		Actual Year 3 (2017-2018) \$ Amount		Actual Year 4 (2018-2019) \$ Amount		Expected Year 5 (2019-2020) \$ Amount		Actual Year 5 (2019-2020) \$ Amount	
CDBG	\$1,894,945	\$2,494,236	132%	\$445,983		\$390,131		\$485,000		\$466,692		\$371,561		\$706,430	
General Fund	\$16,035,786	\$19,610,233	122%	\$2,576,000		\$1,731,000		\$3,831,000		\$7,074,500		\$4,066,786		\$4,397,733	
Other	\$0	\$0													
<b>Total</b>	<b>\$17,930,731</b>	<b>\$22,104,469</b>	<b>123%</b>	<b>\$3,021,983</b>		<b>\$2,121,131</b>		<b>\$4,316,000</b>		<b>\$7,541,192</b>		<b>\$4,438,347</b>		<b>\$5,104,163</b>	
Performance Measures:	5-year Goal	5-year Actual to Date	5-year Actual	Actual Year 1		Actual Year 2		Actual Year 3		Actual Year 4		Expected Year 5		Actual Year 5	
				Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Goal	\$ Amt	Actual	% of Goal

<b>Outcome Indicators</b>			<b>% of Goal</b>												
Outcome Indicator 2Bii. Number of jobs created	110	102	93%	21	84%	24	96%	19	95%	17	85%	20		21	105%
Outcome Indicator 2Bii(2). Number of jobs retained	115	80	70%	10	25%	20	50%	5	50%	24	240%	15		21	140%
Outcome Indicator 2Bii(3). Number of existing leases strengthened and businesses stabilized	200	341	171%	55	275%	97	323%	88	176%	15	30%	50		86	172%
<b>Performance Measures: Output Indicators</b>	<b>5-year Goal</b>	<b>5-year Actual to Date</b>	<b>5-year Actual % of Goal</b>	<b>Actual Year 1</b>		<b>Actual Year 2</b>		<b>Actual Year 3</b>		<b>Actual Year 4</b>		<b>Expected Year 5</b>		<b>Actual Year 5</b>	
				<b>Actual</b>	<b>% of Goal</b>	<b>Actual</b>	<b>% of Goal</b>	<b>Actual</b>	<b>% of Goal</b>	<b>Actual</b>	<b>% of Goal</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Actual</b>	<b>% of Goal</b>
Output Indicator: # of existing businesses assisted	485	581	120%	225	225%	80	80%	76	61%	42	53%	80		158	198%
Output Indicator: # of openings and expansions assisted	57	193	339%	106	1060%	26	260%	8	80%	35	292%	15		18	120%
Output Indicator: # of organizations that achieved some development benchmark including formalization, 501(c)(3) status, new paid staff,	16	6	38%	0	0%	1	20%	2	100%	1	50%	2		2	100%

sustainable funding source															
Output Indicator: # of façade improvement projects approved for grant funding	100	184	184%	29	290%	29	193%	30	150%	45	180%	30		51	170%
Output Indicator: # of completed façade improvement projects	30	128	427%	15	250%	6	100%	20	250%	40	500%	2		47	2350%
Output Indicator: Total funds deployed for active and completed projects	2,500,000	4,331,162	173%	\$606,689	121%	\$1,600,000	320%	\$761,467	152%	\$1,045,145	209%	\$500,000		\$317,861	64%
Output Indicator: # of ADA workshops/merchant walks provided	31	11	35%	5		3	30%	3	60%	0	0%	3		0	0%
Output Indicator: # of grants made to fund accessibility improvements	105	106	101%	30	150%	32	160%	34	136%	8	27%	10		2	20%
Output Indicator: # of businesses assisted with ADA compliance	675	314	47%	72	58%	157	126%	41	33%	26	17%	150		18	12%
Output Indicator: # of catalytic projects that achieve	8	9	113%	0	0%	1	100%	2	100%	1	50%	2		5	250%

entitlement, groundbreaking, or grand opening															
Output Indicator: # of customized service plans developed or updated	40	45	113%	25	125%	20	100%	0	0%	0	0%	0		0	0%
<b>Priority Need 2C: Increase Community Cohesion and Infrastructure</b>															
<b>Goal 2Ci. Increased supports for residents to convene and build social capital</b>															
<b>Funding Amount</b>	<b>Expected 5-year \$ Amount</b>	<b>Actual 5-year \$ Amount</b>	<b>5-year Actual % of Goal</b>	<b>Actual Year 1 (2015-2016) \$ Amount</b>		<b>Actual Year 2 (2016-2017) \$ Amount</b>		<b>Actual Year 3 (2017-2018) \$ Amount</b>		<b>Actual Year 4 (2018-2019) \$ Amount</b>		<b>Expected Year 5 (2019-2020) \$ Amount</b>		<b>Actual Year 5 (2019-2020) \$ Amount</b>	
CDBG	\$195,000	\$50,000		\$50,000								\$65,000			
General Fund	\$9,390,390	\$10,230,442	109%	\$1,147,830		\$1,841,493		\$2,501,607		\$2,677,202		\$2,650,196		\$2,062,310	
Housing Trust Fund	\$0	\$83,786		\$49,393				\$34,393							
Other	\$560,000	\$1,560,036		\$221,749		\$175,000		\$455,000		\$280,000		\$280,000		\$428,287	
<b>Total</b>	<b>\$10,145,390</b>	<b>\$11,924,264</b>	<b>118%</b>	<b>\$1,468,972</b>		<b>\$2,016,493</b>		<b>\$2,991,000</b>		<b>\$2,957,202</b>		<b>\$2,995,196</b>		<b>\$2,490,597</b>	
<b>Performance Measures: Outcome Indicators</b>	<b>5-year Goal</b>	<b>5-year Actual to Date</b>	<b>5-year Actual % of Goal</b>	<b>Actual Year 1</b>		<b>Actual Year 2</b>		<b>Actual Year 3</b>		<b>Actual Year 4</b>		<b>Expected Year 5</b>		<b>Actual Year 5</b>	
				<b>Actual</b>	<b>% of Goal</b>	<b>Actual</b>	<b>% of Goal</b>	<b>Actual</b>	<b>% of Goal</b>	<b>Actual</b>	<b>% of Goal</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Actual</b>	<b>% of Goal</b>
Outcome Indicator 2Ci. Number of residents engaged in opportunities for neighborhood involvement	5,210	9,854	189%	908	267%	403	119%	3,909	535%	2,572	322%	3,000		2062	69%
<b>Performance Measures: Output Indicators</b>	<b>5-year Goal</b>	<b>5-year Actual to Date</b>	<b>5-year Actual</b>	<b>Actual Year 1</b>		<b>Actual Year 2</b>		<b>Actual Year 3</b>		<b>Actual Year 4</b>		<b>Expected Year 5</b>		<b>Actual Year 5</b>	
				<b>Actual</b>	<b>% of Goal</b>	<b>Actual</b>	<b>% of Goal</b>	<b>Actual</b>	<b>% of Goal</b>	<b>Actual</b>	<b>% of Goal</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Actual</b>	<b>% of Goal</b>

			% of Goal												
Output Indicator: Number of planning processes completed	17	56	329%	15	1500%	8	800%	3	60%	9	180%	5		21	420%
Output Indicator: Number of residents participating in community building activities across four HOPE SF sites and beginning in 2016-17 eight RAD sites	9,477	27,195	287%	1,517	465%	1,044	320%	5,702	691%	5,443	136%	4,000		13,489	337%
Output Indicator: Number of community based organizations receiving grants through community grantmaking process	70	321	459%	96	686%	32	229%	39	279%	125	893%	14		29	207%
Output Indicator: Number of residents engaged in the community grantmaking process	100	1,380	1380%		0%	40	267%	40	267%	45	225%	35		1,255	3586%
<b>Goal 2Cii. Increased capacity for community-based organizations</b>															
<b>Funding Amount</b>	<b>Expected 5-year \$ Amount</b>	<b>Actual 5-year \$ Amount</b>	<b>5-year Actual % of Goal</b>	<b>Actual Year 1 (2015-2016) \$ Amount</b>	<b>Actual Year 2 (2016-2017) \$ Amount</b>	<b>Actual Year 3 (2017-2018) \$ Amount</b>	<b>Actual Year 4 (2018-2019) \$ Amount</b>	<b>Expected Year 5 (2019-2020) \$ Amount</b>	<b>Actual Year 5 (2019-2020) \$ Amount</b>						

CDBG	\$794,230	\$921,784	116%	\$226,039		\$200,310		\$153,410		\$223,820		\$153,410		\$118,205	
General Fund	\$2,484,284	\$4,883,936	197%	\$2,790,237		\$632,613		\$583,255		\$483,723		\$627,650		\$394,108	
Housing Trust Fund	\$720,000	\$911,406	127%	\$0		\$200,000		\$289,247		\$189,310				\$232,849	
Other	\$405,000	\$805,264		\$55,000		\$55,000		\$330,000		\$240,264		\$150,000		\$125,000	
Total	\$4,403,514	\$7,522,390	171%	\$3,071,276		\$1,087,923		\$1,355,912		\$1,137,117		\$931,060		\$870,162	
Performance Measures: Outcome Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Actual Year 1		Actual Year 2		Actual Year 3		Actual Year 4		Expected Year 5		Actual Year 5	
				Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Goal	\$ Amt	Actual	% of Goal
Outcome indicator 2Cii: Number of community based organizations benefiting from technical assistance and capacity building	380	1,080	284%	159	227%	200	286%	344	491%	178	254%	100		199	199%
Performance Measures: Output Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Actual Year 1		Actual Year 2		Actual Year 3		Actual Year 4		Expected Year 5		Actual Year 5	
				Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Goal	\$ Amt	Actual	% of Goal
Output Indicator: Number of community based organizations receiving technical assistance and capacity building	380	1,080	284%	159	227%	200	286%	344	491%	178	254%	100		199	199%
Objective 3: Families and Individuals are Resilient and Economically Self-Sufficient															
Priority Need 3A: Promote Workforce Development															
Goal 3Ai. Increased job readiness															

Funding Amount	Expected 5-year \$ Amount	Actual 5-year \$ Amount	5-year Actual % of Goal	Actual Year 1 (2015-2016) \$ Amount		Actual Year 2 (2016-2017) \$ Amount		Actual Year 3 (2017-2018) \$ Amount		Actual Year 4 (2018-2019) \$ Amount		Expected Year 5 (2019-2020) \$ Amount		Actual Year 5 (2019-2020) \$ Amount	
CDBG	\$2,070,000	\$2,056,571	99%	\$409,166		\$367,500		\$440,000		\$430,000		\$430,000		\$409,905	
General Fund	\$195,000	\$780,757		\$565,757		\$20,000		\$65,000		\$65,000		\$65,000		\$65,000	
<b>Total</b>	<b>\$2,265,000</b>	<b>\$2,837,328</b>	<b>125%</b>	<b>\$974,923</b>		<b>\$387,500</b>		<b>\$505,000</b>		<b>\$495,000</b>		<b>\$495,000</b>		<b>\$474,905</b>	
Performance Measures: Outcome Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Actual Year 1		Actual Year 2		Actual Year 3		Actual Year 4		Expected Year 5		Actual Year 5	
				Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Goal	\$ Amt	Actual	% of Goal
Outcome Indicator 3Ai. Number of low-income SF residents who received job readiness services (includes job search)	4,570	6,296	138%	615	67%	735	80%	1,456	159%	1,659	182%	914		1,831	200%
Performance Measures: Output Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Actual Year 1		Actual Year 2		Actual Year 3		Actual Year 4		Expected Year 5		Actual Year 5	
				Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Goal	\$ Amt	Actual	% of Goal
Number of participants who complete one or more of the following: resume, mock interview, cover letter	4,570	6,106	134%	615	67%	735	80%	1,402	153%	1,605	176%	914		1,749	191%
<b>Goal 3Aii. Increased occupational skills that match labor market needs</b>															
Funding Amount	Expected 5-year \$ Amount	Actual 5-year \$ Amount	5-year Actual	Actual Year 1 (2015-2016) \$ Amount		Actual Year 2 (2016-2017) \$ Amount		Actual Year 3 (2017-2018) \$ Amount		Actual Year 4 (2018-2019) \$ Amount		Expected Year 5 (2019-2020) \$ Amount		Actual Year 5 (2019-2020) \$ Amount	

			% of Goal												
CDBG	\$1,875,000	\$1,753,324	94%	\$586,667		\$625,000		\$162,500		\$172,500		\$172,500		\$206,657	
General Fund	\$0	\$894,436		\$565,758		\$328,678									
Total	\$1,875,000	\$2,647,760	141%	\$1,152,425		\$953,678		\$162,500		\$172,500		\$172,500		\$206,657	
Performance Measures: Outcome Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Actual Year 1		Actual Year 2		Actual Year 3		Actual Year 4		Expected Year 5		Actual Year 5	
				Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Goal	\$ Amt	Actual	% of Goal
Outcome Indicator 3Aii. Number of occupational training graduates placed into employment	1,150	1,416	123%	463	140%	243	74%	162	58%	330	314%	105		218	208%
Performance Measures: Output Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Actual Year 1		Actual Year 2		Actual Year 3		Actual Year 4		Expected Year 5		Actual Year 5	
				Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Goal	\$ Amt	Actual	% of Goal
Number of participants enrolled into occupational training	1,970	2,586	131%	790	132%	535	89%	415	83%	566	419%	135		280	207%
Goal 3Aiii. Access to job opportunities for disadvantaged San Francisco residents															
Funding Amount	Expected 5-year \$ Amount	Actual 5-year \$ Amount	5-year Actual % of Goal	Actual Year 1 (2015-2016) \$ Amount		Actual Year 2 (2016-2017) \$ Amount		Actual Year 3 (2017-2018) \$ Amount		Actual Year 4 (2018-2019) \$ Amount		Expected Year 5 (2019-2020) \$ Amount		Actual Year 5 (2019-2020) \$ Amount	
CDBG	\$3,699,087	\$3,996,025	108%	\$528,667		\$532,000		\$976,378		\$862,529		\$952,529		\$1,096,451	
General Fund	\$0	\$797,758		\$565,758		\$232,000									
Total	\$3,699,087	\$4,793,783	130%	\$1,094,425		\$764,000		\$976,378		\$862,529		\$952,529		\$1,096,451	
	5-year Goal			Actual Year 1		Actual Year 2		Actual Year 3		Actual Year 4		Expected Year 5		Actual Year 5	



Performance Measures: Outcome Indicators		5-year Actual to Date	5-year Actual % of Goal	Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Goal	\$ Amt	Actual	% of Goal
Outcome Indicator 3Aiii. Number of low income San Francisco residents who secure employment	3,856	4,892	127%	1,123	129%	974	112%	948	109%	939	151%	620		908	146%
Performance Measures: Output Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Actual Year 1		Actual Year 2		Actual Year 3		Actual Year 4		Expected Year 5		Actual Year 5	
				Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Goal	\$ Amt	Actual	% of Goal
Output Indicator: Number of low income SF residents that enrolled into workforce services	6,531	10,848	166%	1,666	121%	2,323	169%	2,320	168%	2,477	206%	1,200		2,062	172%
Priority Need 3B: Promote Economic Advancement Through Barrier Removal															
Goal 3Bi. Improved service connections															
Funding Amount	Expected 5-year \$ Amount	Actual 5-year \$ Amount	5-year Actual % of Goal	Actual Year 1 (2015-2016) \$ Amount		Actual Year 2 (2016-2017) \$ Amount		Actual Year 3 (2017-2018) \$ Amount		Actual Year 4 (2018-2019) \$ Amount		Expected Year 5 (2019-2020) \$ Amount		Actual Year 5 (2019-2020) \$ Amount	
CDBG	\$1,576,990	\$1,527,138	97%	\$375,000		\$337,138		\$305,000		\$255,000		\$255,000		\$255,000	
General Fund	\$10,520,202	\$15,084,818	143%	\$3,099,985		\$2,598,615		\$2,646,594		\$3,255,482		\$3,551,916		\$3,484,142	
<b>Total</b>	<b>\$12,097,192</b>	<b>\$16,611,956</b>	<b>137%</b>	<b>\$3,474,985</b>		<b>\$2,935,753</b>		<b>\$2,951,594</b>		<b>\$3,510,482</b>		<b>\$3,806,916</b>		<b>\$3,739,142</b>	
Performance Measures: Outcome Indicators	5-year Goal	5-year Actual to Date	5-year Actual	Actual Year 1		Actual Year 2		Actual Year 3		Actual Year 4		Expected Year 5		Actual Year 5	
				Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Goal	\$ Amt	Actual	% of Goal

			% of Goal												
Outcome Indicator 3Bi. Number of individuals who achieve at least 75% of their service plan	2,910	4,811	165%	958	342%	922	329%	1,037	148%	1,039	139%	900		855	95%
Performance Measures: Output Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Actual Year 1		Actual Year 2		Actual Year 3		Actual Year 4		Expected Year 5		Actual Year 5	
				Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Goal	\$ Amt	Actual	% of Goal
Output Indicator: Number of individuals connected to one or more service(s)	10,600	18,697	176%	3,717	620%	3,766	628%	3,677	153%	3,987	114%	3,500		3,550	101%
Output Indicator: Number of individuals receiving case management as an element of service connection	4,586	6,777	148%	1,256	251%	1,301	260%	1,445	147%	1,525	117%	1,300		1,250	96%
Goal 3Bii. Improved foundational competencies and access to job training and employment opportunities for disconnected populations															
Funding Amount	Expected 5-year \$ Amount	Actual 5-year \$ Amount	5-year Actual % of Goal	Actual Year 1 (2015-2016) \$ Amount		Actual Year 2 (2016-2017) \$ Amount		Actual Year 3 (2017-2018) \$ Amount		Actual Year 4 (2018-2019) \$ Amount		Expected Year 5 (2019-2020) \$ Amount		Actual Year 5 (2019-2020) \$ Amount	
CDBG	\$4,159,038	\$4,100,304	99%	\$775,000		\$680,000		\$823,000		\$970,152		\$997,152		\$852,152	
General Fund	\$4,218,778	\$7,557,968	179%	\$963,107		\$1,324,651		\$1,488,912		\$1,823,884		\$1,468,680		\$1,957,414	
Other	\$725,000	\$634,999	88%	\$88,333		\$88,333		\$200,000		\$175,000		\$175,000		\$83,333	
Total	\$9,102,816	\$12,293,271	135%	\$1,826,440		\$2,092,984		\$2,511,912		\$2,969,036		\$2,640,832		\$2,892,899	
	5-year Goal			Actual Year 1		Actual Year 2		Actual Year 3		Actual Year 4		Expected Year 5		Actual Year 5	

Performance Measures: Outcome Indicators		5-year Actual to Date	5-year Actual % of Goal	Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Goal	\$ Amt	Actual	% of Goal
Outcome Indicator 3Bii. Number of individuals with increased foundational competencies	5,100	10,738	211%	1,282	513%	2,087	835%	2,503	209%	2,944	173%	1,700		1,922	113%
Outcome Indicator 3Bii(2). Number of individuals receiving high school diploma, GED, and/or enrolling in post-secondary education	424	846	200%	123	615%	165	825%	212	189%	187	167%	160		159	99%
Performance Measures: Output Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Actual Year 1		Actual Year 2		Actual Year 3		Actual Year 4		Expected Year 5		Actual Year 5	
				Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Goal	\$ Amt	Actual	% of Goal
Output Indicator: Number of individuals trained in foundational competencies	8,250	13,864	168%	1,486	297%	2,714	543%	3,263	163%	3,815	153%	2,750		2,586	94%
Goal 3Biii. Increased job retention and advancement supports through legal and other related services															
Funding Amount	Expected 5-year \$ Amount	Actual 5-year \$ Amount	5-year Actual % of Goal	Actual Year 1 (2015-2016) \$ Amount		Actual Year 2 (2016-2017) \$ Amount		Actual Year 3 (2017-2018) \$ Amount		Actual Year 4 (2018-2019) \$ Amount		Expected Year 5 (2019-2020) \$ Amount		Actual Year 5 (2019-2020) \$ Amount	
CDBG	\$3,126,511	\$3,071,555	98%	\$925,111		\$685,111		\$685,111		\$313,111		\$313,111		\$463,111	

General Fund	\$26,220,053	\$36,899,891	141%	\$4,230,450		\$5,036,073		\$7,157,791		\$9,545,763		\$9,786,306		\$10,929,814	
Housing Trust Fund	\$135,000	\$135,000								\$135,000		\$135,000			
<b>Total</b>	<b>\$29,481,564</b>	<b>\$40,106,446</b>	<b>136%</b>	<b>\$5,155,561</b>		<b>\$5,721,184</b>		<b>\$7,842,902</b>		<b>\$9,993,874</b>		<b>\$10,234,417</b>		<b>\$11,392,925</b>	
Performance Measures: Outcome Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Actual Year 1		Actual Year 2		Actual Year 3		Actual Year 4		Expected Year 5		Actual Year 5	
				Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Goal	\$ Amt	Actual	% of Goal
Outcome Indicator 3Biii. Number of individuals with increased knowledge of their rights as determined by pre- and post-assessments	6,683	12,890	193%	106	13%	3387	423%	3,272	3942%	3,244	162%	3,000		2,881	96%
Outcome Indicator 3Biii(2). Number of individuals that with positive outcome indicators for their legal cases	4,950	8,440	171%	1,052	383%	1,861	677%	2,207	221%	1,737	116%	1,900		1,583	83%
Performance Measures: Output Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Actual Year 1		Actual Year 2		Actual Year 3		Actual Year 4		Expected Year 5		Actual Year 5	
				Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Goal	\$ Amt	Actual	% of Goal
Output Indicator: Number of individuals receiving legal representation	9,000	11,029	123%	1,719	123%	2,337	167%	2,754	153%	2,113	96%	2,200		2,106	96%
Output Indicator: Number of individuals	1,037	563	54%	129	37%	118	34%	152	130%	120	120%	120		44	37%

receiving education about workers' rights															
<b>Goal 3Biv. Improved financial literacy and management</b>															
Funding Amount	Expected 5-year \$ Amount	Actual 5-year \$ Amount	5-year Actual % of Goal	Actual Year 1 (2015-2016) \$ Amount		Actual Year 2 (2016-2017) \$ Amount		Actual Year 3 (2017-2018) \$ Amount		Actual Year 4 (2018-2019) \$ Amount		Expected Year 5 (2019-2020) \$ Amount		Actual Year 5 (2019-2020) \$ Amount	
CDBG	\$1,788,004	\$1,855,000	104%	\$395,000		\$365,000		\$365,000		\$365,000		\$365,000		\$365,000	
General Fund	\$562,327	\$865,578	154%	\$251,000		\$237,658		\$303,750		\$34,469		\$35,331		\$38,701	
Other	\$576,652	\$637,885	111%	\$282,471		\$205,414		\$50,000		\$50,000		\$50,000		\$50,000	
<b>Total</b>	<b>\$2,926,983</b>	<b>\$3,358,463</b>	<b>115%</b>	<b>\$928,471</b>		<b>\$808,072</b>		<b>\$718,750</b>		<b>\$449,469</b>		<b>\$450,331</b>		<b>\$453,701</b>	
Performance Measures: Outcome Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Actual Year 1		Actual Year 2		Actual Year 3		Actual Year 4		Expected Year 5		Actual Year 5	
				Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Goal	\$ Amt	Actual	% of Goal
Outcome Indicator 3Biv. Number of individuals that increase their savings by 2% of net income	2,150	1,900	88%	242	30%	356	119%	518	173%	371	106%	400		413	103%
Outcome Indicator 3Biv(2). Number of individuals that improve their credit score by at least 35 points	2,200	1,480	67%	267	33%	376	125%	428	122%	215	61%	400		194	49%
Performance Measures: Output Indicators	5-year Goal	5-year Actual to Date	5-year Actual % of Goal	Actual Year 1		Actual Year 2		Actual Year 3		Actual Year 4		Expected Year 5		Actual Year 5	
				Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Actual	% of Goal	Goal	\$ Amt	Actual	% of Goal

Output Indicator: Number of individuals opening up savings accounts and/or IDAs	1,160	1,178	102%	240	96%	258	143%	349	194%	179	65%	275		152	55%
Output Indicator: Number of individuals receiving credit counseling and repair services	2,600	3,744	144%	687	229%	566	189%	1,181	295%	702	88%	800		608	76%
Output Indicator: Number of individuals receiving financial counseling and education	7,600	9,248	122%	1,424	71%	2,178	363%	2,401	240%	1,731	87%	2,000		1,514	76%

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

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

In program year 2019-2020, CDBG, ESG, HOME and HOPWA investments were made in the following program areas:

- CDBG and HOME Affordable Housing Development;
- CDBG Capital Projects;
- CDBG Economic Development;
- CDBG Planning and Capacity Building;
- CDBG Public Services;
- ESG Rapid Re-Housing, Homeless Prevention and Emergency Shelter; and
- HOPWA Capital Projects, Rental Assistance Program and Supportive Services and Operating Subsidies.

Over the course of the 2019-2020 program year, San Francisco strategically used housing and community development funds, including CDBG, ESG, HOME and HOPWA funds, to support affordable housing; support public housing developments; support housing for people with AIDS; renovate and develop community facilities; improve ADA access to community facilities; deliver timely, relevant and effective social services; provide low-income residents with employment readiness skills; support the placement of residents in jobs that pay living wages; provide housing-related services including tenant rights counseling, eviction prevention counseling, tenant-based rental assistance and homeownership counseling; deliver services that help to prevent homelessness; provide shelter and essential social services to homeless individuals and families; and assist small businesses and micro-enterprises. Additionally, CDBG funds were used to support nonprofit organizational capacity building.

Select highlights of the 2019-2020 program year specific to the use of federal funding include:

- 459 units of affordable housing were funded to be created, of which 276 units were funded with HOME;
- 431 existing affordable housing units were funded to be preserved, of which 139 units were funded with CDBG;
- 18 capital projects were funded, of which 13 were funded with CDBG and 2 with HOPWA
- More than 40,000 individuals received a wide range of services, including eviction prevention, assistance with finding and applying for housing, and housing and homebuying counseling;
  - 16,554 individuals received CDBG-funded public services;
  - 1,429 individuals received ESG-funded homeless, homeless prevention or rapid re-housing services;
  - 533 households received HOPWA-funded housing assistance, of which 429 were in San Francisco;
- 1,223 small businesses and micro-enterprises received business technical assistance;
- 289 jobs were created or retained;
- Significant progress towards the five-year goals for the six NRSAs;
- The City's leveraging of significant resources through public, private and not for profit support of programs that strengthen and optimize federal funds;
- Increased coordination of services; and
- Improved monitoring and management of sub-recipients.

In general, housing and community development activities that were implemented during program year 2019-2020 served the identified needs. The five-year performance measures matrix above shows how the City performed against the goals that were set in the five-year strategic plan and the one-year action plan. The comparison of accomplishment data to goals indicate that the Consolidated Plan activities made a positive impact on the identified needs. However, due to the complexity and extent of the needs in the City, the identified needs are still significant.



## CR-10 - Racial and Ethnic composition of families assisted

Describe the families assisted (including the racial and ethnic status of families assisted).

91.520(a)

Race	CDBG	HOPWA	ESG	Total
American Indian or Alaskan Native	140	5	30	175
American Indian or Alaskan Native - Hispanic	211	2	4	217
American Indian or Alaskan Native AND Black	43	1	0	44
American Indian or Alaskan Native AND Black - Hispanic	7	0	0	7
American Indian or Alaskan Native AND White	34	5	0	39
American Indian or Alaskan Native AND White – Hispanic	17	58	0	75
Asian	5,145	15	47	5,207
Asian - Hispanic	52	2	0	54
Asian AND White	122	10	0	132
Asian AND White - Hispanic	7	0	0	7
Black or African American	2,539	94	335	2,968
Black or African American - Hispanic	59	1	229	289
Black or African American AND White	95	2	0	97
Black or African American AND White - Hispanic	9	0	0	9
Native Hawaiian or Pacific Islander	351	6	26	383
Native Hawaiian or Pacific Islander - Hispanic	28	1	0	29
Other	1,997	15	400	2,412
Other - Hispanic	2,580	55	60	2,695
White	2,556	181	298	3,035
White - Hispanic	562	80	0	642
<b>Total</b>	<b>16,554</b>	<b>533</b>	<b>1,429</b>	<b>18,516</b>

Table 2 – Table of assistance to racial and ethnic populations by source of funds

### Narrative

The table above shows the number of persons by race/ethnicity that benefitted from activities funded by CDBG, HOPWA and ESG dollars during the 2019-2020 program year.

## CR-15 - Resources and Investments 91.520(a)

Identify the resources made available

Sources of Funds	Resources Made Available
CDBG	\$11,306,057
HOME	\$8,789,885
HOPWA	\$6,483,271
ESG	\$1,486,416
Other - General Obligation Bond	\$136,512,927
Other - Housing Impact Fees	\$41,894,897
Other - Low-Mod Income Housing Asset Fund	\$19,178,512
Other - Local General Fund	\$138,105,524
Other - Local Housing Trust Fund	\$24,701,697
Other Funds	\$62,976,081
<b>Total</b>	<b>\$451,435,268</b>

Table 3a – Resources Made Available by Funding Source

Program Areas	Resources Made Available
Capital Improvements to Public Facilities	\$4,102,182
Downpayment Assistance	\$13,386,971
Economic Development	\$2,018,921
Multi-Family Housing Development	\$371,537,251
Planning and Organizational Capacity Building	\$3,360,760
Public Services	\$57,029,183
<b>Total</b>	<b>\$451,435,268</b>

Table 3b – Resources Made Available by Program Area

### Narrative

Tables 3a and 3b above show all resources that were made available during program year 2019-2020 by funding source and by program area, respectively.

## Identify the geographic distribution and location of investments

Target Area	Planned Percentage of Allocation	Actual Percentage of Allocation	Narrative Description
Bayview Hunters Point	10%	1%	See below
Chinatown	10%	5%	See below
Mission	10%	27%	See below
South of Market	10%	19%	See below
Tenderloin	10%	6%	See below
Visitation Valley	10%	10%	See below

**Table 4 – Identify the geographic distribution and location of investments**

## Narrative

### Bayview Hunters Point

#### *Economic Development*

##### *Outreach, Technical assistance, and Mini Grants*

OEWD economic revitalization efforts in Bayview include: outreach, service referrals, technical assistance, and grants to small businesses. In FY 2019-20, OEWD developed and implemented an outreach strategy for Bayview businesses. OEWD worked closely with community stakeholders, including merchants and residents, to identify key commercial areas to target along the Third Street commercial corridor, from Evans to Jamestown Avenue. Once key areas were identified, community partners conducted door to door outreach with the aim of building relationships with small businesses and property owners and provide information regarding local resources.

In addition to providing outreach, OEWD partnered with the Bayview Renaissance Entrepreneurship Center to provide small business technical assistance. Services included: business planning, marketing, commercial space feasibility assessments, and access to capital. Furthermore, Renaissance assisted businesses with the adoption of new technology to create new opportunities and provided industry specific support to caterers and other food service providers. Thanks to this program, businesses were able to access the one-on-one counseling and training they need to start and expand their business.

Finally, OEWD worked with Economic Development on Third (EDoT) to implement the Bayview Economic Development & Façade Improvement project, a grant funded with General Funds. The program supported economic revitalization efforts along the Third Street Commercial Corridor with the goals of strengthening businesses and community institutions by working towards maintaining a vibrant and healthy corridor that serves local residents. EDoT provided not only technical assistance and service referrals, but also mini grants to small businesses for minor façade improvements: including, painting logo and/or signage of facade, small business security/safety enhancements, storefront painting, window film, power washing, and low-cost awning replacement.

#### *Cultural Districts Community Engagement*

Beginning in March 2018, OEWD staff partnered with community members to establish the African-American Arts & Cultural District. On December 11, 2018, the Board of Supervisors unanimously approved an ordinance introduced to recognize the African American Arts and Cultural District within the Bayview Hunters Point.

The new African American Arts and Cultural District within the Bayview Hunters Point acknowledges the importance of the neighborhood's history and seeks to preserve the legacy, cultural assets, arts and traditions that were uniquely born within Bayview Hunters Point. It was the sixth district recognized under the City's Cultural District Program led by MOHCD.

### ***Multi-Family Housing Development***

MOHCD's sister housing finance agency, the Office of Community Investment and Infrastructure (OCII) issued a request for proposals for two development sites in the Hunters Point Shipyard for the development of approximately 110 new units for low-income families.

### ***Workforce Development***

In 2019 and in continued alignment with MOHCD's efforts, OEWD continued its partnership with HOPE SF to connect public housing residents to employment opportunities. Service providers received training on key success indicators and referral procedures for sector training employment pathway programs. OEWD and HOPE SF, in partnership with the San Francisco Housing Authority, collaborated to request federal funding for economic mobility coaches, and targeted employment services. Similarly, OEWD continues to partner with City agencies and a labor management collaboration to offer an eight-week job training program targeted to residents of public housing. Collaborations such as these build capacity for service providers within public housing to move residents into economic mobility pathways and for residents to develop stable economic environments, ultimately alleviating intergenerational poverty.

OEWD additionally contracts with workforce community-based organizations in the Bayview Hunters Point area and maintains a high-performing jobs center which provides career training and certification, job readiness training, youth workforce development, and barrier removal services. As a deeply-embedded community-based organization, the Bayview Hunters Point job center is a known quantity in the Southeast corridor and conducts outreach to nine public housing sites.

### ***Community Development***

MOHCD continued to support a Latino-focused family resource center for the growing Latino population in Bayview Hunters Point in partnership with First Five San Francisco. MOHCD similarly continued to support increased resources for legal services specifically for low-income Bayview Hunters Point residents. MOHCD continued to fund an increased investment in providing access to housing services for Bayview Hunters Point residents. It continued to fund significant case management and service connection programs for residents of Hunters View, a HOPE SF project aimed at revitalizing this public housing site.

### **Chinatown**

#### ***Economic Development***

IIN responded to Chinatown community's request and extended geographical boundaries to cover "The Greater Chinatown" (streets between Vallejo St & California St, Powell St & Kearny St, and some side

streets) with approximately 1,000 storefronts or 2,000 small businesses. Through building rapport and relationships with business owners and operators, local stakeholders and community partners, our goals are to support district's economic vitality, strengthen neighborhood-serving businesses, increase physical and cultural attractions, and enhance business and community development in this historic, unique neighborhood.

#### *IIN-Chinatown Point Person*

IIN-Chinatown Point Person worked closely with merchants, residents, and other community stakeholders to improve conditions and bring additional resources to Chinatown neighborhood. This IIN staff serves as the liaison between City departments, community partners, service providers and local stakeholders for intra- and inter-neighborhood activities. He/she also plans, develops and supervises the investment and implementation of IIN funding, resources and programming.

#### *Greater Chinatown Corridor Manager (GCCM) - Self Help for the Elderly*

Since FY17-18, GCCM supports Chinatown and provides direct and immediate support to businesses and community through a professional and trustworthy partnership. This IIN field representative would connect with the recorded 1200+ Chinatown businesses and 50+ local stakeholders on a regular basis to ensure that our services are accessible and our interventions align with their needs. GCCM also develops, coordinates and provides programming support to address specific business and corridor needs.

#### *Small Business Development Center (SBDC)*

SBDC provides expert no-cost advising and workshops to guide small businesses to start, manage, and grow their business. SBDC's professional consultants with diverse backgrounds and expertise work hands-on with entrepreneurs and business owners to address challenges and seize opportunities through financial consultation and one-on-one technical assistance. Since 2012, SBDC has assigned Chinese-speaking consultants to connect Chinatown merchants to Small Business Loan Programs, Disaster Relief Program, Legacy Business Program, and Construction Mitigation Program.

#### *ADA Small Business Assessment Program - Northeast Community Federal Credit Union (NECUFU)*

Since FY12-13, NECUFU provided technical services and educational materials to make businesses accessible to individuals with disabilities including education, assessment reports, compliance plans, access to loan programs and other resources. NECUFU assisted 100+ Chinatown businesses to obtain the free Certified Access Specialist reports that protect them from costly lawsuits. NECFCU also assisted over TEN businesses to secure grants for ADA improvements and mini-façade makeovers.

#### *Small Business Loan Programs - Main Street Launch (MSL)*

MSL administered City-sponsored Revolving Loan Fund (RLF) and Emerging Business Loan Fund (EBLF) to offer a variety of loans to entrepreneurs seeking to launch, expand, or stabilize their business. MSL provides Chinatown merchants access to micro and small business loans with competitive interest rates, connects them to financial and business support services, and conducts neighborhood-wide economic analysis to empower entrepreneurs to succeed. In addition, IIN has FIFTEEN community partners offer technical assistance and loan products funded by various sources such as community lending circles, crowd sourcing, and community leaders to meet the needs of entrepreneurs at different stages.

#### *IIN-SF Shines*

SF Shines provides grants, design assistance and project management to improve storefront facades and business interiors. These matching grant funds are provided to businesses and may cover the cost of signage and non-constructional building improvements. SF Shines' program objectives are to encourage investment and increase safety in the neighborhood, attract and retain local businesses, restore the historic and architectural character of the neighborhood.

*Spotlight Chinatown Campaign (SCC) - Chinatown Community Development Center (CCDC)*

Since FY14-15, IIN granted SCC to launch marketing campaign and community drawing that encouraged frequent shopping in construction-impacted areas of Central Subway and Chinese Hospital. For SCC 2016, CCDC worked with artists and fashion merchants on a marketing and customer promotion program to celebrate the ingenuity, flair, and beauty of Chinatown and its longtime residents. For SCC 2017, CCDC led the Spotlight Chinatown campaign and launched its website to market key and legacy businesses in the neighborhood. For SCC 2018, CCDC marketed Chinatown businesses through cultural characteristics and emotional impacts, along with raffle promotion and community exhibitions. Every year SCC would promote 20+ businesses that attract over 1,000 shoppers and 2,000 visitors to the Chinatown neighborhood.

*Be Chinatown Neighborhood Beautification (BNB) - Northeast Community Federal Credit Union (NECFCU)*

Since FY17-18, NECFCU expanded its Chinese Lantern Project to provide aesthetic qualities, an expression of artistic flare in form, function and décor. BNB brought ambient light to the targeted alleys at night and provided a beautiful spectrum of traditional décor for tourists by day. BNB ensured cultural preservation, supported business retention, improved foot traffic and safety all at once

**Multi-Family Housing Development**

MOHCD funded the acquisition and preservation of 88 units of existing housing as permanently affordable rental housing for low and moderate-income families and small households under the Small Sites and Big Sites Program.

**Workforce Development**

OEWD continued to provide funding and technical assistance to multiple community-based organizations in Chinatown. Additionally, OEWD maintains a job center in Chinatown to help neighborhood residents access job training and counseling, and enroll in certificated, career pathway programs in the hospitality and home care industries. The job center expanded its hospitality training programs for its portfolio of services, and includes dedicated career pathways for older adults. The Chinatown neighborhood job center also conducts workforce development outreach in two public housing sites and delivers services in English, Spanish, Cantonese, and Mandarin.

**Community Development**

MOHCD continued to provide support for programs targeting recent immigrants, especially those with limited English. MOHCD also provided support for the API Council, a unique collaboration of service providers spanning a diverse set of service areas which operates to encourage service coordination and increase shared learning. MOHCD expanded its support for family economic support for APA families, and continued the support of a community "living room" for residents of Chinatown's SROs.

**Mission**

**Economic Development**

The Office of Economic and Workforce Development is a strong neighborhood partner in supporting local efforts, through the Invest In Neighborhood's initiative. One of the principles of Invest in Neighborhoods is to build on the unique strengths of each of San Francisco's commercial districts. Along Calle 24 and the Mission street corridors, the focus is on the preservation and strengthening of the corridor's existing businesses and cultural vitality by partnering and funding staff to provide business technical assistance and support economic development community projects. These business technical assistance services include offering professional business consulting advice free of cost; marketing support to attract customers to the area, and mini grants for small businesses to support projects that help them strengthen and grow. These efforts are complemented by a number of community efforts to maintain the diversity that has made this neighborhood so beloved by residents and visitors alike.

OEWD funds the Mission Economic Development Agency (MEDA) to hire a part time business outreach specialist who supports economic development efforts in the Mission Street commercial corridor (along Mission Street from 16th Street to Cesar Chavez). The outreach specialist is responsible for business retention and attraction activities, connecting businesses with proper resources, and maintaining relationships with community stakeholders. The aim of this project is to strengthen businesses and community institutions and work towards maintaining a vibrant and healthy corridor that serves local residents.

In addition to outreach, OEWD partners with MEDA to provide a comprehensive array of technical assistance, coaching and training services that assist microenterprises and small businesses in the startup, management, and expansion of their businesses. MEDA specializes in providing assistance to family businesses in San Francisco's Spanish-speaking community, and is uniquely tailored to meet the needs of these families. Clients had the opportunity to access 8 workshops of business planning which includes accessing capital, managing personal and business finances, marketing, operations, and permits and licensing with the goal of to develop a microenterprise that creates at least 1-5 jobs.

OEWD partnered with Calle 24 Latino Cultural District and MEDA to conduct outreach to businesses, process grant applications and award funds. In these uncertain times, MEDA and Calle 24 recognize the financial hardship experienced by Mission merchants caused by the matters related to COVID-19. This grant is to help ease the difficulties of small businesses and encourage prosperous commercial businesses within the Calle 24 Latino Cultural District.

### ***Multi-Family Housing Development***

MOHCD supported the completion of construction of 94 units of new affordable senior housing, the acquisition of land for the development of 60 additional affordable senior housing units and 150 affordable family housing units, the construction of 143 new affordable family units, as well as preserved the affordability of 51 units of housing at risk of converting to market rate in the Mission under MOHCD's Small Sites Program.

### ***Workforce Development***

For 2019, OEWD continued to provide funding and technical assistance to multiple community-based organizations in the Mission to leverage City resources and develop pipelines for sufficiency wage employment. OEWD maintains a job center in the Mission to help residents access job readiness training, coaching, job placement and retention services, and receive referral to OEWD's certificated, career pathway programs in high-growth sectors. Most providers deliver services in English and Spanish, and are embedded in the community in which they serve. The job center integrates services,

including housing stabilization, to prioritize overall family system health and wellness, with an emphasis on economic self-sufficiency.

### ***Community Development***

MOHCD helped to support the creation of the Calle 24 Latino Cultural District, whose mission is to preserve, enhance and advocate for Latino cultural continuity, vitality, and community in San Francisco's touchstone Latino Cultural District and the greater Mission neighborhood. MOHCD continued its investment in a community education campaign designed to inform Mission residents and monolingual Spanish speakers about eviction defense and tenants' rights information to stabilize their housing and prevent mass displacement. The Department also continued to participate in the federally-funded Promise Neighborhood program focused in the Mission. Multiple City departments, partnering with community based organizations, continued to spend FY 2019-20 in a joint planning process called Mission 2020 to examine the needs of the neighborhood holistically, in particular focusing on the affordable housing needs and the housing stabilization needs to better resource this neighborhood that is in danger of losing its long-term low-income and immigrant families and individuals. The City also increased its investment in legal services to protect the legal rights of immigrants throughout the City, many of which have chosen to live in the Mission, in particular the growing Latino community. MOHCD expanded its outreach to Latinos in the Mission to promote expanded access to affordable housing.

### **South of Market**

#### ***Economic Development***

Our neighborhood strategy guiding objectives are to build community capacity, fortify SOMA and their economies, improve physical conditions, and strengthen small businesses. Some of the services offered include small business assistance, safety and cleanliness, physical improvements to buildings or spaces, positive activation of public spaces and engagement of residents along targeted corridor. IIN programs and services are intended to maximize impact within five strategic areas: small businesses, storefronts and buildings, commercial corridors, public spaces and neighborhoods.

#### ***Community Benefit Districts***

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

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

*SoMa West CBD:* On March 5, 2019, the Board of Supervisors passed a resolution to form the SoMa West CBD. The SoMa West CBD is the newest and largest of San Francisco's 17 CBDs. The SoMa West CBD consists of approximately 100 blocks and approximately 2,700 parcels in the area south of Market Street.



SoMa West CBD has four primary service categories in which assessment money may be spent: Clean, Safe, and Beautiful” (environmental enhancements); Neighborhood Marketing and Advocacy; Administration; and Contingency, Reserve, City Fees.

*Mid-Market CBD* : The Mid Market Community Benefit District (MMCBD), also known as the Central Market Community Benefit District, provides core neighborhood services with its Community Ambassadors and Clean Teams; it also promotes local businesses, encourages economic development and public improvements, as well coordinates numerous major events and advocates on behalf of its constituents with respect to a host of public policy, planning, and quality-of-life issues.

#### *Opportunity Neighborhoods*

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

Most of OEWD’s work in SOMA is focused on events, space activations, public realm improvements, business support, and cleaning and safety. Recent investments include:

*Stevenson Basketball Court (UNDSCVRD COURT)*: The UNDSCVRD Court was a pop-up basketball court in 2019 to build a new attraction on Stevenson Street. OEWD played a leadership role in bringing this pop-up basketball court to a parking lot owned by MOHCD. OEWD partnered with a local business to fund the court, and the arts and ongoing activation is a project of Undiscovered SF/Soma Pilipinas.

The space was also used for special evening and Saturday events, including movie nights, dance workshops, and league games. Companies, organizations, and individuals used the space daily, to build community, get to know their neighbors, and team building opportunities. Those who dropped by were able to grab nearby food and drink options at local businesses on Stevenson and 6th Street.

This work by OEWD and community partners demonstrated our ability to positively transform space, through culturally relevant investments, programming, and partnerships.

*Undiscovered SF Night Markets*: Undiscovered SF is a monthly and seasonal Creative Night Market in the SOMA Pilipinas Cultural Heritage District that OEWD supports. Their goals with events are to activate empty spaces in SoMa, build and support new businesses, stimulate economic activity, showcase the arts, and build community.

#### *Cultural Districts*

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

districts. OEWD utilizes CDBG along with General Fund dollars to provide these programs and services, and leverages them with resources and efforts from other City agencies and often private partners.

### ***Multi-Family Housing Development***

MOHCD started construction of 258 units of new housing for seniors and formerly homeless households on surplus Federal land and supported predevelopment of 270 units of new affordable housing units for low-income and formerly homeless families in the South of Market.

### ***Workforce Development***

OEWD maintains its primary job center for the City in SoMa, called the Comprehensive Access Point (CAP). The CAP delivers the entire portfolio of workforce development services in San Francisco, and co-locates with additional service providers, including public benefits access. The SoMa neighborhood job center (CAP) serves residents also through subsidized/unsubsidized on-the-job training and individual training accounts. We also maintain additional neighborhood job center targeted for peoples with disabilities.

### ***Community Development***

MOHCD continued its increase investment to access to housing services targeting the South of Market community and its immigrant residents, including the Filipino community. MOHCD also supports the facilitation of a SoMa community council to provide convening, strategy development and planning among SoMa community organizations. As part of its citywide Cultural District strategy, MOHCD provides funding to operate two Cultural Districts: SoMa Pilipinas and the Leather District.

The SoMa Fund continues to support foundational skill development and service connection to increase access to income opportunities as well as building community connections to potential employers.

## **Tenderloin**

### ***Economic Development***

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

### ***Technical Assistance for Small Businesses***

Tenderloin Economic Development Project (TEDP) helped stabilize, retain, and grow Tenderloin neighborhood businesses by giving their owners the skills to update and improve their business, develop multiple streams of revenue, develop marketing strategies, successfully negotiate favorable lease transactions, and obtain financing for business expansion. TEDP conducted business retention assessments that enable service providers understand how best to help owners grow their business; developed recommendations, budget, and referrals based on the business assessment; developed action plans that delineate the business owner's responsibility in reaching objectives and provided monthly follow ups and coaching.

### ***Tenderloin Merchants Association***

TMA is the first and only Merchant and Property Owner's Association representing the entire Tenderloin community. TMA's membership reflects the diversity of the Tenderloin including its many immigrant owned businesses. TMA strived to give business owners a new voice to advocate for better business conditions, promote the neighborhood, improve the health and safety of the community by helping to bring resources to the Tenderloin's most vulnerable populations, and attract resources for business investment.

#### *Business Attraction and Retention*

More than ever, small businesses needed support and advocacy during trying economic times. INN funded a storefront business retention and attraction program through TLCBD. This role will keep inventory of the neighborhood and assist small businesses with navigating leases and negotiation.

#### *Community Pride Through Environmental Design (CPTED)*

INN invested in Block Safety Group Efforts, ramping-up tangible outcomes by pairing consultants with existing block safety groups, to design and implement public realm projects that further active and increase the safety of the community.

#### **Multi-Family Housing Development**

MOHCD supported the construction of 108 units and predevelopment of 70 new affordable rental housing for low-income and formerly homeless families and small households in the Tenderloin.

#### **Workforce Development**

For 2019, OEWD continued to provide funding and technical assistance to multiple community-based organizations in the Tenderloin to leverage City resources and develop pipelines for sufficiency wage employment. OEWD's Tenderloin job center continues to help residents access job readiness training, coaching, job placement and retention services, and receive referral to OEWD's certificated, career pathway programs in high-growth sectors. The job center integrates services, including housing stabilization, to prioritize overall family system health and wellness, with an emphasis on economic self-sufficiency. A network of providers deliver services in English, Vietnamese and Chinese, and are embedded in the community in which they serve.

#### **Community Development**

MOHCD continued to provide key funding for translation services to the Southeast Asian community, and provided funding to support a coalition of Tenderloin-based youth service organizations. It also continued to fund a broad variety of homeless services in the Tenderloin. It continued its support for a Tenderloin-based cultural district serving the transgender community, especially those most vulnerable including transgender women of color leaving incarceration. MOHCD help launch a landmark transgender housing initiative that combined place-based services as well as tenant-based vouchers to transgender low-income individuals, primarily transgender black and Latinx women coming from the street economy.

#### **Visitation Valley**

#### **Economic Development**

INN has funded the Merchant Association to organize and eleven community events that bring pride and much needed financial support to small businesses. The funding to the Renaissance Center is to facilitate the building of capacity within the neighborhood and provide direct services to Visitation Valley small

businesses, such as marketing services and increase access to capital. This is in addition to the door to door outreach the IIN team does to visit the merchants when conducting our storefront inventories and making sure they are connected directly to City staff and City resources

### ***Multi-Family Housing Development***

MOHCD continued to support the rebuilding efforts of Sunnydale under the HOPE SF Program by funding construction activities for the second vertical development of the Sunnydale, which will result in 168 units of family housing including 125 replacement public housing units and preconstruction on the third vertical phase of Sunnydale with 168 new units of which 126 are public housing replacement units.

### ***Workforce Development***

For 2019, in alignment with MOHCD's efforts, OEWD continued its partnership with HOPE SF to connect public housing residents to employment opportunities and economic mobility. Service providers receive training on key success indicators and referral procedures for sector training employment pathway programs. OEWD and HOPE SF, in partnership with the San Francisco Housing Authority, collaborated to request federal funding for economic mobility coaches and targeted employment services. Similarly, OEWD partnered with City agencies and a labor management collaboration to create an eight-week job training program targeted to residents of public housing. Collaborations such as these build capacity for service providers within public housing to move residents into economic mobility pathways and for residents to develop stable economic environments, ultimately alleviating intergenerational poverty.

OEWD additionally contracts with workforce community-based organizations in the Visitation Valley area and maintains a high-performing Job Center which provides career training and industry certifications, job readiness training, youth workforce development, and barrier removal services. As a deeply-embedded community-based organization, the Visitation Valley job center is a known quantity in the Southeast corridor and conducts outreach to nine public housing sites.

### ***Community Development***

MOHCD provided support for extensive supportive services to Sunnydale residents in this HOPE SF public housing site, ensuring ongoing tenant stability and relocation information. It also continued to support the monthly convening of Visitation Valley social service providers to ensure coordination of services and ongoing communication about collaboration and program synergy.

## Leveraging

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

Federal funds were leveraged with all of the additional resources that were originally indicated in the 2019-2020 Action Plan, and MOHCD provided certifications for consistency for other HUD programs.

### **City and County of San Francisco Local General Fund**

In 2019-2020, the City invested additional General Fund dollars to expand the City's community development portfolio. MOHCD administered approximately \$40 million of grant funding to support a diverse range of programs, including legal services, eviction prevention, service connection, services to transitional age youth, organizational capacity building, and services to residents of HOPE SF public housing sites.

During FY 2019-20, OEWD's Invest in Neighborhoods Initiative provided over \$5 million in local funds to local non-profits to support catalytic projects and programs in opportunity neighborhoods. These funds contribute to neighborhood vitality, increase economic activity and leverage and build local leadership and social capital.

- **Healthy Retail SF:** OEWD in partnership with DPH, has helped over 20 corner stores in Tenderloin, Bayview, and the OMI through our Healthy Retail SF program to sell more healthy food options. The 10 Healthy RetailSF stores saw an average of 25% increase in sales - \$3000 a month per store - and over 9,000 units of produce being sold.
- **Disaster Relief Fund:** Disaster Relief Fund: When a disaster occurs, OEWD works with individual businesses to determine the resources and support they might need. This includes the Small Business Disaster Relief Fund that allows businesses impacted by the fire to access up to \$10,000 in funds for inventory replacement, equipment purchases, security deposits for a new lease, employee salaries, or other expenses to stabilize cash flow, and connecting affected employees to job placement services so that there is a minimal gap in employment. This year, the program supported 10 businesses for a total of \$88,104.00 in funding
- **Access to Capital:** By supporting the loan programs, we will be able to address the increasing needs for affordable and fair capital for the City's low-income, minority, and women-owned micro-entrepreneurs and small businesses. In FY19-20, San Francisco's loan programs provided 20 loans totaling more than \$2,706,000 to small businesses, creating and retaining 144 jobs.
- **Women Entrepreneurship Programs:** The SF Women Entrepreneurship Fund (SFWEF) successfully completed it's pilot year and funded 31 women-owned small businesses with a \$5,000 grant to expand their business. SFWEF joins OEWD's suite of programs assisting women entrepreneurs launch and grow in the City. Other long-standing programs include Bayview Women/Ren Tank, Established Women, La Cocina's Food Incubator Program, and Wu Yee Family Child Care Small Business Development Program.
- **Construction Mitigation:** As part of an interagency collaboration with SFMTA, Public Works, and PUC, a Citywide Construction Mitigation Program has been developed that provides a suite of services to neighborhoods undergoing infrastructure improvements. In FY 2019-20, OEWD provided directed business support in the form of grants to 65 small businesses whose revenues had been adversely affected by the Central Subway Construction. Target neighborhoods

included Chinatown, Union Square, and 4th street. Small business owners received one-on-one business assistance, resources and grants in the amount of \$5,000 or \$10,000 based on direct or indirect construction impact to help them improve their revenue and business operations.

- San Francisco Small Business Development Center (SBDC): OEWD applied and was awarded a Small Business Administrations (SBA) grant of \$205,000 to implement the SBDC program, a program that provided no-cost business training and business consulting to San Francisco-based businesses. OEWD was awarded an additional \$267,500 by the State of California to implement an Access to Capital Program and Expand Technical assistance under the SBDC.
  - Fiscal Year 2018-19 Milestones:
    - Counseled 1577 Unique Clients
    - Provided 6,785 Hours of Consulting
    - Trained 1,598 Workshop Participants
    - Offered 75 Workshops
    - Change in Sales: \$45,152,701
    - Dollar Amount of Loans: \$13,513,346
    - Dollar Amount of Equity: \$23,769,204
    - Jobs Created: 108
    - Jobs Retained: 41
    - New Businesses Created: 48
- Business Retention / Strengthening: Our top priority has been to deploy targeted programs that retain and strengthen our small businesses including real estate and legal assistance, business planning, façade and tenant improvements, ADA compliance and assistance and continuation of the Women Entrepreneurship's Fund programs.
- Retention / Relocation: The Retention and Relocation program is a collaboration with Working Solutions and the Small Business Development Center (SBDC) focused on the proactive outreach to neighborhood-serving small businesses to strengthen their operations and leases to stay in the City. In Fiscal year 2019-20, the program assisted 20 clients, reviewed 6 leases, submitted 2 letter of intent, and signed 2 new leases. Additionally, the program helped clients access \$26,334 in loans.

### **City and County of San Francisco Local Housing Trust Fund**

In 2012, the voters of San Francisco approved the creation of the Housing Trust Fund, with funding to begin in 2013. The Housing Trust Fund began with a set aside of \$20 million in general fund revenue and will increase to \$50 million over time. An estimated \$1.1 billion will be invested in affordable housing production over the next 30 years. In 2019-2020 the City invested over \$37 million from the Housing Trust Fund into affordable housing and related programs, including a one-time augmentation of the Trust Fund by \$8.8 million and borrowing against future Trust Fund allocations of \$6.5M. The fund will:

- Develop thousands of units of permanently affordable housing for residents whose average median income (AMI) is 60 percent or below. Those projects include the HOPE SF rebuild of Sunnydale and Potrero;
- Preserve the affordability of existing rent-controlled housing by acquiring the properties through MOHCD's Small Sites Program and enforcing affordability restrictions while not displacing any current residents;
- Invest in the conversion of over 3,400 distressed public housing to stable nonprofit private ownership and management under HUD's Rental Assistance Demonstration Program;

- Invest in a down payment assistance program for residents to purchase a home in San Francisco with no-interest loans to first-time homebuyers, with more than \$20 million dedicated to this use through June 2020;
- Create a Complete Neighborhoods program that invests in improved community amenities in neighborhoods impacted by increased housing density;
- Support increased access to rental and ownership housing services;
- Support increased eviction prevention services, and
- Fund a Homeowner Emergency Loan Program to help distressed homeowners remain in their homes.

### **San Francisco General Obligation Bonds**

In November 2015, San Francisco voters approved a \$310 million General Obligation Bond to finance the construction, acquisition, improvement, rehabilitation, preservation and repair of affordable housing for low and middle-income households. As of June 2020, the entire amount of the bonds had been issued, with \$80 million allocated to public housing revitalization; \$150 million for low-income housing with \$50 million of that dedicated to the Mission neighborhood and \$25 million dedicated to the Small Sites program; and \$80 million for middle income housing (80%-175% AMI), funding downpayment assistance and development of new middle income housing units, including units specifically targeted to public school teachers. As of June 2020, approximately \$191 million of the bond proceeds have been spent on projects. A total of 1,515 affordable units are anticipated to be produced or preserved by bond proceeds. As of June 2020, 574 units are in predevelopment, 578 units are in construction, and 363 units are completed.

In November 2016, San Francisco voters approved Proposition C which repurposed existing bond authority to issue up to \$260.7 million to address critical housing needs, protect residents and stabilize communities. These bonds are being used to fund MOHCD's Preservation and Seismic Safety Program (PASS), which 1) preserves affordability in existing housing at risk of market-rate conversion, 2) protects San Franciscans living in apartments at risk of displacement, and 3) improves the earthquake resilience of San Francisco's building stock. PASS provides MOHCD's borrowers with low-cost and long-term access to debt financing to acquire, rehabilitate, and preserve existing buildings as permanently affordable housing. Eligible projects may be small buildings like those typically funded by the City's Small Sites Program (e.g. 5 to 25 units), larger multifamily structures (e.g. 25+ units), or Single Room Occupancy hotels (SROs) of all sizes. The first issuance of \$72.4 million occurred in February 2019 and as of June 2020 the funds are fully allocated to support 20 projects with 441 residential and 22 commercial units. The second issuance is anticipated in late 2020 or early 2021.

In November 2019, San Francisco voters approved a \$600 million General Obligation Bond for affordable housing, with \$150 million dedicated to public housing, \$220 million for low-income housing, \$60 million for preservation and middle income housing, \$150 million for senior housing, and \$20 million for educator housing. The first issuance of these bonds is anticipated in late 2020 or early 2021.

### **Housing Impact Fees**

MOHCD receives various housing impact fees paid by market rate housing developers as a means to meet their inclusionary housing obligations. MOHCD also received housing impact fees from developers of non-residential development under the Jobs-Housing Linkage ordinance. Additional housing impact fees in specific plan areas are developed by the Planning Department and approved by the Board of Supervisors. Percentages of some fees are dedicated to MOHCD's Small Sites Program. In 2019-2020,

MOHCD loaned \$41 million of impact fees for the construction of 213 new affordable housing units for low-income families and veterans and preconstruction activities for 809 units for families, transition-age youth, and formerly homeless households, as well as acquisition and preservation of 37 units under MOHCD's Small Sites Program.

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

With the dissolution of redevelopment agencies in 2011, MOHCD assumed responsibility of all former San Francisco Redevelopment Agency housing assets, including administration of any program income received from those assets. In 2019-2020 MOHCD expended \$40.5M of these funds, primarily supporting HOPE SF projects at Sunnydale and Potrero.

#### **Office of Community Investment and Infrastructure (OCII) Funding**

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

#### **Healthy Homes and Lead-Based Paint Hazard Control Program**

The San Francisco Mayor's Office of Housing and Community Development is revising its administration of a City-funded program to address health and safety measures and lead-based paint hazard control. The new program will be a component of the day-to-day programmatic activities of MOHCD's Community Development and Homeownership programs available to low-income homeowners.

With the program revision, MOHCD will continue to address lead hazards and other health conditions stemming from deferred maintenance and poor quality housing and prioritizes lead remediation activities for qualifying properties referred by our public health, legal aid, code enforcement, and housing rights partners.

#### **South of Market Community Stabilization Fund (SoMa Fund)**

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

In 2019-2020, the SoMa Fund expended \$1.45 million on services, including organizational capacity building, neighborhood arts projects, eviction prevention, job skills and placement, small business incubation and cultural district support.

#### **Programmatic Agreement for Compliance with National Historic Preservation Act**

The City and County of San Francisco, acting through the Mayor's Office of Housing and Community Development, negotiated a Programmatic Agreement (PA) with the California State Historic Preservation Officer (SHPO) and the Advisory Council on Historic Preservation (ACHP) in January 2007. The PA ensures that the City and County of San Francisco meets its obligations under Section 106 of the National Historic Preservation Act and establishes the standards, stipulations and procedures which govern the Section 106 review of City and County of San Francisco projects subject to 24 CFR Part 58.



The agreement allows for the expedited review of construction projects which have the potential to affect cultural resources and which are subject to 24 CFR Part 58. Projects subject to 24 CFR Part 58 include the Community Development Block Grant, Emergency Solutions Grant, HOME Investment Partnership, Housing Opportunities for Persons with AIDS, and other numerous HUD programs.

The review process contemplated by the PA also allows for the exemption of routine capital projects necessary to maintain public facilities in good repair and ensure they comply with existing building codes. Examples of such projects include the replacement of roofing materials, the upgrading of electrical wiring and the repair of fencing. In addition, the PA sets forth methodology for the determining the eligibility of cultural resources for listing on the National Register of Historic Places, consultation with Native Americans, and setting the boundaries of the Area of Potential Effects of different types of projects. The PA does not reduce the level of protection afforded by the National Historic Preservation Act to cultural resources; the PA expedites and streamlines review under the National Environmental Policy Act. The PA is authorized by 36 CFR §800.14(b).

The PA has been used to successfully conduct Section 106 reviews on projects ranging from routine rehabilitation to the construction of housing developments of over 3,400 units. The programmatic agreement has considerably reduced project implementation time and costs. Every six months, the City files a Programmatic Agreement Compliance Report (PACR) with the California Office of Historic Preservation and the Advisory Council on Historic Preservation. The PACR summarizes Part 58 activities subject to the PA during the previous six months. To date, 25 PACRS have been filed with the SHPO and the ACHP.

### **ESG Match**

The ESG program requires a match in an amount that equals the amount of ESG funds provided by HUD. Matching contributions may be obtained from any source, including any federal resource other than the ESG program, as well as state, local and private sources. According to 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 2019-2020, a total of \$9,053,293 in non-ESG funds was provided by ESG sub-recipient to support the emergency shelter, rapid re-housing and homeless prevention activities that were supported by ESG funding.

### **HOME Match**

HOME regulations also require that localities provide a 25% match for HOME project expenditures. The City met its HOME Match amount by committing \$1,624,576 in local funds to HOME-funded projects in FY2019-2020.

### **CDBG Program Income**

MOHCD receives CDBG program income from repayments of economic development or housing loans, or from sale/rental of real property purchased with CDBG or Urban Renewal funds. All program income is receipted in the corresponding revolving loan pool in IDIS and is used for CDBG-eligible activities. In 2019-2020, a total of \$12.5M in CDBG program income expenditures were reported in IDIS, with approximately \$10.9M spent on acquisition of real property at 88 Broadway for affordable housing development; \$1.1M spent on development of new facilities at Shoreview Park in the Bayview, including a children's play area, picnic area, outdoor fitness area, and new landscaping, irrigation and lighting; \$350k spent on public services; and \$190k spent on rehabilitation of affordable housing.

In addition, pursuant to the Yerba Buena Center Redevelopment Project Closeout Agreement that was executed in 1983 between the former Redevelopment Agency and the City, with HUD concurrence, any income generated from Yerba Buena Gardens (YBG) leasehold revenue or disposition of YBG properties is treated as CDBG program income. Income generated from leases is used exclusively by YBG to cover CDBG-eligible operating costs as described in the closeout agreement. Below is a summary of income and expenses for YBG for program year 2019-20. The City's Real Estate Department maintains both a cash flow and a capital expenditures database for YBG that document the ongoing capital needs that program income balances will be used for.

<b>Summary of Income and Expenses for YBG for 2019-2020</b>	
Beginning Balance, July 1	\$11,658,866
2019-2020 Income	\$8,553,775
2019-2020 Expenses	\$9,229,066
Net Income/Loss	\$(675,291)
Ending Balance, June 30	\$10,983,575

### **Publicly Owned Land and Property**

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

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

Properties that are suitable for housing development are to be sold or leased to a non-profit for the development of affordable housing for the homeless and households earning less than 20 percent of Area Median Income or the property is sold and those proceeds are used to develop affordable housing for the homeless, or affordable housing for households earning less than 60 percent of AMI. Additionally MOHCD works with other agencies not subject to the Surplus Property Ordinance to acquire properties they deem surplus and develop the sites into affordable housing such as land from the San Francisco Unified School District, the San Francisco Municipal Transportation Agency (SFMTA), and the Port of San Francisco.

In 2019-2020, MOHCD provided funding for commencement of construction on surplus Federal property, continued construction on Port-owned property and continued preconstruction activities on property owned by the school district and SFMTA and land formerly owned by the California Transportation Agency. These projects include affordable housing for low-income and homeless families

or special need populations such as very low-income seniors or transition-age youth as well as low and moderate-income households.

<b>Fiscal Year Summary – HOME Match</b>	
1. Excess match from prior Federal fiscal year	22,661,232
2. Match contributed during current Federal fiscal year	1,624,576
3. Total match available for current Federal fiscal year (Line 1 plus Line 2)	24,285,808
4. Match liability for current Federal fiscal year	601,385
5. Excess match carried over to next Federal fiscal year (Line 3 minus Line 4)	23,684,423

**Table 5 – Fiscal Year Summary - HOME Match Report**

Match Contribution for the Federal Fiscal Year								
Project No. or Other ID	Date of Contribution	Cash (non-Federal sources)	Foregone Taxes, Fees, Charges	Appraised Land/Real Property	Required Infrastructure	Site Preparation, Construction Materials, Donated labor	Bond Financing	Total Match
Sunnydale Block 6 GOB	6/30/2020	1,624,576	0	0	0	0	0	1,624,576

Table 6 – Match Contribution for the Federal Fiscal Year

### HOME MBE/WBE report

Program Income – Enter the program amounts for the reporting period				
Balance on hand at begin-ning of reporting period \$	Amount received during reporting period \$	Total amount expended during reporting period \$	Amount expended for TBRA \$	Balance on hand at end of reporting period \$
1,258,069	2,522,590	1,113,709	0	2,666,950

Table 7 – Program Income

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

**Table 8 – Minority Business and Women Business Enterprises**

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

**Table 9 – Minority Owners of Rental Property**

<b>Relocation and Real Property Acquisition</b> – Indicate the number of persons displaced, the cost of relocation payments, the number of parcels acquired, and the cost of acquisition						
Parcels Acquired		0		0		
Businesses Displaced		0		0		
Nonprofit Organizations Displaced		0		0		
Households Temporarily Relocated, not Displaced		0		0		
Households Displaced	Total	Minority Property Enterprises				White Non-Hispanic
		Alaskan Native or American Indian	Asian or Pacific Islander	Black Non-Hispanic	Hispanic	
Number	0	0	0	0	0	0
Cost	0	0	0	0	0	0

**Table 10 – Relocation and Real Property Acquisition**

## CR-20 - Affordable Housing 91.520(b)

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

	One-Year Goal	Actual
Number of homeless households to be provided affordable housing units	279	105
Number of non-homeless households to be provided affordable housing units	97	251
Number of special-needs households to be provided affordable housing units	102	103
<b>Total</b>	<b>478</b>	<b>459</b>

Table 11 – Number of Households

	One-Year Goal	Actual
Number of households supported through rental assistance	76	
Number of households supported through the production of new units	678	459
Number of households supported through the rehab of existing units	406	87
Number of households supported through the acquisition of existing units	275	87
<b>Total</b>	<b>2,655</b>	

Table 12 – Number of Households Supported

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

MOHCD exceeded its goal for producing new housing for non-homeless households but did not meet its overall housing production goals due to numerous project approval delays, lack of local funding to fill funding gaps, or needing to seek additional funding to mitigate rising construction costs.

**Discuss how these outcomes will impact future annual action plans.**

As discussed above, any projects delayed from funding in 2019-2020 and funded in 2020-2021 will be applied toward the 2020-2021 Action Plan and its affordable housing goals.

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

Number of Persons Served	CDBG Actual	HOME Actual
Extremely Low-income	0	0
Low-income	139	276
Moderate-income	0	0
<b>Total</b>	<b>139</b>	<b>0</b>

**Table 13 – Number of Persons Served**

### **Narrative Information**

CDBG assisted the pre-rehabilitation planning of 139 units for low-income households in the Western Addition neighborhood and HOME was used to help construct 276 units for low-income households in the Tenderloin and Visitacion Valley neighborhoods.



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

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

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

In August 2016, Mayor Edwin M. Lee launched the Department of Homelessness and Supportive Housing (HSH) to fundamentally change the way San Francisco addresses homelessness. HSH's vision is to make homelessness a rare, brief, and one-time event. The Department's aim is a significant, sustained reduction in homelessness in San Francisco. HSH will accomplish this by partnering with the City's many stakeholders to achieve the five-year goals outlined in the [5-Year Strategic Framework](#)

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

**Stabilization Care:** This SFHOT service line provides short-term stabilization care management for high risk homeless individuals assessed through Coordinated Entry as Housing Referral Status, and not able to navigate health and human services system on their own. Care Managers accept referrals from SFHOT First Responders, through HSH coordinated services, and through high user treatment programs. Within 90 to 120 days, the goals are to: (1) Stabilize individuals from the street into shelter/supportive housing, (2) Remove personal barriers to attaining Permanent Supportive Housing; e.g., attain benefits, primary care linkage, behavioral health care linkage, IDs, legal aid, etc., (3) Secure and place into Permanent Supportive Housing, (4) Assess and serve as care coordinators for San Francisco Health Network (SFHN) members who are high risk / high cost individuals and are unable to engage into the system.

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

**San Francisco Public Library:** This SFHOT service line includes a Psychiatric Social Worker situated at the Civic Center Main Branch who conducts outreach and offers referrals to homeless, marginally housed

and/or mentally ill patrons of the library. They also facilitate education sessions in group or individual settings for library staff, in order to improve understanding of behaviorally vulnerable patrons of the library. The goal is to help library staff serve this group of patrons according to their needs, while helping to decrease the number and severity of incidents that require intervention from Library security staff. A dedicated social worker also supervises four 15-hours/week Health and Safety Associates (HaSAs) who are selected from a group of homeless library patrons being served by SFHOT's case management function. HaSAs assist the team by using their life experiences and learned engagement skills to reach out to other homeless patrons, in order to persuade them to accept case management and other services. In the process, HaSAs gain employment and job-seeking skills, through their supervision by the Psychiatric Social Worker, as well as an associated DPH Vocational Rehabilitation Counselor.

**Healthy Streets Operations Center:** In January of 2018, HSH joined with the Departments of Emergency Management, Public Works, Public Health, and the Police Department and 9 other City agencies to develop an emergency command center staffed by each department to quickly triage and provide a coordinated response to unsheltered homelessness and street conditions. HSOC triages requests from numerous sources and dispatches teams from each agency as needed. HSH dispatches HOT Emergency Responders for urgent individual cases, and its Encampment Response Team for larger encampments. The goal is to connect people quickly to needed services, working as a multi-disciplinary team. During COVID-19, HSOC has focused their resources on resolving large encampments by offering appropriate resources to individuals and educating unsheltered individuals on COVID-informed public health guidance.

### **Addressing the emergency shelter and transitional housing needs of homeless persons**

The City's Ten-Year Plan to End Chronic Homelessness directed the City to move its focus away from traditional emergency shelters and toward shelters with 24-hour crisis clinics, and sobering centers. In 2017, HSH published its first 5-Year Strategic Framework based on the six core components of the Homelessness Response System: Street Outreach, Problem Solving, Coordinated Entry, Temporary Shelter, Housing and the Housing Ladder. The Strategic Framework also identifies clear goals with benchmarks that include reduce chronic homelessness by 50%, end homelessness for families with minor children, end unsheltered family homelessness, and reduce homelessness among Transitional Aged Youth by 50% by 2023. HSH publishes an annual Implementation Plan that provides updates on each Strategic Framework goal.

Since the Strategic Framework was published, HSH has significantly expanded its Navigation Center programs, a type of Temporary Shelter. Navigation Centers are low-barrier shelters with flexible hours and mealtimes. They provide services specifically geared to navigate people to housing, and allow people to enter with partners, pets, and property. As of 2020, there are six active Navigation Centers with more than 570 beds, with another two Navigation Centers in development that will open in early 2021, including San Francisco's first ever Navigation Center serving Transitional Aged Youth (TAY). The Department of Public Health has built and expanded its Behavioral Health Navigation Center, providing 29 beds.

The emergency shelter system for adults has remained stable at 1,203 beds. HSH has recently added a team of Housing Navigators to better reach and assess people staying in shelter and provide problem solving (diversion) services along with care management and housing navigation. Since February 2014,

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

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

Problem Solving engages the person or household in identifying possible solutions that will work best for them. It is a strengths-based and empowerment-driven approach: it recognizes and affirms the resiliency and resources of the person or household experiencing the housing crisis. Problem Solving maintains that the person or household drives their own solutions. By engaging all people seeking assistance in exploratory conversations around resources they may be able to access outside of shelters and the Homelessness Response System, Problem Solving helps to ensure that all safe, alternate resources have been explored prior to accessing the limited resources of the system. This intervention preserves shelter and housing programs for those with highest needs who have no other options. Problem Solving also increases the efficiency of the Homelessness Response System. Through connections to alternate mainstream and personal resources that help people maintain or regain housing, Problem Solving approaches support resolutions of homelessness at much lower costs and with greater timeliness than Temporary Shelter or Housing. In recognition that the Homelessness Response System's financial resources to address housing crises is limited, the integration of lower-cost solutions is critical to the overall system's capacity to make an impact in significantly reducing homelessness.

Coordinated Entry is a key component, tying all the system's programs together. Like a triage nurse in an emergency room, Coordinated Entry assesses needs and prioritizes available resources, while keeping track of all who seek assistance. Coordinated Entry provides an equitable, standardized assessment that matches the household in need with the most appropriate available resource. Coordinated Entry also prioritizes households seeking assistance to ensure that those with highest need do not fall through the cracks or get lost navigating the complexities of different programs.

HSH has opened 12 community-based Access Points to Provide Coordinated Entry Problem Solving to all people experiencing homelessness in San Francisco, and assess all people experiencing homelessness for housing solutions if Problem Solving is unable to resolve their homelessness. This year, HSH and our partners have provided Problem Solving and Assessment to 8,000 households in San Francisco.

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

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

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

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

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

To address the multi-various challenge of homelessness, the homelessness and homeless prevention program is grant-based and melds CDBG, ESG and Housing Trust Fund funding to support homeless prevention and eviction prevention programs, operating support for emergency and transitional shelters, direct services for homeless individuals and families, and supportive housing. This program coordinates closely with other City Departments, in particular the Human Services Agency, to align its strategies.

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

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

individuals and families in shelters and on the streets, focusing on those services which will maximize housing stability for those individuals and families.

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

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

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

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

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

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

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

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

### **Actions taken to address the needs of public housing**

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

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

#### HOPE SF

##### *Background*

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

##### *Real Estate Development and Infrastructure*

Hunters View. With the completion of Block 10, the final 54 former public housing households at Hunters View were successfully re-housed in their community bringing the percentage of legacy families successfully relocated and retained to 70%, a remarkable achievement compared to the national rate of return of 27.6% for all public housing residents in HOPE VI developments from 1993 to 2014. A total of 286 units have been built. Block 10 also houses both a childcare facility and a health and wellness center; it will serve as the community hub of the Hunters View development. Also, the market-rate developer City Ventures finalized a deal to build 80 for-sale townhomes in the community, advancing the mixed-income vision of HOPE SF. Predevelopment on Phase III, which will bring another 118 affordable units to the community, including 53 public housing replacement units, is underway, with construction scheduled to start in 2021.

Alice Griffith. Across four phases, 333 units of newly built affordable housing were completed in Double Rock successfully housing all of the former public housing households, and bringing the retention rate to 82%. Phases 5 and 6, which will provide another 30 public housing replacement units, will begin predevelopment in 2023.

Potrero Hill. In January 2019, for the first time in three generations, new construction at Potrero Hill was complete, with 1101 Connecticut delivering 72 state-of-the-art affordable units, 53 of which are set aside for residents of Potrero's public housing units. Block B, the next vertical development, is scheduled to start construction in 2021, delivering up to 167 affordable units, 75% of which will be public housing replacement units. Block A, a market rate project adjacent to Block B, is in its planning stages.

Sunnydale. The first public housing replacement project at Sunnydale, called Casala (55 units), completed construction and leased up in Fall 2019. 41 Sunnydale public housing residents have been rehoused in brand new units. Construction on Block 6 (167 units) began in November 2019, delivering 125 public housing replacement units. Blocks 3A and 3B are in predevelopment and will deliver 172 affordable units in 2023.

#### Rental Assistance Demonstration (RAD)

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

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

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

In March 2014, SFHA selected 8 developer teams (including nonprofit partners) to lead the recapitalization and substantial rehabilitation of "clusters" of buildings. The overall financing plan ensures permanent affordability through the public land trust model, whereby the SFHA retains ownership of the land and leases it to the developers through a 99 year ground lease. Additional safeguards on long-term affordability include a HUD RAD Use Agreement, regulatory restrictions by the City (55 years of affordability required by MOHCD loan documents), the State Tax Credit Allocation Committee (55 years of affordability required by the TCAC Regulatory Agreement), and a 20 year project-based voucher subsidy contract with mandatory renewal. The immediate result at conversion was:

- SFHA transfers ownership/operations to limited partnerships including nonprofit partners
- Rehabilitation of more units through combination of RAD and Section 18
- Better building management
- Improved on site services
- Long-term affordability through public land-trust model
- Buildings' useful lives extended beyond 20 years
- Tenant protections defined and preserved

#### *2014 Milestones (Phase I projects)*



1. HUD grants Commitment to Enter into a HAP (CHAP) for all 41 portfolio, HOPE VI, and HOPE SF projects in January 2014
2. SFHA released the developer RFQ in January 2014 and selected developer teams by April 2014
3. Tenant Protections were developed in collaboration with the Housing Rights Committee, National Housing Law Project and Enterprise Foundation; built on and extends RAD program protections:
  - No change in rent calculation (30% household income)
  - No re-screening
  - No demolition; rehabilitation only
  - No displacement – any resident temporarily relocated will have a right to return to a unit at the same development once repairs are completed
  - Residents will maintain the same eviction protections
  - Residents will maintain grievance procedure rights
  - Residents will maintain the right to file complaints with SFHA and HUD
  - Residents have the right to form resident associations:
    - New owners must provide \$25 per occupied unit per year for resident education, organizing around tenancy issues and training activities
    - At least \$15 per occupied unit must be provided to a legitimate resident association if one exists
    - Income from laundry and vending machines will provide support for the resident organization operations
4. Resident Engagement Strategy developed in collaboration with the Housing Rights Committee, National Housing Law Project, Enterprise Foundation, Public Housing Tenants Association, and Citywide Council – Senior Disabled
  - Multi-lingual flyers and materials were developed to inform residents about the program, tenant protections, FAQs, events and meetings, and the schedule
  - Meetings with residents and developers at the senior and family properties
  - HRC conducting outreach through events, meetings (small and large group) and door-to-door engagement for the senior and family properties
  - Residents met with development teams to provide input on repairs, priorities, and transition concerns
5. RAD working groups established to address policy, procedures and implementation of the following after conversion. Groups are led by MOHCD and SFHA, facilitated by Enterprise and attended by developers, service providers, residents and Tenant Advocates.
  - Relocation
  - Recertification
  - Lease and House Rules
  - Services
  - Waiting list and Referrals
  - Housing Retention
  - Tenant Council
  - Tenant Engagement

#### *2015 Milestones (Phase 1 & 2)*

- SFHA Relocation Plan created and approved by SFHA Commission and HUD in February 2015
- Lender solicitation and acceptance in April 2015; Bank of America selected

- Projects applied for non-RAD project based vouchers in April 2015
- Projects applied for Tax Credits in June 2015
- Service Connection predevelopment contracts awarded in January 2015
- Workforce contracts for 8 family projects awarded April 2015
- Predevelopment Phase 2 activities (tenant engagement, rehabilitation planning, financing) begun summer 2015
- RAD Lease and House Rules packet adopted September 2015
- SFHA Family Briefings completed in August and September 2015
- Lease up activities conducted in September and October 2015
- 14 Phase 1 Housing Retention Plans were approved by MOHCD in October 2015
- 14 Phase 1 projects converted in November 2015
- City supplemental Services Contracts awarded in November 2015
- Relocation and construction began in December 2015

#### *2016 Milestones (Phase 1 & 2)*

- All Phase 2 projects applied to SFHA for non-RAD PBV vouchers in December 2015
- Phase 2 Lender and Investor selected in February 2016
- All Phase 2 environmental approvals completed by February 2016
- All Phase 2 projects applied for tax credits and bonds in Spring 2016
- All Phase 2 projects received bond allocations and tax credit awards in Summer 2016
- City approved soft financing commitments for all Phase 2 projects
- SFHA Phase 2 Family Briefings completed in May and June 2016
- City supplemental Services Contracts awarded for all 28 projects in July 2016
- MOU between Tenant Councils and Owners developed and negotiated by August 2016.
- Wait list and Referral procedures developed for implementation in August 2016.
- Phase 2 Relocation plan updated for approval at SFHA Commission in August 2016
- Tenant Selection plans completed for Phase 1 properties
- Lease up activities completed in August and September 2016
- 14 Phase 2 Housing Retention plans were approved by MOHCD in September 2016
- 14 Phase 2 projects converted in October 2016
- Relocation and Construction began in November 2016
- 2 phase 1 projects completed construction and leased up vacancies by December 31, 2016

#### *2017 Milestones (Phase 1 & 2)*

- Tenant Selection plans completed for Phase 2 properties
- 12 Phase 1 properties completed construction and leased up all vacancies
- 3 Phase 1 properties converted their construction loans to permanent financing
- City supplemental Services Contracts awarded for all 28 projects in July 2017
- Quarterly meetings for RAD Housing Retention working group (property management teams) with a focus on housing stability support
- Quarterly meetings for RAD Services working group (services partners) with a focus on community building, health and wellness, economic self sufficiency and housing stability
- Monthly meetings for the RAD Wait list working group (leasing teams) to fill Phase 1 vacancies
- Legal Status update
  - Phase 1 (from November 2015 – December 2017) = 1422 Households
    - 70 Legal Cases – 19 evictions, 51 stipulated/ mediated agreements (5%)

- 157 Repayment Agreements (11%)
- Voluntary Move Outs – 83 (6%) (this has been primarily death, higher level of care, moving to next opportunity, etc.)
- Phase 2 (October 2016 – December 2017 from Phase 2 sites) = 2066 households
  - 48 Legal Cases – 13 evictions, 35 stipulated/ mediated agreements (2%)
  - 189 Repayment Agreements (9%)
  - Voluntary Move Outs – 84 (4%) (this has been primarily death, higher level of care, moving to next opportunity, etc.)

#### *2018 Milestones (Phase 1 & 2)*

- Last 2 Phase 1 properties finished construction and leased up all vacancies
- Last 11 Phase 1 properties converted their construction loans to permanent financing
- 7 Phase 2 properties finished construction and leased up all vacancies
- City supplemental Services Contracts awarded for all 28 projects in July 2018
- Quarterly meetings for RAD Housing Retention working group (property management teams) with a focus on housing stability support
- Quarterly meetings for RAD Services working group (services partners) with a focus on community building, health and wellness, economic self sufficiency and housing stability
- Monthly meetings for the RAD Wait list working group (leasing teams) to fill Phase 2 vacancies
- Legal Status update
  - Phase 1 (from January – December 2018) = 1422 Households
    - 42 Legal Cases – 19 evictions, 35 stipulated/ mediated agreements (3%)
    - 79 Repayment Agreements (5%)
    - 56 Voluntary Move Outs – (4%) (this has been primarily death, higher level of care, moving to next opportunity, etc.)
  - Phase 2 (January – December 2018) = 2066 households
    - 49 Legal Cases – 17 evictions, 32 stipulated/ mediated agreements (2%)
    - 149 Repayment Agreements (7%)
    - 98 Voluntary Move Outs (5%) (this has been primarily death, higher level of care, moving to next opportunity, etc.)

#### *2019 Milestones (Phase 1 & 2)*

- Last 7 Phase 2 properties finished construction and leased up all vacancies
- All Phase 2 properties converted their construction loans to permanent financing
- City supplemental Services Contracts awarded for all 28 projects in July 2019
- Quarterly meetings for RAD Housing Retention working group (property management teams) with a focus on housing stability support
- Quarterly meetings for RAD Services working group (services partners) with a focus on community building, health and wellness, economic self sufficiency and housing stability
- Legal Status update
  - Phase 1 (from January – December 2019) = 1422 Households
    - 12 Legal Cases – 9 evictions, 3 stipulated/ mediated agreements (0.8%)
    - 107 Repayment Agreements (7.5%)

- 55 Voluntary Move Outs – (3.9%) (this has been primarily death, higher level of care, moving to next opportunity, etc.)
- Phase 2 (January – December 2019) = 2066 households
  - 37 Legal Cases – 14 evictions, 23 stipulated/ mediated agreements (1.8%)
  - 123 Repayment Agreements (6.0%)
  - 71 Voluntary Move Outs (3.4%) (this has been primarily death, higher level of care, moving to next opportunity, etc.)

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

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

#### RAD Services Model

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

Foundational and ongoing work with residents and community members of Housing Developments by all service providers or those who conduct work there.

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

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

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

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

#### RAD Engagement Strategies

- Weekly meetings between Property Management and Services to coordinate efforts to support tenants to remain stably housed.
- Monthly meetings between Services and Tenant Councils for coordination of activities and to gather insight into outreach and engagement of tenants.

- Monthly community meetings to inform tenants about what is happening in their development and provide opportunities for community voice
- Monthly newsletters
- Monthly calendar of activities
- Door to door outreach

#### HOPE SF Resident Services and Community Building

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

In program year 2019-2020, the final two HOPE SF sites (Sunnydale and Potrero Hill) have completed phase one construction of replacement and affordable housing units, and successful relocation of 95 (42 Sunnydale and 53 Potrero Hill) original families into new units. As such, there continues to be services investments in housing stability activities across the four sites to ensure the successful transition and retention in new housing. New investments in Sunnydale and Potrero will leverage learnings from Hunters View and Alice Griffith, encouraging a collaborative approach to tenant education and intensive housing stability supports at the sites.

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

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

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

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

education supports to Alice Griffith residents, through the HOPE SF Education Liaison program.

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

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

### **Actions taken to provide assistance to troubled PHAs**

The Department of Housing and Urban Development (HUD) has provided significant assistance to the Housing Authority of the City and County of San Francisco (Authority) over the past eight years, when HUD designated the Authority as a “Troubled” agency on December 13, 2012 for poor financial management and poor program management. HUD subsequently declared the Authority in default on March 7, 2019, for both its Housing Choice Voucher (HCV) Annual Contributions Contract (HCV-ACC) and its Low Rent Public Housing (LRPH) Consolidated Annual Contributions Contract (LRPH-ACC) for the same ongoing concerns.

On September 30, 2020, HUD determined that the Authority cured its default for both its HCV-ACC and its LRPH-ACC. During the past two years, the Authority in partnership – under its Memorandum of Understanding (MOU) with the City and County of San Francisco (City), and in collaboration with HUD – successfully cured the default by completing the following actions:

- Provided an MOU to HUD outlining a scheduled plan for the City’s assumption of all programmatic and financial functions of SFHA’s HCV and LRPH programs. The MOU also identified plans for outsourcing financial and programmatic services for the HCV and LRPH programs to third-party entities.
- Outsourced its finances to a third-party entity in order to implement all corrective actions identified in the report that resulted from the 2019 Financial Management Review conducted by HUD’s Quality Assurance Division (QAD). The third-party entity is assisting the Authority to align its accounting practices with 24 CFR § 5.801 Uniform Financial Reporting Standards.
- Outsourced its HCV program to a third-party entity that has assumed all responsibilities pertaining but not limited to financial management, program management, waitlist admissions, inspections, eligibility determinations, and lease and grievance procedures.
- Outsourced its LRPH division to a third-party entity that has assumed all responsibilities pertaining but not limited to financial management, program management, waitlist admissions, inspections, eligibility determinations, and lease and grievance procedures.

- In partnership with the City, third-party entities, and HUD, is implementing all corrective actions and continues to mitigate findings identified in the 2019 QAD report as the Authority continues to strengthen its financial management and reporting practices.

The Authority has intentionally adopted the following HUD recommendations and is implementing strategies to ensure that it remains in compliance on its HCV and LRPB ACCs:

- The City and Authority continue to retain an MOU to provide day-to-day leadership.
- The City and Authority continue to outsource the operation of the HCV program.
- The City and Authority continue to complete identified action items in the 2020 High Performer Plan including but not limited to repositioning efforts of the LRPB portfolio.
- Authority continues to partner with its third-party finance consultant to support the Authority in the timely completion of annual unaudited financials and required HUD submissions.
- The City and Authority continue to collaborate with the QAD to implement identified changes to improve the HCV program operations.
- The Authority meets monthly with HUD's "Shortfall Prevention Team" (SPT) which notified the Authority on September 6, 2018 that its HCV HAP funding would have a shortfall. This continues to be true. However, the shortfall has dropped substantially from \$30M to less than \$10M since this notification. The Authority continues to work closely with the SPT and has significantly improved its financial and voucher utilization reporting. This approach provides a uniform understanding of the Authority's shortfall position and a consistent mechanism for supplemental shortfall funding from HUD.

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

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

### **Addressing Barriers to Housing 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.

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

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

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

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<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 2013 Analysis of Impediments to Fair Housing Choice.



### *Secondary Units*

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

### *Smaller Units*

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

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

### *Rental Units*

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

### Identify and Implement Creative Financing Strategies

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

### *Jobs-Housing Linkage Program*

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

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

#### *Historic Rehabilitation Tax Credits*

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

#### *Citywide Inclusionary Housing Program*

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

#### *Tax Increment Financing*

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

#### *Housing Trust Fund*

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

#### *2015 Proposition A General Obligation Bond Proceeds*

San Francisco voters approved Proposition A in November 2015, which approved the sale of \$310 million in general obligation bonds to finance the construction, acquisition, improvement, rehabilitation, preservation and repair of affordable housing for low and middle income households, including funding specifically for new development in the Mission neighborhood. Please see the section above for more detail about uses of the bond in 2019-2020.

#### Reduce Regulatory Barriers

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

required by local law and granting unlimited zoning exceptions including an increase in height by 3 floors and substantial increase in residential density.

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

#### Address NIMBYISM

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

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

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

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

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

Due to high housing costs, economic conditions, poverty and unemployment, a significantly large number of low-income San Franciscans are not economically self-sufficient. The limited resources that are available to support programs and services that help individuals and families to become self-sufficient are inadequate. The situation is made worse by reductions in funding at the federal, state and

local government levels at the same time as needs are increasing due to the weak economy. To minimize the impact of the City's limited resources, MOHCD and OEWD have increased our strategic coordination with other City departments in an effort to avoid duplication of services and to maximize the leveraging of federal, state and local dollars.

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

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

MOHCD funds the Healthy Homes and Lead-Based Paint Hazard Control program and works in a highly collaborative infrastructure of City agencies and non-profit organizations to address childhood lead poisoning, lead hazards, and other health conditions stemming from poor quality housing in low-income communities and to address the problem in dilapidated housing with its Code Enforcement Rehab Program. Fundamental to addressing lead hazards is the San Francisco Department of Public Health code enforcement because they have the legislative authority to cite property owners with a notice of violation whenever there is visibly deteriorated paint in the exterior or interior of a pre-1978 building where children under six may be exposed to the lead hazard. These violations become direct referrals to MOHCD, which provides assistance for the assessment and remediation services of lead hazards in low-income tenant- and owner-occupied housing. The Office of Employment and Workforce Development provides other comprehensive lead abatement services through its workforce development lead abatement training program.

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

San Francisco is perceived as a wealthy area with a median household income of \$118,400. Comparatively, the Insight Foundation's Self-Sufficiency Standard assesses San Francisco's family self-sufficiency earnings between \$77,600 and \$148,200, depending on the age of the family's children.

By the federal poverty standard, about 10.1% of San Franciscans live in poverty. In contrast, San Francisco Human Service Agency uses the 200% Federal Poverty Level (FPL) measure to determine public benefits eligibility. At this point-in-time, residents experiencing poverty by San Francisco's standards make five times less than the city's median income earners. San Franciscans would need to make approximately 400% FPL in order to achieve self-sufficiency salaries. By these income measures, approximately 40% of city residents are not economically self-sufficient according to the U.S. Census Bureau's 2016 1-Year American Community Survey.

According to Chief Economist, Ted Egan, between 1990 and 2010, the population living in Extremely Low / Very Low income households (those earning less than 50% of Area Median Income) has grown the most. Growth has also been seen in households earning over 150% of area median income, and, to a lesser extent, in those earning 120-150% of AMI. The low income population (50-80% of AMI) has seen very slight growth, and the moderate income population (80-120%) experienced a decline in absolute numbers.

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

OEWD has implemented evidence-based sector academies and programs that provide access to employment opportunities for our priority populations, those most affected by wealth disparity. Our sectors – healthcare, construction, information and communications technology, and hospitality – were selected because of their high growth potential, entry-level employment opportunities, and more importantly, because of their pathways to self-sufficiency and economic security. OEWD's programming also includes services for more vulnerable populations, including justice-involved individuals, immigrants with limited English proficiency, immigrants with professional or specialized training, veterans, individuals with intellectual or developmental disability, individuals living with HIV/AIDS, and members of the LGBTQ+ community.

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. Despite our \$11 billion two-year budget and an unprecedented decade of continuous growth, our city economy remains fragile while 10.1% of our residents live in poverty and 40% do not earn sufficiency wages.

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

policy development, the formation of equitable redevelopment, enhanced service access and social capital in areas of concentrated poverty.

The Center for American Progress’ Task Force on Poverty recommended that poverty alleviation strategies includes the following four principles:

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

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

### **Smart Government**

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

#### **“On-Ramp” Programs to Address City Goals**

Policy area	Homelessness	Asset Building/Homeownership	Employment	Youth/Education
Goal	To end chronic homelessness	Asset building for low- and moderate-income residents	Living-wage jobs with opportunities for career advancement	All students graduate high school and have the ability to go to college
City strategy	<b>Housing First</b> is a successful program that places homeless individuals into	<b>City’s First Time Homebuyers’ Program</b> helps low-income residents afford to own in San Francisco	<b>Four Sectors</b> have been identified by OEWD as having high growth potential for our	<b>SF Promise</b> guarantees college financial assistance for SF students who do well in

Policy area	Homelessness	Asset Building/Homeownership	Employment	Youth/Education
	permanent supportive housing with wrap around services		city. Job training and development programs are aligned around those sectors	school and graduate high school
"On-Ramp"	<b>Project Homeless Connect</b> reaches out to homeless individuals every other month and provides a one-stop shop of health and human services for them	<b>Bank on San Francisco</b> 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 <b>Financial Empowerment Center Initiative</b> is an inter-departmental program to support centers that will conduct financial triage, set goals, and establishes action plans in 5 service areas: money management, improved credit, decreased debt, safe and affordable banking relationships, and build savings	<b>Career Pathways that promote job mobility and advancement:</b> Creating career pathways that support the ability of residents and workers to attain the industry relevant/recognized skills employers are looking for is key to job mobility and advancement in the San Francisco labor market. Working in partnership with employers, the City will continue to implement industry-driven pathway approaches that cross learning at the K-12 and post-secondary levels.	<b>Promise Neighborhood</b> is a federal Department of Education-supported program that brings together City departments and community-based organizations to transform a low-income, largely immigrant neighborhood by linking family economic security with student academic achievement. It creates a comprehensive, integrated framework of evidence-based services that responds to urgent needs and builds on the foundation of student, family, community, and school strengths and assets. <b>The City's Family Resource Center Initiative</b> brings national and local best practices in parent education

Policy area	Homelessness	Asset Building/Homeownership	Employment	Youth/Education
				and family support to high need communities. This inter-departmental program has tracks for parents of new babies, preschoolers and young kids. It provides support for all parents so they can help each other in the knowledge that it “takes a village”.

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

### **Community Voice**

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

### **Shared Data and Goals**

The first fundamental change is to create a mechanism to better share data across City agencies. Sharing data is critical as it allows us to identify specific families in multiple systems of care, who require multiple interventions. Understanding the complete needs of an individual and family helps City programs provide a more customized set of services to those families, ensure those services are coordinated, and identify where there are gaps in services that need to be addressed. Residents will be able to provide informed consent to participate in data sharing.

### **Sector Based Approach to Workforce Development**

San Francisco has identified a sector, or industry-based approach to organize key aspects of its workforce development activities. Sector-based programs are skill-development that align training to



meet the specific demands of growing or high demand industries. They incorporate case management, career counseling, and job search assistance for workers.

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

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

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

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

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

### ***Serious Collaboration***

The City will bring together public and philanthropic funding, tap into nonprofit expertise, and work with businesses and corporations to make sure that opportunity is accessible for all people in our

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<sup>2</sup> Roder, Anne; Clymer, Carol; Wyckoff, Laura; *Targeting Industries, Training Workers and Improving Opportunities*; Public Private Ventures 2010

communities and that every community can fully contribute its strengths and unique culture to our collective prosperity.

### **Nonprofit Collaboration**

The City cannot do this work alone. There are hundreds of nonprofit organizations that provide critical services, reach out to residents and advocate for change. Without these organizations the social service delivery system simply will not work. However, through surveys and focus groups, we heard from residents that the quality of services was uneven. We also heard from nonprofits themselves that they lacked access to the kind of training and capacity building they believed they needed in order to reach their full potential. The City is working with community-based organizations (CBOs) through a number of capacity building City initiatives to develop new capacity building supports and deeper partnerships. This include the Capacity Building Project within the City's Controller's Office; MOHCD's capacity building programs; the Department of Children, Youth and their Family's capacity building programs; and the Nonprofit Sector Initiative within the Office of Economic and Workforce Development.

### **Private Investment**

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

The City sees foundations playing several roles:

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

### **Actions taken to develop institutional structure. 91.220(k); 91.320(j)**

The large number of non-profit organizations serving low-income communities in San Francisco is both an asset and a challenge. With a long history of serving the community, the sheer number of non-profits leads to increased competition for limited resources. Conversely, the benefits of a rich variety of social service organizations often translates to more community-based and culturally competent services for low-income residents. Lack of organizational capacity of non-profits is another gap in institutional structure. In response, the City is engaged in an ongoing effort to work with non-profits in organizational and programmatic capacity building to improve the effectiveness and efficiency of service delivery.

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

Another example is the Alignment Committee, which was created in 2014 to undertake long and short-term planning for the City's workforce development programs, to set goals and priorities for these

programs, to coordinate workforce development activities among City departments, and to monitor their effectiveness. In 2019/2020, the Alignment Committee was extended and continues to engage with stakeholders throughout San Francisco to refine this plan into a comprehensive strategy for City workforce development services and investments. Among other stakeholders, the Alignment Committee will hear from jobseekers, employers, community based organizations, labor, and education and training partners.

In addition, staff of the Mayor's Office of Housing and Community Development and the Office of Economic and Workforce Development uses the Consolidated Plan/Action Plan development process as an opportunity to engage other departments in a dialogue about the current developments and priorities. This dialogue aids the City in being more strategic in the investment of Consolidated Plan dollars.

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

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

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

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

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

people requiring supportive services, etc.), while RFPs are generally issued for specific development sites. Staff develops funding and general policy recommendations to the Loan Committee.

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

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

MOHCD also coordinates its HOPWA housing activities closely with the San Francisco Housing Authority, in particular when a HOPWA subsidized unit is also supported by a project-based Section 8 voucher.

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

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

## **CR-40 - Monitoring 91.220 and 91.230**

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

### **Monitoring for Community Development Activities**

#### Managing Grants and Loans

In program year 2019-2020, the Community Development Division of MOHCD administered CDBG public facility, non-workforce development public service and organizational planning/capacity building activities; and HOPWA rental assistance and supportive services programs. MOHCD's Housing Division administered the housing activities of the CDBG and HOPWA programs; and all HOME activities. The Office of Economic and Workforce Development (OEWD) administered CDBG economic development and workforce development activities. The Department of Homelessness and Supportive Housing administered all but one of the ESG activities; the remaining ESG activity was administered by MOHCD.

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

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

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

#### For CDBG, ESG and HOPWA Grants

Each agency receiving a CDBG, ESG and/or HOPWA grant entered into a grant agreement which stipulates the conditions upon which the grant was awarded, the performance outputs and program outcomes to be met, and the budget. Regular program performance reports were required of grant recipients, along with financial reports. Program site visits were conducted to determine client eligibility, compliance with Federal and local requirements and program progress. Since most CDBG Public Services grants qualified as limited clientele activities, recipient organizations had to demonstrate that they were verifying income eligibility for their clients to MOHCD and OEWD grant coordinators/community builders at site visits.

For each grant, a MOHCD/OEWD grant coordinator/community builder was responsible for providing technical assistance, reviewing progress reports, conducting on-site visits when appropriate, and evaluating performance outputs and program outcomes. The grant coordinator/community builder was also responsible for reviewing monthly expenditure reports and monitoring for fiscal compliance with regulations and accounting policies. In 2019-20, MOHCD continued to dedicate a full-time staff person to focus exclusively on fiscal and compliance monitoring for all of its federally-funded grants.

#### For CDBG-Assisted Business Loans

Each loan recipient was required to enter into an agreement that stipulates the loan conditions and repayment schedule. The borrower was required to comply with a first source hiring agreement covering all jobs to be created as a condition of the loan.

#### Capacity Building for MOHCD/OEWD Staff and Delegate Agencies

In 2019-2020, MOHCD and OEWD continued to invest in the training of its staff to build internal capacity so that MOHCD and OEWD could better assist its delegate agencies on both organizational and programmatic development. Organizational capacity building needs of delegate agencies include financial management, human resource management, technical assistance with compliance with federal and local regulations, Board of Directors development and program evaluation. MOHCD and OEWD collaborated on aligning requests for proposals to minimize administrative burden for delegate agencies.

During the program year, MOHCD and OEWD staff worked closely with the Controller's Office and other City departments in assisting grantees to build internal capacity and to ensure compliance with all city, state and federal requirements.

### **Monitoring for Housing Activities**

#### Single Family (Owner-Occupied) Properties

MOHCD monitored 287 single-family owner-occupied MOHCD-funded properties in 2019-2020 to ensure ongoing compliance with the program requirements, specifically that owners continue to reside in the assisted property; that they retain title to the property; and that property taxes are current. MOHCD continues to monitor all owner-occupied properties on a rolling basis to ensure compliance with regulations and standards of the City's housing programs. In 2019-2020, MOHCD staff brought 12 households into compliance and referred an additional 7 non-program compliant homeowners to the City Attorney's Office for the collection of over \$1 million dollars in legal settlements from these noncompliant homeowners.

### Multifamily Properties

MOHCD monitors the compliance of 377 City-assisted multifamily rental projects, including 134 CDBG- and HOME-funded rental housing projects to assure compliance with program requirements. Monitoring activities included review of: (1) tenant income and rent schedules; (2) management and maintenance reports; and (3) income and expense statements, including financial statements and use of program income. MOHCD continues to work with rental property owners and their property management agents to ensure ongoing compliance with tenant income and rent restrictions as well as HUD housing quality standards and local code.

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

MOHCD was scheduled to perform HOME inspections on 11 HOME-funded projects between March and June 2020. However, MOHCD suspended all HOME inspections for 2019-2020 due to COVID-19 shelter-in-place orders. MOHCD informed HUD of its suspension of HOME inspections on March, 31, 2020 and on April 1, 2020 received acknowledgement and acceptance of the inspection suspension by HUD-CPD staff.

The following is the list of 11 HOME-funded projects that would have been inspected between March and June 2020.

<b>Project Name</b>	<b>Street Number</b>	<b>Street Name</b>	<b>Sponsor</b>	<b>Project Units</b>	<b>Last Inspection</b>
Britton Courts	1250	Sunnydale	Mercy Housing California	92	6/28/17
Church Street Apartments	1	Church	Bridge Housing	93	4/14/17
Folsom + Dore Apartments	1346	Folsom	Tenderloin Neighborhood Development Corporation	98	5/18/17
Kelly Cullen Community	220	Golden Gate	Tenderloin Neighborhood Development Corporation	174	6/21/18
Eddy & Taylor Family Housing	168	Eddy	Tenderloin Neighborhood Development Corporation	113	
Willie B. Kennedy Senior Housing	1239	Turk	Tenderloin Neighborhood Development Corporation	98	6/20/18
Vera Haile Senior Housing	129	Golden Gate	Mercy Housing California / St. Anthony's	90	3/23/17
John Burton Advocates for Youth Housing Complex	800	Presidio	Booker T. Washington Community Service Ctr / JSCo	50	6/27/18
Madonna Residence	350	Golden Gate	Mercy Housing California	70	5/31/18

<b>Project Name</b>	<b>Street Number</b>	<b>Street Name</b>	<b>Sponsor</b>	<b>Project Units</b>	<b>Last Inspection</b>
Arc Mercy Community	1099	Masonic	Mercy Housing California	17	6/13/18
1296 Shotwell Senior Housing	1296	Shotwell	Chinatown Community Development Center and Mission Economic Development Agency	94	N/A



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

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

The Draft 2019-2020 CAPER is available to the public for review and comment between November 30, 2020 and December 14, 2020. The City published a notice on the MOHCD, OEWD and HSH websites on November 20, 2020 informing the public of the availability of the draft document for review and comment. The notice was also emailed to MOHCD's list of community organizations and stakeholders that is used for outreach purposes. See Appendix C for the proof of publication for the notice of availability of the Draft 2019-2020 CAPER for public review and comment. Due to the current shelter in place order, hard copies of the draft document is not available. The public has access to an electronic copy of the draft document on the MOHCD, OEWD and HSH websites.

**CR-45 - CDBG 91.520(c)**

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

No changes.

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

## CR-50 - HOME 91.520(d)

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

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

In 2019-2020, MOHCD was scheduled to inspect 11 HOME- funded properties, but suspended all HOME inspections due to coronavirus shelter-in-place directives starting in March 2020. MOHCD staff informed HUD of the inspection suspension on March 31, 2020. Please see CR-40 for a specific list of HOME-funded properties originally scheduled to be inspected.

MOHCD designates all units as HOME-assisted units in any project that receives HOME funding.

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

The project has met affordability and other leasing provisions set forth in the funding agreement/s entered into with CCSF during the entire reporting period. As of the end date of the reporting period, _____ units ( <i>supply exact number</i> ) were occupied or held vacant and available for rental by low-income tenants meeting the income qualifications pursuant to the funding agreement/s entered into with CCSF.
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The undersigned has obtained a tenant income certification and/or third party documentation to support that certification from each tenant household occupying a unit restricted to occupancy by income-qualified tenants. All income certifications are maintained onsite with respect to each qualified tenant who resides in a unit or resided therein during the immediately preceding business year.
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The total charges for rent and a utility allowance to each income-qualified tenant in a restricted unit do not exceed the maximum rent specified in the funding agreement/s entered into with CCSF as adjusted by the most recent HUD income and rent figures, which have been taken from the figures that are supplied by MOHCD on its website.
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## **Provide an assessment of the jurisdiction's affirmative marketing actions for HOME units. 92.351(b)**

MOHCD continues to rigorously review the affirmative marketing efforts of all of its borrowers at initial marketing and when developers open their wait lists. Monitoring marketing efforts continued to improve greatly and became even more efficient in 2019-2020 with MOHCD expanding its online application and listing system called Database of Affordable Housing Listings and Applications (DAHLIA) for new rental opportunities and the replenishment of waitlists for existing affordable housing.

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

MOHCD committed \$1,113,709 in HOME Program Income in Fiscal Year 2019-2020.

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

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

## CR-55 - HOPWA 91.520(e)

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

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

<b>Number of Households Served Through:</b>	<b>One-year Goal</b>	<b>Actual</b>
Short-term rent, mortgage, and utility assistance payments	90	104
Tenant-based rental assistance	200	194
Units provided in transitional housing facilities developed, leased, or operated with HOPWA funds	22	22
Units provided in permanent housing facilities developed, leased, or operated with HOPWA funds	230	213
<b>Total</b>	<b>542</b>	<b>533</b>

**Table 14 – HOPWA Number of Households Served**

### Narrative

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

For both the Five-Year Consolidated Plan and the 2019-2020 annual performance periods, HOPWA program goals and objectives were substantially met as evidenced by maximum occupancy of capital projects and rental assistance programs, service utilization, and program stability. HOPWA funds were disbursed and utilized in a timely way.

While no real barriers impacted overall HOPWA Program delivery or success, the exorbitant cost of living and inflated San Francisco housing market continually provided barriers, such as longer and more competitive housing searches, for HOPWA tenants. San Francisco's FMR was increased substantially based on a regional rent study whose findings were accepted by HUD, which has resulted in a significant number of landlords asking for an increase in rent and further depleting our limited HOPWA funds that support long-term rent subsidies.

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

that partner in ensuring HIV Housing services are provided in a fair and equitable manner. This has culminated in the recent draft of the HIV Housing plan for 2020-2025.

For fiscal year 2019-2020, MOHCD entered into an inter-governmental fiscal agreement with the San Mateo County AIDS Program which determines priorities for funding, selects project sponsors, administers the HOPWA funds, and ensures that all HOPWA regulations have been satisfied for their jurisdiction.

Funding for 2019-2020 is summarized as follows:

County	Funding Per Action Plan	FY 19-20 Expenditures
San Francisco	\$6,378,962	\$6,878,341
San Mateo	\$801,772	\$801,772
Total – San Francisco EMSA	\$7,180,734	\$7,680,113

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

### **San Francisco Priorities, Allocations and Accomplishments**

The U.S. Department of Housing and Urban Development (HUD) estimates that, in 2017, 2,280 individuals in California were simultaneously living with HIV/AIDS and experiencing homelessness. Ensuring HIV/AIDS households are able to navigate housing resources and secure housing is critical to preventing homelessness for the PLWHA community. The San Francisco Department of Public Health noted in the 2019 HIV Epidemiology report that 18% of new HIV diagnosis' were among those that are homeless.<sup>3</sup>

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

Community input was an integral part of the strategic planning process; In a series of focus groups conducted by MOHCD, PLWHA and HIV/AIDS service providers pointed out several characteristics that can improve the housing environments of PLWHA. These include safety, quiet and personal outdoor space, having a liaison between building management and tenants, and management being respectful and knowledgeable about HIV/AIDS.

Several notable trends remain important implications for addressing the housing needs of individuals living with HIV and AIDS in San Francisco.

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<sup>3</sup>2019 SF HIV Epidemiology Report:

[https://www.sfdph.org/dph/files/reports/RptsHIVAIDS/AnnualReport2019\\_Indigo\\_20200914\\_Web\\_fixed.pdf](https://www.sfdph.org/dph/files/reports/RptsHIVAIDS/AnnualReport2019_Indigo_20200914_Web_fixed.pdf)

- Housing in San Francisco has become increasingly expensive, exceeding the values established by HUD's Fair Market Rents (FMR) and making it difficult for subsidy programs to be implemented effectively.
- As of December 31, 2019, 69% (N=10,939) of persons living with HIV were aged 50 years and older.<sup>4</sup>
- Persons with HIV/AIDS are living longer and have more stable health status due to antiretroviral therapy.

Some key insights emerging from the unmet needs analysis include the following:

- Among HIV+ homeless individuals, the estimates are highest for subpopulations with co-occurring disorders, disabling HIV/AIDS, and chronic homelessness. Comparing and contrasting these subpopulations reveals that a higher proportion of individuals experience co-occurring disorders than either disabling HIV/AIDS or chronic homelessness.
- Among HIV+ individuals at-risk for being homeless, estimates are highest for seniors and those not receiving care. Current and future support services should tailor their efforts to meet the needs of these subpopulations, and expanding the supportive housing services available would be one mean of doing so.

Examining the time trends of financial support available for HIV/AIDS housing services suggests a discouraging outlook. Ryan White CARE and General Fund support have remained approximately the same since 2007. Given inflation, significant increases in housing costs and increasing costs of service delivery over time, plateaus in funding effectively amount to fewer resources available for HIV/AIDS housing. Support from HOPWA funding in 2020 is now less than that available in 2007, although costs have increased in every area of housing over the past 10 years.

Looking forward, a new HOPWA funding formula has been signed into law as a result of the Housing Opportunity Through Modernization Act of 2016 that was signed into law on July 29, 2016. This new formula is based in part on the number persons living with HIV/AIDS rather than cumulative AIDS cases, and incorporates local housing costs and poverty rates into the formula. The combination of these factors will negatively impact San Francisco's allocation significantly. The projection released by HUD in August, 2017 indicated that this new formula could result in a reduction in HOPWA funding to San Francisco of as much as \$1.3 million by 2022. The impact of this formula change in San Francisco has the potential to further reduce the number of HOPWA funded subsidies as well as reductions in capital.

The strategic planning process also focused on system improvements to make the current array of programs and services more responsive to client needs and the current housing market. System change discussions focused on:

- Matching clients with the best housing program to meet their need.
- Developing a more agile system to respond to clients' changing housing and health needs, as well as other changes to their situations (e.g. income changes).
- Ensuring that the array of housing programs more proportionally matches the needs of the current HIV+ population.

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<sup>4</sup> SF HIV Epidemiology Report:

[https://www.sfdph.org/dph/files/reports/RptsHIVAIDS/AnnualReport2019\\_Indigo\\_20200914\\_Web\\_fixed.pdf](https://www.sfdph.org/dph/files/reports/RptsHIVAIDS/AnnualReport2019_Indigo_20200914_Web_fixed.pdf)

Since the creation of the initial Five-Year Plan, the annual HOPWA budget has been developed in consultation with DPH's HIV Health Services Office and the Planning Council. The FY 2019-2020 annual budget was presented to the public through the MOHCD website, at a public hearing for citizens and consumers, and before San Francisco's Board of Supervisors prior to final approval.

The FY 2019-2020 Action Plan anticipated \$6,378,962 in HOPWA funding from annual formula allocation of \$6,328,962 and program income of \$50,000. Expenditures during FY 19-20 totaled \$6,878,341 of which \$6,245,362 was funded from annual formula funds and \$632,979 from program income received during FY 2019-2020.

	Funding Per Action Plan	FY 19-20 Expenditures
Capital Improvement Projects	\$193,592	\$747,460
Rental Assistance Program	\$3,443,166	\$3,358,890
Supportive Services and Operating Costs	\$2,504,336	\$2,534,061
Housing Information/Referral Services	\$48,000	\$46,159
Grantee Administrative Expenses	\$189,868	\$191,771
Total	\$6,378,962	\$6,878,341

The priorities and objectives of the HOPWA program as reflected in the 2019-2020 Action Plan included:

- Rental Assistance Program (194 tenant based rental assistance subsidies)

During 2019-2020, \$3.3 million was spent on rental assistance (48% of total expenditures). The program provided monthly rental subsidies and housing advocacy services to 194 households during FY 2019-20. In addition, case management services and employment assistance/training were provided to 60 clients through the Second Start Program. Partial rent subsidies for the 60 households were funded by a separate HOPWA Competitive Grant.

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

- Services and operating subsidies for five licensed residential care facilities for people with HIV/AIDS and two other facilities for people with HIV/AIDS (192 units—181 in permanent housing facilities and 11 in transitional short-term housing facilities).

During 2019-2020, \$2.5 million was spent on supportive services and operating subsidies at these 7 facilities (37% of total expenditures) with 228 unduplicated residents assisted. This program was also supplemented with \$1.3 million in San Francisco General Funds during the fiscal year. All residents are required to have an income below HUD's very low-income standard—50% of Area Median Income (AMI).

Case managers at the programs coordinate care for residents ensuring maximum usage of available resources. HOPWA provides the largest percentage of funding to these projects, covering supportive services (including nursing care) and a portion of operating expenses. Funding for these programs and facilities are supplemented with federal Ryan White funds, Section 8 project-based vouchers, project sponsor contributions, and private sector funding including grants and donations.



- Capital Improvement Projects:

During FY 2019-2020, \$747,460 was spent on five capital improvement projects approved in prior years of which three of the projects were completed. Two of the three projects completed were at residential care facilities that also received HOPWA funding for supportive services and operating subsidies (64 residents). The other completed project served 7 residents. Two projects are in progress with completion projected in the next year. There are three other capital improvement projects which have been approved for funding through the Request for Proposal (RFP) process, but not yet started.

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

The HIV Housing Referral List (HHRL), a waitlist managed by the SF Department of Public Health, served persons with HIV/AIDS for programs including HOPWA's Housing Subsidy Assistance Services. HHRL has been closed to new applicants, but in the fall of 2017, a new housing access placement program, called "Plus Housing" was created as part of MOHCD's new affordable housing data portal, Database for Affordable Housing Listings, Information, and Applications (DAHLIA). Since its creation the Plus Housing access placement program has provided a waitlist in which HIV positive households are able to request assistance obtaining a HOPWA subsidized unit as well as a HOPWA full or partial subsidy. As of September 2020, there were over 800 applicants requesting assistance; this highlights the difficulty HOPWA programs face with little to no increase in funding within the last 5 years.

Projects selected to receive HOPWA funding are required to provide supportive services and to demonstrate the ability to access community-based HIV services, such as those funded under the Ryan White CARE Act and other public and private sources.

The following barriers were encountered during the program year:

- |   |  |  |  |
|---|--|--|--|
| <input checked="" type="checkbox"/> HOPWA/HUD Regulations | <input type="checkbox"/> Planning                      | <input checked="" type="checkbox"/> Housing Availability | <input checked="" type="checkbox"/> Rent Determination and Fair Market Rents |
| <input type="checkbox"/> Discrimination/Confidentiality   | <input checked="" type="checkbox"/> Multiple Diagnoses | <input type="checkbox"/> Eligibility                     | <input type="checkbox"/> Technical Assistance or Training                    |
| <input checked="" type="checkbox"/> Supportive Services   | <input checked="" type="checkbox"/> Credit History     | <input checked="" type="checkbox"/> Rental History       | <input checked="" type="checkbox"/> Criminal Justice History                 |
| <input checked="" type="checkbox"/> Housing Affordability | <input type="checkbox"/> Other, please explain further |  |  |

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

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

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

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

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

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

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

Program Contact

Mayor's Office of Housing and Community Development – Manuel S. Vasquez, HIV Housing Programs Manager (415-701-5253, [manuel.s.vasquez@sfgov.org](mailto:manuel.s.vasquez@sfgov.org))

***San Mateo Priorities, Allocations and Accomplishments***

San Mateo County's share of HOPWA funding for FY 2019-20 totaled \$801,772 and was fully expended during the fiscal year.

<b><i>Categories</i></b>	<b>Funding Per Action Plan</b>	<b>FY 19-20 Expenditures</b>
Rental Assistance Program	\$609,384	\$609,384
Supportive Services	\$149,382	\$149,382
Project Sponsor Administrative Exp	\$43,006	\$43,006
Total	\$801,772	\$801,772

From the total amount of the award, \$652,390 or 81% was utilized to provide housing services including, short-term rent, mortgage, emergency financial assistance, move-in costs, housing information and related project sponsor administrative expenses. \$149,382 or 19% of funding was used to provide case management services.

Housing affordability has turned out to be a long-term challenge for residents of San Mateo County. Housing affordability in the County continues to decline every year, while market average rents continue to climb higher and higher. According to September 2019 reports from Apartmentlist.com, San Mateo's median rent for a single bedroom unit was \$2,515 and for two bedrooms was \$3,415. This is a 2.5% increase from the previous year. Policymakers, state and county legislators have been trying to come up with legislation to help alleviate the housing crisis.

Some proposed bills to help finance affordable housing may eventually help, but at the present time our clients are not getting a lot a relief. According to a recent study by the National Low Income Housing Coalition (NLIHC), a "fair-market" one-bedroom rate of \$2,500 rent would require at least an annual income of \$99,960 or an hourly rate of \$48.06. These amounts are too high for clients of the program to be able to afford; the difficulty of clients finding employment in general further increases the challenges of affordable housing.

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

A. Rental Assistance Program:

104 households were assisted during this fiscal year with short-term/emergency rental assistance and 10 of these households also received housing placement services. The 2019-20 Action Plan anticipated that 90 households would be served during the fiscal year. Also, 153 households received housing information services during the year.

Ninety-two percent (92%) of clients who responded to a survey reported that the services they received from the program helped them maintain or improve their quality of life.

One hundred percent (100%) of clients who responded to a survey reported being satisfied, or very satisfied with the services they received during the previous year. During the year, announcements of openings at three new apartment complexes were sent to clients, as well as to the social workers at Edison Clinic (most referrals to our program come from Edison Clinic).

The program made use of CARES Act funds to pay rents for people whose income had been reduced because of COVID-19 precautions (e.g. workplace closures), resulting in recipients not having to worry about how to pay rent that was withheld, due to lack of income, during the pandemic.

The Mental Health Association of San Mateo County took COVID-19 precautions early in the pandemic for the safety of clients and staff. One of the precautions was to work with clients remotely, via Zoom, email, texts and the U.S. mail, instead of meeting face-to-face. No one who doesn't live, or work, on the property is permitted to enter the buildings or grounds. As a result, we no longer needed a receptionist, which has reduced program staffing by .80 FTE.

The number of households who received STRMU assistance increased by seventeen percent (17%), from 87 to 104, compared to last year.

#### B. Supportive Services:

For the 2019-20 Action Plan, Supportive Services/Medical Case management projected that 180 persons would receive case management services. 321 individuals received case management for need assessments, information and referrals and comprehensive case management, including treatment adherence and community-based services aimed to increase their access to care, improve their opportunities of achieving a more stable living environment, and reduce their risk of becoming homeless.

Our 2020 San Mateo County STD/HIV Program Client Satisfaction Survey had a smaller sample size of 98 due to COVID-19. In general 100% are satisfied with their social work and benefits counseling services. 82% responded that the benefits counselor or social worker improved their access to medical care with 13% stating "I don't know". 56% said the support services they received at the clinic reduced their risk of homelessness with 23% stating "I don't know".

#### Barriers and Trends

The following barriers were encountered during the program year:

- |   |   |  |   |
|---|---|--|---|
| <input checked="" type="checkbox"/> HOPWA/HUD Regulations | <input type="checkbox"/> Planning                                 | <input checked="" type="checkbox"/> Housing Availability | <input type="checkbox"/> Rent Determination and Fair Market Rents |
| <input type="checkbox"/> Discrimination/Confidentiality   | <input checked="" type="checkbox"/> Multiple Diagnoses            | <input type="checkbox"/> Eligibility                     | <input type="checkbox"/> Technical Assistance or Training         |
| <input type="checkbox"/> Supportive Services              | <input checked="" type="checkbox"/> Credit History                | <input checked="" type="checkbox"/> Rental History       | <input checked="" type="checkbox"/> Criminal Justice History      |
| <input checked="" type="checkbox"/> Housing Affordability | <input checked="" type="checkbox"/> Other, please explain further |  |   |

#### HOPWA/HUD Regulations

HOPWA regulations limit service to 21 weeks per year. This isn't always practical as it can take more time than that for clients to make progress toward stability. For example, it regularly takes 6 months to receive a response to a Social Security Disability application and clients rarely have enough income to pay rent while they wait.

#### Unemployment Insurance and COVID-19

We had hoped that the people who received CARES Act-funded services would be able to pay their own rents after receiving Unemployment Insurance, which we assumed would take about a month. In September, we still have clients who haven't received a response from the Employment Development Dept., even though they applied for the insurance several months ago. As a result, the program has used most of the CARES Act grant we received to support these clients. We foresee a continued need to help people who have lost income due to COVID-19.

#### Housing Affordability/Availability

The high cost and unavailability of housing in San Mateo County continue to be barriers to stable housing for our clients. The average, annual gross income for the people who received services last year was just over \$14,000. According to Statista, (<https://www.statista.com/statistics/203399/us-two-bedroom-housing-wage-by-county/>) someone living in San Mateo County must have an annual income of \$133,557 to be able to afford a 2 bedroom apartment. The National Low Income Housing Coalition reports the same figures (<https://reports.nlihc.org/oor/california>).

#### COVID-19

COVID-19 precautions have had an impact on working MHA clients. The majority have jobs in businesses that have closed, or that have reduced work hours (e.g. restaurants). Many are not eligible for benefit or insurance programs, which makes HOPWA one of the few resources that they can turn to. Additionally, because of the high cost of living in the County, many share their apartment or house with several people, putting them at increased risk of contracting the disease than if they lived alone or with fewer people. Fortunately, with insight, San Mateo County has created a program to house people who have been exposed to COVID-19 and who need help isolating. This should reduce the burden on family members when someone needs to isolate.

#### Need for more boards and care facilities

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

#### Program Contacts

San Mateo County STD/HIV Program - Matt Geltmaker, STD/HIV Program Director  
Mental Health Association of San Mateo County - Susan Platte, Program Coordinator

#### **HOPWA Performance Charts and Other Required Data**

All required charts and data of the HOPWA CAPER Measuring Performance Outcomes, not included in this section, are located at Appendix B.

**APPENDIX A: CR-60 - ESG 91.520(g) (ESG Recipients only)**  
**ESG Supplement to the CAPER in *e-snaps***

**For Paperwork Reduction Act**

**1. Recipient Information—All Recipients Complete**

**Basic Grant Information**

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

**ESG Contact Name**

<b>Prefix</b>	Mr
<b>First Name</b>	Brian
<b>Middle Name</b>	0
<b>Last Name</b>	Cheu
<b>Suffix</b>	0
<b>Title</b>	Director of Community Development

**ESG Contact Address**

<b>Street Address 1</b>	1 South Van Ness, 5th Floor
<b>Street Address 2</b>	0
<b>City</b>	San Francisco
<b>State</b>	CA
<b>ZIP Code</b>	94103-
<b>Phone Number</b>	4157015584
<b>Extension</b>	0
<b>Fax Number</b>	0
<b>Email Address</b>	brian.cheu@sfgov.org

**ESG Secondary Contact**

<b>Prefix</b>	Mr
<b>First Name</b>	Benjamin
<b>Last Name</b>	McCloskey
<b>Suffix</b>	0
<b>Title</b>	Deputy Director - Finance and Administration
<b>Phone Number</b>	4157015575
<b>Extension</b>	0

**Email Address**

benjamin.mccloskey@sfgov.org

**2. Reporting Period—All Recipients Complete**

**Program Year Start Date**

07/01/2019

**Program Year End Date**

06/30/2020

## APPENDIX B: HOPWA Information, Data Tables and Certifications

Per requirements in the HOPWA Consolidated Annual Performance and Evaluation Report (CAPER) Measuring Performance Outcomes with expiration date of 1/31/2021.

### Part 1: Grantee Executive Summary

#### 1. Grantee Information

<b>HUD Grant Number</b> CAH19-F003		<b>Operating Year for this report</b> <i>From (mm/dd/yy)</i> 07/01/19 <i>To (mm/dd/yy)</i> 6/30/20		
<b>Grantee Name</b> City and County of San Francisco				
<b>Business Address</b>		1 South Van Ness Avenue, 5 <sup>th</sup> Floor		
<b>City, County, State, Zip</b>	San Francisco	San Francisco	CA	94103-1267
<b>Employer Identification Number (EIN) or Tax Identification Number (TIN)</b>		94-6000417		
<b>DUN &amp; Bradstreet Number (DUNS):</b>		07-038-4255	<b>System for Award Management (SAM)::</b> <b>Is the grantee's SAM status currently active?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
<b>Congressional District of Grantee's Business Address</b>		8th		
<b>*Congressional District of Primary Service Area(s)</b>		8th    12th		
<b>*City(ies) <u>and</u> County(ies) of Primary Service Area(s)</b>		<b>Cities:</b> San Francisco		<b>Counties:</b> San Francisco
<b>Organization's Website Address</b>  <a href="http://www.sfgov.org/index.asp">http://www.sfgov.org/index.asp</a>		<b>Is there a waiting list(s) for HOPWA Housing Subsidy Assistance Services in the Grantee service Area?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <b>If yes, explain in the narrative section what services maintain a waiting list and how this list is administered.</b>		

\* Service delivery area information only needed for program activities being directly carried out by the grantee.



## 2. Project Sponsor Information

A. San Francisco:

<b>Project Sponsor Agency Name</b> Catholic Charities CYO		<b>Parent Company Name, if applicable</b>		
<b>Name and Title of Contact at Project Sponsor Agency</b>	Dr. Ellen Hammerle, Vice President of Client Services			
<b>Email Address</b>	ehammerle@catholiccharitiessf.org			
<b>Business Address</b>	1555 39 <sup>th</sup> Avenue			
<b>City, County, State, Zip</b>	San Francisco	San Francisco	CA	94122
<b>Phone Number (with area code)</b>	(415) 749-3807		<b>Fax Number (with area code)</b> (415) 972-1202	
<b>Employer Identification Number (EIN) or Tax Identification Number (TIN)</b>	94-1498472			
<b>DUN &amp; Bradstreet Number (DUNS):</b>	07-465-4880			
<b>Congressional District of Project Sponsor's Business Address</b>	8th			
<b>Congressional District(s) of Primary Service Area(s)</b>	8th			
<b>City(ies) <u>and</u> County(ies) of Primary Service Area(s)</b>	<b>Cities:</b> San Francisco		<b>Counties:</b> San Francisco	
<b>Total HOPWA contract amount for this Organization for the operating year</b>	\$1,770,342			
<b>Organization's Website Address</b> www.catholiccharitiessf.org		<b>Does your organization maintain a waiting list?</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
<b>Is the sponsor a nonprofit organization?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No  Please check if yes and a faith-based organization. <input checked="" type="checkbox"/> Please check if yes and a grassroots organization. <input type="checkbox"/>		<b>If yes, explain in the narrative section how this list is administered.</b>		

<b>Project Sponsor Agency Name</b> Dolores Street Community Services		<b>Parent Company Name, if applicable</b>		
<b>Name and Title of Contact at Project Sponsor Agency</b>	Enrique Roldan, Program Director			
<b>Email Address</b>	Enrique@dscs.org			
<b>Business Address</b>	938 Valencia Street			
<b>City, County, State, Zip</b>	San Francisco	San Francisco	CA	94110
<b>Phone Number (with area code)</b>	(415) 282-6209		<b>Fax Number (with area code)</b> (415) 282-2826	
<b>Employer Identification Number (EIN) or Tax Identification Number (TIN)</b>	94-2919302			
<b>DUN &amp; Bradstreet Number (DUNS):</b>	61-770-8888			
<b>Congressional District of Project Sponsor's Business Address</b>	8th			
<b>Congressional District(s) of Primary Service Area(s)</b>	8th			
<b>City(ies) and County(ies) of Primary Service Area(s)</b>	<b>Cities:</b> San Francisco		<b>Counties:</b> San Francisco	
<b>Total HOPWA contract amount for this Organization for the operating year</b>	\$454,808			
<b>Organization's Website Address</b> www.dscs.org		<b>Does your organization maintain a waiting list?</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
<b>Is the sponsor a nonprofit organization?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No  Please check if yes and a faith-based organization. <input type="checkbox"/> Please check if yes and a grassroots organization. <input type="checkbox"/>		<b>If yes, explain in the narrative section how this list is administered.</b>		

<b>Project Sponsor Agency Name</b> Larkin Street Youth Services		<b>Parent Company Name, if applicable</b>		
<b>Name and Title of Contact at Project Sponsor Agency</b>	Marnie Regen, Director of Public Funding			
<b>Email Address</b>	Mregen@larkinstreetyouth.org			
<b>Business Address</b>	134 Golden Gate Avenue			
<b>City, County, State, Zip</b>	San Francisco	San Francisco	CA	94102
<b>Phone Number (with area code)</b>	(415) 673-0911		<b>Fax Number (with area code)</b> (415) 749-3838	
<b>Employer Identification Number (EIN) or Tax Identification Number (TIN)</b>	94-2917999			
<b>DUN &amp; Bradstreet Number (DUNs):</b>	14-756-6517			
<b>Congressional District of Project Sponsor's Business Address</b>	12th			
<b>Congressional District(s) of Primary Service Area(s)</b>	12th			
<b>City(ies) and County(ies) of Primary Service Area(s)</b>	<b>Cities:</b> San Francisco		<b>Counties:</b> San Francisco	
<b>Total HOPWA contract amount for this Organization for the operating year</b>	\$348,144			
<b>Organization's Website Address</b> www.larkinstreetyouth.org		<b>Does your organization maintain a waiting list?</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
<b>Is the sponsor a nonprofit organization?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No  Please check if yes and a faith-based organization. <input type="checkbox"/> Please check if yes and a grassroots organization. <input type="checkbox"/>		<b>If yes, explain in the narrative section how this list is administered.</b>		

<b>Project Sponsor Agency Name</b> Maitri Compassionate Care		<b>Parent Company Name, if applicable</b>		
<b>Name and Title of Contact at Project Sponsor Agency</b>	Rusty Smith, Executive Director			
<b>Email Address</b>	rsmith@maitrisf.org			
<b>Business Address</b>	401 Duboce Avenue			
<b>City, County, State, Zip</b>	San Francisco	San Francisco	CA	94117
<b>Phone Number (with area code)</b>	(415) 558-3001		<b>Fax Number (with area code)</b> (415) 558-3010	
<b>Employer Identification Number (EIN) or Tax Identification Number (TIN)</b>	94-3189198			
<b>DUN &amp; Bradstreet Number (DUNS):</b>	78-685-1444			
<b>Congressional District of Project Sponsor's Business Address</b>	8th			
<b>Congressional District(s) of Primary Service Area(s)</b>	8th			
<b>City(ies) <u>and</u> County(ies) of Primary Service Area(s)</b>	<b>Cities:</b> San Francisco		<b>Counties:</b> San Francisco	
<b>Total HOPWA contract amount for this Organization for the operating year</b>	\$589,653			
<b>Organization's Website Address</b> www.maitrisf.org		<b>Does your organization maintain a waiting list?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No		
<b>Is the sponsor a nonprofit organization?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No  Please check if yes and a faith-based organization. <input type="checkbox"/> Please check if yes and a grassroots organization. <input type="checkbox"/>		<b>If yes, explain in the narrative section how this list is administered.</b>		

<b>Project Sponsor Agency Name</b> Rafiki Coalition for Health and Wellness		<b>Parent Company Name, if applicable</b>		
<b>Name and Title of Contact at Project Sponsor Agency</b>	Monique LeSarre, Executive Director			
<b>Email Address</b>	mlesarre@rafikicoalition.org			
<b>Business Address</b>	601 Cesar Chavez Street			
<b>City, County, State, Zip</b>	San Francisco	San Francisco	CA	94124
<b>Phone Number (with area code)</b>	(415) 615-9945		<b>Fax Number (with area code)</b> (415) 615-9943	
<b>Employer Identification Number (EIN) or Tax Identification Number (TIN)</b>	94-3098879			
<b>DUN &amp; Bradstreet Number (DUNS):</b>	60-810-0186			
<b>Congressional District of Project Sponsor's Business Address</b>	12th			
<b>Congressional District(s) of Primary Service Area(s)</b>	12th			
<b>City(ies) and County(ies) of Primary Service Area(s)</b>	<b>Cities:</b> San Francisco		<b>Counties:</b> San Francisco	
<b>Total HOPWA contract amount for this Organization for the operating year</b>	\$50,000			
<b>Organization's Website Address</b> www.rafikicoalition.org		<b>Does your organization maintain a waiting list?</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
<b>Is the sponsor a nonprofit organization?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No  Please check if yes and a faith-based organization. <input type="checkbox"/> Please check if yes and a grassroots organization. <input type="checkbox"/>		<b>If yes, explain in the narrative section how this list is administered.</b>		

<b>Project Sponsor Agency Name</b> Derek Silva Community		<b>Parent Company Name, if applicable</b> Mercy Housing California XVII, LP		
<b>Name and Title of Contact at Project Sponsor Agency</b>	Julie Sontag, Senior Asset Manager			
<b>Email Address</b>	julie.sontag@mercyhousing.org			
<b>Business Address</b>	1600 Broadway, Ste 2000			
<b>City, County, State, Zip</b>	Denver	Denver	CO	80202
<b>Phone Number (with area code)</b>	(415) 355-7108		<b>Fax Number (with area code)</b> (415) 355-7101	
<b>Employer Identification Number (EIN) or Tax Identification Number (TIN)</b>	94-3400496			
<b>DUN &amp; Bradstreet Number (DUNs):</b>	07-954-2182			
<b>Congressional District of Project Sponsor's Business Address</b>	8th			
<b>Congressional District(s) of Primary Service Area(s)</b>	8th			
<b>City(ies) <u>and</u> County(ies) of Primary Service Area(s)</b>	<b>Cities:</b> San Francisco		<b>Counties:</b> San Francisco	
<b>Total HOPWA contract amount for this Organization for the operating year</b>	\$50,000			
<b>Organization's Website Address</b> www.mercyhousing.org		<b>Does your organization maintain a waiting list?</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
<b>Is the sponsor a nonprofit organization?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No  <i>Please check if yes and a faith-based organization.</i> <input checked="" type="checkbox"/> <i>Please check if yes and a grassroots organization.</i> <input type="checkbox"/>		<b>If yes, explain in the narrative section how this list is administered.</b>		

<b>Project Sponsor Agency Name</b> Bernal Heights Housing Corp.		<b>Parent Company Name, if applicable</b>		
<b>Name and Title of Contact at Project Sponsor Agency</b>	Pura Nagrampa, CFO			
<b>Email Address</b>	pnagrampa@bhnc.org			
<b>Business Address</b>	515 Cortland Avenue			
<b>City, County, State, Zip</b>	San Francisco	San Francisco	CA	94110
<b>Phone Number (with area code)</b>	415-206-2140 x147		<b>Fax Number (with area code)</b>	
<b>Employer Identification Number (EIN) or Tax Identification Number (TIN)</b>	94-314-2001			
<b>DUN &amp; Bradstreet Number (DUNs):</b>	80-900-2637			
<b>Congressional District of Project Sponsor's Business Address</b>	8th			
<b>Congressional District(s) of Primary Service Area(s)</b>	8th			
<b>City(ies) <u>and</u> County(ies) of Primary Service Area(s)</b>	<b>Cities:</b> San Francisco		<b>Counties:</b> San Francisco	
<b>Total HOPWA contract amount for this Organization for the operating year</b>	\$41,000			
<b>Organization's Website Address</b> www.bhnc.org		<b>Does your organization maintain a waiting list?</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
<b>Is the sponsor a nonprofit organization?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No  Please check if yes and a faith-based organization. <input type="checkbox"/> Please check if yes and a grassroots organization. <input type="checkbox"/>		<b>If yes, explain in the narrative section how this list is administered.</b>		

<b>Project Sponsor Agency Name</b> Baker Places		<b>Parent Company Name, if applicable</b>		
<b>Name and Title of Contact at Project Sponsor Agency</b>	Jeremiah Gregory, Facilities Manager			
<b>Email Address</b>	jgregory@bakerplaces.org			
<b>Business Address</b>	170 9 <sup>th</sup> Street			
<b>City, County, State, Zip</b>	San Francisco	San Francisco	CA	94103
<b>Phone Number (with area code)</b>	415-777-0333		<b>Fax Number (with area code)</b> 415-777-1770	
<b>Employer Identification Number (EIN) or Tax Identification Number (TIN)</b>	94-1694551			
<b>DUN &amp; Bradstreet Number (DUNs):</b>	06-886-1384			
<b>Congressional District of Project Sponsor's Business Address</b>	12th			
<b>Congressional District(s) of Primary Service Area(s)</b>	12th			
<b>City(ies) and County(ies) of Primary Service Area(s)</b>	<b>Cities:</b> San Francisco		<b>Counties:</b> San Francisco	
<b>Total HOPWA contract amount for this Organization for the operating year</b>	\$28,830			
<b>Organization's Website Address</b> www.prcsf.org		<b>Does your organization maintain a waiting list?</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
<b>Is the sponsor a nonprofit organization?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No  Please check if yes and a faith-based organization. <input type="checkbox"/> Please check if yes and a grassroots organization. <input type="checkbox"/>		<b>If yes, explain in the narrative section how this list is administered.</b>		



<b>Project Sponsor Agency Name</b> Brilliant Corners		<b>Parent Company Name, if applicable</b>		
<b>Name and Title of Contact at Project Sponsor Agency</b>	Nelly To, Associate Director			
<b>Email Address</b>	nto@brilliantcorners.org			
<b>Business Address</b>	1390 Market Street #405			
<b>City, County, State, Zip</b>	San Francisco	San Francisco	CA	94102
<b>Phone Number (with area code)</b>	415-618-0012		<b>Fax Number (with area code)</b> (415) 618-0228	
<b>Employer Identification Number (EIN) or Tax Identification Number (TIN)</b>	56-2379862			
<b>DUN &amp; Bradstreet Number (DUNs):</b>	16-772-5436			
<b>Congressional District of Project Sponsor's Business Address</b>	12th			
<b>Congressional District(s) of Primary Service Area(s)</b>	12th			
<b>City(ies) <u>and</u> County(ies) of Primary Service Area(s)</b>	<b>Cities:</b> San Francisco		<b>Counties:</b> San Francisco	
<b>Total HOPWA contract amount for this Organization for the operating year</b>	\$286,583			
<b>Organization's Website Address</b> www.brilliantcorners.org		<b>Does your organization maintain a waiting list?</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
<b>Is the sponsor a nonprofit organization?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No  Please check if yes and a faith-based organization. <input type="checkbox"/> Please check if yes and a grassroots organization. <input type="checkbox"/>		<b>If yes, explain in the narrative section how this list is administered.</b>		

B. San Mateo County:

<b>Project Sponsor Agency Name</b> Mental Health Association of San Mateo County		<b>Parent Company Name, if applicable</b>		
<b>Name and Title of Contact at Project Sponsor Agency</b>	Susan Platte, Program Coordinator			
<b>Email Address</b>	SusanP@mhasmc.org			
<b>Business Address</b>	2686 Spring Street			
<b>City, County, State, Zip</b>	Redwood City	San Mateo County	CA	94063
<b>Phone Number (with area code)</b>	(650) 363-2834		<b>Fax Number (with area code)</b> (510) 350-9176	
<b>Employer Identification Number (EIN) or Tax Identification Number (TIN)</b>	94-6034112			
<b>DUN &amp; Bradstreet Number (DUNS):</b>	01-873-5159			
<b>Congressional District of Project Sponsor's Business Address</b>	14th			
<b>Congressional District(s) of Primary Service Area(s)</b>	Parts of 14 <sup>th</sup> and 18 <sup>th</sup> Districts			
<b>City(ies) <u>and</u> County(ies) of Primary Service Area(s)</b>	<b>Cities:</b> All Cities in San Mateo County		<b>Counties:</b> San Mateo County	
<b>Total HOPWA contract amount for this Organization for the operating year</b>	\$652,390			
<b>Organization's Website Address</b> www.mhasmc.org		<b>Does your organization maintain a waiting list?</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
<b>Is the sponsor a nonprofit organization?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No  Please check if yes and a faith-based organization. <input type="checkbox"/> Please check if yes and a grassroots organization. <input type="checkbox"/>		<b>If yes, explain in the narrative section how this list is administered.</b>		

<b>Project Sponsor Agency Name (Admin Sub-recipient)</b> County of San Mateo		<b>Parent Company Name, if applicable</b>		
<b>Name and Title of Contact at Project Sponsor Agency</b>	Matt Geltmaker, STD/HIV Program Director			
<b>Email Address</b>	mgeltmaker@smcgov.org			
<b>Business Address</b>	225 – 37 <sup>th</sup> Avenue			
<b>City, State, Zip, County</b>	San Mateo	San Mateo	CA	94403
<b>Phone Number (with area code)</b>	(650) 573-2077		<b>Fax Number (with area code)</b> (650) 573-2875	
<b>Employer Identification Number (EIN) or Tax Identification Number (TIN)</b>	94-6000532			
<b>DUN &amp; Bradstreet Number (DUNs):</b>	62-513-9170			
<b>Congressional District of Project Sponsor's Business Address</b>	12th			
<b>Congressional District(s) of Primary Service Area(s)</b>	Parts of 12 <sup>th</sup> and 14 <sup>th</sup> districts			
<b>City(ies) <u>and</u> County(ies) of Primary Service Area(s)</b>	<b>Cities:</b> All Cities in San Mateo County		<b>Counties:</b> San Mateo County	
<b>Total HOPWA contract amount for this Organization for the operating year</b>	\$149,382			
<b>Organization's Website Address</b>  https://www.smchealth.org		<b>Does your organization maintain a waiting list?</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
<b>Is the sponsor a nonprofit organization?</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No  <i>Please check if yes and a faith-based organization.</i> <input type="checkbox"/> <i>Please check if yes and a grassroots organization.</i> <input type="checkbox"/>		<b>If yes, explain in the narrative section how this list is administered.</b>		

## **5. Grantee Narrative and Performance Assessment**

Grantee and Community Overview, Annual Performance under the Action Plan, and Barriers and Trends Overview are included in the main narrative section of this report.

**End of PART 1**

**PART 2: Sources of Leveraging and Program Income**
**1. Sources of Leveraging**
**A. Source of Leveraging Chart**

[1] Source of Leveraging	[2] Amount of Leveraged Funds	[3] Type of Contribution	[4] Housing Subsidy Assistance or Other Support
<b>Public Funding</b>			
Ryan White-Housing Assistance (HUD)	\$413,204	Facility Operating	<input checked="" type="checkbox"/> Housing Subsidy Assistance <input type="checkbox"/> Other Support
Ryan White-Other (HUD)	\$2,477,439	Case Management and other services	<input type="checkbox"/> Housing Subsidy Assistance <input checked="" type="checkbox"/> Other Support
Housing Choice Voucher Program – Project Based (HUD)	\$1,783,041	Rent/Operating	<input checked="" type="checkbox"/> Housing Subsidy Assistance <input type="checkbox"/> Other Support
Housing Choice Voucher Program – Project Based (HUD)	\$611,360	Supportive Services	<input type="checkbox"/> Housing Subsidy Assistance <input checked="" type="checkbox"/> Other Support
McKinney-Vento Supportive Housing Program (HUD)	\$60,093	Case Management	<input type="checkbox"/> Housing Subsidy Assistance <input checked="" type="checkbox"/> Other Support
McKinney-Vento Supportive Housing Program (HUD)	\$37,547	Facility Operating	<input checked="" type="checkbox"/> Housing Subsidy Assistance <input type="checkbox"/> Other Support
CARES Act Funds (HUD)	\$81,986	Rent/Utilities loss income/COVID	<input checked="" type="checkbox"/> Housing Subsidy Assistance <input type="checkbox"/> Other Support
Shelter Plus Care (HUD)	\$32,850	Housing Subsidy	<input checked="" type="checkbox"/> Housing Subsidy Assistance <input type="checkbox"/> Other Support
State Office of AIDS - California	\$1,054,701	Case Management and other services	<input type="checkbox"/> Housing Subsidy Assistance <input checked="" type="checkbox"/> Other Support
General Funds – San Francisco	\$3,334,135	Case Management and other services	<input type="checkbox"/> Housing Subsidy Assistance <input checked="" type="checkbox"/> Other Support
General Funds – San Francisco	\$327,324	Facility Operating	<input checked="" type="checkbox"/> Housing Subsidy Assistance <input type="checkbox"/> Other Support
General Funds – San Mateo County	\$503,240	Case Management and other services	<input type="checkbox"/> Housing Subsidy Assistance <input checked="" type="checkbox"/> Other Support
<b>Private Funding</b>			
Grants	\$201,987	Various program and administrative	<input type="checkbox"/> Housing Subsidy Assistance <input checked="" type="checkbox"/> Other Support
In-kind Resources	\$1,550	Supplies	<input type="checkbox"/> Housing Subsidy Assistance <input checked="" type="checkbox"/> Other Support
Individual Donations, Fundraising Events and Bequests	\$179,210	Various program and administrative	<input type="checkbox"/> Housing Subsidy Assistance <input checked="" type="checkbox"/> Other Support
<b>Other Funding</b>			
Grantee/Project Sponsor (Agency) Cash	\$559,851	Various program and administrative	<input type="checkbox"/> Housing Subsidy Assistance <input checked="" type="checkbox"/> Other Support
Resident Rent Payments by Client to Private Landlord	\$777,566		
<b>TOTAL (Sum of all Rows)</b>	<b>\$12,437,084</b>		

**2. Program Income and Resident Rent Payments****A. Total Amount Program Income and Resident Rent Payment Collected During the Operating Year**

<b>Program Income and Resident Rent Payments Collected</b>		<b>Total Amount of Program Income (for this operating year)</b>
1.	Program income (e.g. repayments)	
2.	Resident Rent Payments made directly to HOPWA Program	\$768,199
3.	<b>Total Program Income and Resident Rent Payments (Sum of Rows 1 and 2)</b>	\$768,199

**B. Program Income and Resident Rent Payments Expended To Assist HOPWA Households**

<b>Program Income and Resident Rent Payment Expended on HOPWA programs</b>		<b>Total Amount of Program Income Expended (for this operating year)</b>
1.	Program Income and Resident Rent Payment Expended on Housing Subsidy Assistance costs	\$530,610
2.	Program Income and Resident Rent Payment Expended on Supportive Services and other non-direct housing costs	\$237,589
3.	<b>Total Program Income Expended (Sum of Rows 1 and 2)</b>	\$768,199

**End of PART 2**

**PART 3: Accomplishment Data Planned Goal and Actual Outputs**
**1. HOPWA Performance Planned Goal and Actual Outputs**

	<b>HOPWA Performance Planned Goal and Actual</b>	<b>[1] Output: Households</b>				<b>[2] Output: Funding</b>	
		<b>HOPWA Assistance</b>		<b>Leveraged Households</b>		<b>HOPWA Funds</b>	
		a.	b.	c.	d.	e.	f.
		Goal	Actual	Goal	Actual	HOPWA Budget	HOPWA Actual
	<b>HOPWA Housing Subsidy Assistance</b>	<b>[1] Output: Households</b>				<b>[2] Output: Funding</b>	
1.	Tenant-Based Rental Assistance	200	194	200	194	\$3,153,166	\$3,021,051
2a.	<b>Permanent Housing Facilities:</b> Received Operating Subsidies/Leased units (Households Served) *	230	213	230	213	\$1,320,617	\$1,722,857
2b.	<b>Transitional/Short-term Facilities:</b> Received Operating Subsidies/Leased units (Households Served)	22	22	22	22	\$19,884	\$19,884
3a.	<b>Permanent Housing Facilities:</b> Capital Development Projects placed in service during the operating year						
3b.	<b>Transitional/Short-term Facilities:</b> Capital Development Projects placed in service during the operating year						
4.	Short-Term Rent, Mortgage and Utility Assistance	90	104	90	104	\$556,034	\$552,914
5.	Permanent Housing Placement Services	5	10	5	10	\$25,000	\$28,120
6.	Adjustments for duplication (subtract)	(5)	(10)	(5)	(10)		
7.	<b>Total HOPWA Housing Subsidy Assistance</b> (Columns a. – d. equal the sum of Rows 1-5 minus Row 6; Columns e. and f. equal the sum of Rows 1-5)	542	533	542	533	\$5,074,701	\$5,344,826
	<b>Housing Development (Construction and Stewardship of facility based housing)</b>	<b>[1] Output: Housing Units</b>				<b>[2] Output: Funding</b>	
8.	Facility-based units; Capital Dev Projects not yet opened (Housing Units)						
9.	Stewardship Units subject to 3 or 10 year use agreements	23	23				
10.	<b>Total Housing Developed (Sum of Rows 8 &amp; 9)</b>	23	23			\$0	\$0
	<b>Supportive Services</b>	<b>[1] Output Households</b>					
11a.	Supportive Services provided by project sponsors that also delivered HOPWA housing subsidy assistance	362	355			\$1,494,208	\$1,693,489
11b.	Supportive Services provided by proj sponsors that only provided supp services.	180	381			\$149,382	\$200,638
12.	Adjustment for duplication (subtract)						
13.	<b>Total Supportive Services</b> (Columns a. – d. equal the sum of Rows 11 a. & b. minus Row 12; Columns e. and f. equal the sum of Rows 11a. & 11b.)	542	736			\$1,643,590	\$1,894,127
	<b>Housing Information Services</b>	<b>[1] Output Households</b>				<b>[2] Output: Funding</b>	
14.	Housing Information Services	220	227			\$76,350	\$74,509
15.	<b>Total Housing Information Services</b>	220	227			\$76,350	\$74,509
	<b>Grant Administration and Other Activities</b>	<b>[1] Output Households</b>				<b>[2] Output: Funding</b>	
16.	Resource Identification to establish, coordinate and develop housing assistance						
17.	Technical Assistance						
18.	Grantee Administration (maximum 3% of total HOPWA grant) – Actual incl prior years					\$189,868	\$191,771
19.	Project Sponsor Administration (maximum 7% of portion of HOPWA grant awarded)					\$196,225	\$174,880
20.	<b>Total Grant Administration and Other Activities</b> (Sum of Rows 17 – 20)					\$386,093	\$366,651
	<b>Total Expended</b>					<b>[2] Outputs: HOPWA Funds Expended</b>	
						<b>Budget</b>	<b>Actual</b>
21.	<b>Total Expenditures for program year (Sum of Rows 7, 10, 13, 15, and 20)</b>					\$7,180,734	\$7,680,113

\* Includes capital improvements/rehab at facilities; # of HH included only if improvements completed during FY19-20

## 2. Listing of Supportive Services

Supportive Services		[1] Output: Number of <u>Households</u>	[2] Output: Amount of HOPWA Funds Expended
1.	Adult day care and personal assistance	112	\$501,263
2.	Alcohol and drug abuse services	3	\$5,643
3.	Case management	702	\$820,942
4.	Child care and other child services		
5.	Education	10	\$20,225
6.	Employment assistance and training	82	\$34,056
7.	Health/medical/intensive care services, if approved Note: Client records must conform with 24 CFR §574.310	94	\$345,632
8.	Legal services	48	\$13,589
9.	Life skills management (outside of case management)	10	\$61,596
10.	Meals/nutritional services	65	\$24,067
11.	Mental health services	23	\$64,480
12.	Outreach		
13.	Transportation	87	\$2,634
14.	Other Activity (if approved in grant agreement). Specify:		
15.	<b>Sub-Total Households receiving Supportive Services (Sum of Rows 1-14)</b>	1,236	
16.	<b>Adjustment for Duplication (subtract)</b>	(500)	
17.	<b>TOTAL Unduplicated Households receiving Supportive Services (Column [1] equals Row 15 minus Row 16; Column [2] equals sum of Rows 1-14)</b>	736	\$1,894,127

### 3. Short-Term Rent, Mortgage and Utility Assistance (STRMU) Summary

Housing Subsidy Assistance Categories (STRMU)		[1] Output: Number of <u>Households</u> Served	[2] Output: Total HOPWA Funds Expended on STRMU during Operating Year
a.	Total Short-term mortgage, rent and/or utility (STRMU) assistance	104	\$552,914
b.	<u>Of the total STRMU reported on Row a</u> , total who received assistance with mortgage costs ONLY.	2	\$5,409
c.	<u>Of the total STRMU reported on Row a</u> , total who received assistance with mortgage and utility costs.	0	\$0
d.	<u>Of the total STRMU reported on Row a</u> , total who received assistance with rental costs ONLY.	102	\$312,049
e.	<u>Of the total STRMU reported on Row a</u> , total who received assistance with rental and utility costs.	0	\$0
f.	<u>Of the total STRMU reported on Row a</u> , total who received assistance with utility costs ONLY.	0	\$0
g.	Direct program delivery costs (e.g., program operations staff time)		\$235,456

**End of PART 3**



## Part 4: Summary of Performance Outcomes

### Section 1. Housing Stability: Assessment of Client Outcomes on Maintaining Housing Stability (Permanent Housing and Related Facilities)

#### A. Permanent Housing Subsidy Assistance

	[1] Output: Total Number of Households Served	[2] Assessment: Number of Households that Continued Receiving HOPWA Housing Subsidy Assistance into the Next Operating Year	[3] Assessment: Number of Households that exited this HOPWA Program; their Housing Status after Exiting		[4] HOPWA Client Outcomes
Tenant-Based Rental Assistance	194	183	1 Emergency Shelter/Streets		Unstable Arrangements
			2 Temporary Housing		Temporarily Stable, with Reduced Risk of Homelessness
			3 Private Housing	1	Stable/Permanent Housing (PH)
			4 Other HOPWA		
			5 Other Subsidy	1	
			6 Institution		Unstable Arrangements
			7 Jail/Prison		
			8 Disconnected/Unknown		Life Event
			9 Death	9	
Permanent Supportive Housing Facilities/ Units	213	172	1 Emergency Shelter/Streets	2	Unstable Arrangements
			2 Temporary Housing	2	Temporarily Stable, with Reduced Risk of Homelessness
			3 Private Housing	7	Stable/Permanent Housing (PH)
			4 Other HOPWA		
			5 Other Subsidy	10	
			6 Institution	1	Unstable Arrangements
			7 Jail/Prison	1	
			8 Disconnected/Unknown	4	Life Event
			9 Death	14	

#### B. Transitional Housing Assistance

	[1] Output: Total Number of Households Served	[2] Assessment: Number of Households that Continued Receiving HOPWA Housing Subsidy Assistance into the Next Operating Year	[3] Assessment: Number of Households that exited this HOPWA Program; their Housing Status after Exiting		[4] HOPWA Client Outcomes
Transitional/ Short-Term Housing Facilities/ Units	22	7	1 Emergency Shelter/Streets	1	Unstable Arrangements
			2 Temporary Housing	4	Temporarily Stable with Reduced Risk of Homelessness
			3 Private Housing	9	Stable/Permanent Housing (PH)
			4 Other HOPWA		
			5 Other Subsidy		

			6 Institution		
			7 Jail/Prison	1	Unstable Arrangements
			8 Disconnected/unknown		
			9 Death		Life Event
B1: Total number of households receiving transitional/short-term housing assistance whose tenure exceeded 24 months					

## Section 2. Prevention of Homelessness: Assessment of Client Outcomes on Reduced Risks of Homelessness (Short-Term Housing Subsidy Assistance)

### Assessment of Households that Received STRMU Assistance

[1] Output: Total number of households	[2] Assessment of Housing Status		[3] HOPWA Client Outcomes
104	<b>Maintain Private Housing without subsidy</b> (e.g. Assistance provided/completed and client is stable, not likely to seek additional support)	20	Stable/Permanent Housing (PH)
	<b>Other Private Housing without subsidy</b> (e.g. client switched housing units and is now stable, not likely to seek additional support)		
	Other HOPWA Housing Subsidy Assistance		
	Other Housing Subsidy (PH)	2	
	<b>Institution</b> (e.g. residential and long-term care)		
	Likely that additional STRMU is needed to maintain current housing arrangements	76	Temporarily Stable, with Reduced Risk of Homelessness
	<b>Transitional Facilities/Short-term</b> (e.g. temporary or transitional arrangement)		
	<b>Temporary/Non-Permanent Housing arrangement</b> (e.g. gave up lease, and moved in with family or friends but expects to live there less than 90 days)		
	Emergency Shelter/street	1	Unstable Arrangements
	Jail/Prison		
	Disconnected	4	
	Death	1	Life Event
1a. Total number of those households that received STRMU Assistance in the operating year of this report that also received STRMU assistance in the prior operating year (e.g. households that received STRMU assistance in two consecutive operating years).			61
1b. Total number of those households that received STRMU Assistance in the operating year of this report that also received STRMU assistance in the two prior operating years (e.g. households that received STRMU assistance in three consecutive operating years).			48

### Section 3. HOPWA Outcomes on Access to Care and Support

#### 1a. Total Number of Households

Total Number of Households		
1. For Project Sponsors that provided HOPWA Housing Subsidy Assistance: Identify the total number of households that received the following HOPWA-funded services:		
a. Housing Subsidy Assistance (duplicated)-TBRA, STRMU, PHP, Facility-Based Housing, and Master Leasing		543
b. Case Management		321
c. Adjustment for duplication (subtraction)		(331)
d. Total Households Served by Project Sponsors with Housing Subsidy Assistance (Sum of Rows a.b. minus Row c.)		533
2. For Project Sponsors did NOT provide HOPWA Housing Subsidy Assistance: Identify the total number of households that received the following HOPWA-funded service:		
a. HOPWA Case Management		381
b. Total Households Served by Project Sponsors without Housing Subsidy Assistance		381

#### 1b. Status of Households Accessing Care and Support

Categories of Services Accessed	[1] For project sponsors that provided HOPWA housing subsidy assistance, identify the households who demonstrated the following:	[2] For project sponsors that did NOT provide HOPWA housing subsidy assistance, identify the households who demonstrated the following:	Outcome Indicator
1. Has a housing plan for maintaining or establishing stable ongoing housing	509	226	Support for Stable Housing
2. Had contact with case manager/benefits counselor consistent with the schedule specified in client's individual service plan (may include leveraged services such as Ryan White Medical Case Management)	509	381	Access to Support
3. Had contact with a primary health care provider consistent with the schedule specified in client's individual service plan	484	346	Access to Health Care
4. Accessed and maintained medical insurance/assistance	518	296	Access to Health Care
5. Successfully accessed or maintained qualification for sources of income	508	381	Sources of Income

#### 1c. Households that Obtained Employment

Categories of Services Accessed	[1] For project sponsors that provided HOPWA housing subsidy assistance, identify the households who demonstrated the following:	[2] For project sponsors that did NOT provide HOPWA housing subsidy assistance, identify the households who demonstrated the following:
Total number of households that obtained an income-producing job	12	2

End of PART 4

**PART 5: Worksheet - Determining Housing Stability Outcomes**

1. This chart is designed to assess program results based on the information reported in Part 4 and to help Grantees determine overall program performance. Completion of this worksheet is optional.

<b>Permanent Housing Subsidy Assistance</b>	<b>Stable Housing</b> (# of households remaining in program plus 3+4+5+6)	<b>Temporary Housing</b> (2)	<b>Unstable Arrangements</b> (1+7+8)	<b>Life Event</b> (9)
Tenant-Based Rental Assistance (TBRA)	185	0	0	9
Permanent Facility-based Housing Assistance/Units	190	2	7	14
Transitional/Short-Term Facility-based Housing Assistance/Units	16	4	2	0
<b>Total Permanent HOPWA Housing Subsidy Assistance</b>	391	6	9	23
<b>Reduced Risk of Homelessness: Short-Term Assistance</b>	<b>Stable/Permanent Housing</b>	<b>Temporarily Stable, with Reduced Risk of Homelessness</b>	<b>Unstable Arrangements</b>	<b>Life Events</b>
Short-Term Rent, Mortgage, and Utility Assistance (STRMU)	22	76	5	1
<b>Total HOPWA Housing Subsidy Assistance</b>	413	82	14	24

**End of PART 5**

**PART 6: Annual Report of Continued Usage for HOPWA Facility-Based Stewardship Units (ONLY)**

**1. General information**

HUD Grant Number(s)	<b>Operating Year for this report</b> <i>From (mm/dd/yy) To (mm/dd/yy)</i> <input type="checkbox"/> <b>Final Yr</b> <input type="checkbox"/> Yr 1; <input type="checkbox"/> Yr 2; <input type="checkbox"/> Yr 3; <input type="checkbox"/> Yr 4; <input type="checkbox"/> Yr 5; <input type="checkbox"/> Yr 6; <input checked="" type="checkbox"/> Yr 7; <input type="checkbox"/> Yr 8; <input type="checkbox"/> Yr 9; <input type="checkbox"/> Yr 10
Grantee Name	Date Facility Began Operations (mm/dd/yy) 12/1/2013

**2. Number of Units and Non-HOPWA Expenditures**

Facility Name: Rene Cazenave Apartments	Number of Stewardship Units Developed with HOPWA funds	Amount of Non-HOPWA Funds Expended in Support of the Stewardship Units during the Operating Year
Total Stewardship Units (subject to 3- or 10- year use periods)	9	\$125,169

**3. Details of Project Site**

Project Sites: Name of HOPWA-funded project	Rene Cazenave Apartments
Site Information: Project Zip Code(s)	94105
Site Information: Congressional District(s)	6
Is the address of the project site confidential?	<input type="checkbox"/> <i>Yes, protect information; do not list</i> <input checked="" type="checkbox"/> <i>Not confidential; information can be made available to the public</i>
<b>If the site is not confidential:</b> Please provide the contact information, phone, email address/location, if business address is different from facility address	Community Housing Partnership, 20 Jones Street, Suite 200, San Francisco, CA 94102 AssetManagement@chp-sf.org (415) 852-5300

**PART 6: Annual Report of Continued Usage for HOPWA Facility-Based Stewardship Units (ONLY)**

**1. General information**

HUD Grant Number(s)	<b>Operating Year for this report</b> <i>From (mm/dd/yy) To (mm/dd/yy)</i> <input type="checkbox"/> <b>Final Yr</b> <input type="checkbox"/> Yr 1; <input type="checkbox"/> Yr 2; <input type="checkbox"/> Yr 3; <input checked="" type="checkbox"/> Yr 4; <input type="checkbox"/> Yr 5; <input type="checkbox"/> Yr 6; <input type="checkbox"/> Yr 7; <input type="checkbox"/> Yr 8; <input type="checkbox"/> Yr 9; <input type="checkbox"/> Yr 10
Grantee Name	Date Facility Began Operations (mm/dd/yy) 11/10/2016

**2. Number of Units and Non-HOPWA Expenditures**

Facility Name: OpenHouse Senior Community	Number of Stewardship Units Developed with HOPWA funds	Amount of Non-HOPWA Funds Expended in Support of the Stewardship Units during the Operating Year
Total Stewardship Units (subject to 3- or 10- year use periods)	8	\$105,651

**3. Details of Project Site**

Project Sites: Name of HOPWA-funded project	OpenHouse Senior Community aka 55 Laguna aka Mercy Housing Richardson Hall
Site Information: Project Zip Code(s)	94102
Site Information: Congressional District(s)	12
Is the address of the project site confidential?	<input type="checkbox"/> <i>Yes, protect information; do not list</i> <input checked="" type="checkbox"/> <i>Not confidential; information can be made available to the public</i>
<b>If the site is not confidential:</b> Please provide the contact information, phone, email address/location, if business address is different from facility address	OpenHouse Senior Community aka 55 Laguna aka Mercy Housing Richardson Hall 55 Laguna Street, San Francisco 94102 415-296-8995

**PART 6: Annual Report of Continued Usage for HOPWA Facility-Based Stewardship Units (ONLY)**

**1. General information**

HUD Grant Number(s)	<b>Operating Year for this report</b> <i>From (mm/dd/yy) To (mm/dd/yy)</i> <input type="checkbox"/> <b>Final Yr</b> <input type="checkbox"/> Yr 1; <input checked="" type="checkbox"/> Yr 2; <input type="checkbox"/> Yr 3; <input type="checkbox"/> Yr 4; <input type="checkbox"/> Yr 5; <input type="checkbox"/> Yr 6; <input type="checkbox"/> Yr 7; <input type="checkbox"/> Yr 8; <input type="checkbox"/> Yr 9; <input type="checkbox"/> Yr 10
Grantee Name	Date Facility Began Operations (mm/dd/yy) 4/25/19

**2. Number of Units and Non-HOPWA Expenditures**

Facility Name: 95 Laguna aka Laguna Senior Housing	Number of Stewardship Units Developed with HOPWA funds	Amount of Non-HOPWA Funds Expended in Support of the Stewardship Units during the Operating Year
Total Stewardship Units (subject to 3- or 10- year use periods)	6	\$76,018

**3. Details of Project Site**

Project Sites: Name of HOPWA-funded project	95 Laguna aka Laguna Senior Housing
Site Information: Project Zip Code(s)	94102
Site Information: Congressional District(s)	12
Is the address of the project site confidential?	<input type="checkbox"/> <i>Yes, protect information; do not list</i> <input checked="" type="checkbox"/> <i>Not confidential; information can be made available to the public</i>
<b>If the site is not confidential:</b> Please provide the contact information, phone, email address/location, if business address is different from facility address	95 Laguna aka Laguna Senior Housing 95 Laguna Street, San Francisco, CA 94102 415-813-3710

**End of PART 6**

**Part 7: Summary Overview of Grant Activities****A. Information on Individuals, Beneficiaries, and Households Receiving HOPWA Housing Subsidy Assistance (TBRA, STRMU, Facility-Based Units, Permanent Housing Placement and Master Leased Units ONLY)****Section 1. HOPWA-Eligible Individuals who Received HOPWA Housing Subsidy Assistance****a. Total HOPWA Eligible Individuals Living with HIV/AIDS**

<b>Individuals Served with Housing Subsidy Assistance</b>	<b>Total</b>
Number of individuals with HIV/AIDS who qualified their household to receive HOPWA housing subsidy assistance.	533

**b. Prior Living Situation**

<b>Category</b>		<b>Total HOPWA Eligible Individuals Receiving Housing Subsidy Assistance</b>
1.	<u>Continuing</u> to receive HOPWA support from the prior operating year	425
<b>New Individuals who received HOPWA Housing Subsidy Assistance support during Operating Year</b>		
2.	Place not meant for human habitation (such as a vehicle, abandoned building, bus/train/subway station/airport, or outside)	11
3.	Emergency shelter (including hotel, motel, or campground paid for with emergency shelter voucher)	7
4.	Transitional housing for homeless persons	6
5.	<b>Total number of new Eligible Individuals who received HOPWA Housing Subsidy Assistance with a Prior Living Situation that meets HUD definition of homelessness (Sum of Rows 2 – 4)</b>	<b>24</b>
6.	Permanent housing for formerly homeless persons (such as Shelter Plus Care, SHP, or SRO Mod Rehab)	2
7.	Psychiatric hospital or other psychiatric facility	0
8.	Substance abuse treatment facility or detox center	13
9.	Hospital (non-psychiatric facility)	0
10.	Foster care home or foster care group home	0
11.	Jail, prison or juvenile detention facility	0
12.	Rented room, apartment, or house	53
13.	House you own	2
14.	Staying or living in someone else's (family and friends) room, apartment, or house	4
15.	Hotel or motel paid for without emergency shelter voucher	0
16.	Other	6
17.	Don't Know or Refused	4
18.	<b>TOTAL Number of HOPWA Eligible Individuals (sum of Rows 1 and 5-17)</b>	<b>533</b>



### c. Homeless Individual Summary

In Chart c., indicate the number of eligible individuals reported in Chart b., Row 5 as homeless who also are homeless Veterans and/or meet the definition for Chronically Homeless (See Definition section of CAPER). The totals in Chart c. do not need to equal the total in Chart b., Row 5.

Category	Number of Homeless Veteran(s)	Number of Chronically Homeless
HOPWA eligible individuals served with HOPWA Housing Subsidy Assistance	1	15

## Section 2. Beneficiaries

### a. Total Number of Beneficiaries Served with HOPWA Housing Subsidy Assistance

Individuals and Families Served with HOPWA Housing Subsidy Assistance	Total Number
1. Number of individuals with HIV/AIDS who qualified the household to receive HOPWA housing subsidy assistance (equals the number of HOPWA Eligible Individuals reported in Part 7A, Section 1, Chart a.)	533
2. Number of ALL other persons <b>diagnosed</b> as HIV positive who reside with the HOPWA eligible individuals identified in Row 1 and who benefitted from the HOPWA housing subsidy assistance	4
3. Number of ALL other persons <b>NOT diagnosed</b> as HIV positive who reside with the HOPWA eligible individual identified in Row 1 and who benefitted from the HOPWA housing subsidy	89
<b>4. TOTAL number of ALL <u>beneficiaries</u> served with Housing Subsidy Assistance (Sum of Rows 1,2, &amp; 3)</b>	<b>626</b>

### b. Age and Gender

HOPWA Eligible Individuals (Chart a, Row 1)						
		A.	B.	C.	D.	E.
		Male	Female	Transgender M to F	Transgender F to M	TOTAL (Sum of Columns A-D)
1.	Under 18					
2.	18 to 30 years	30	4	5		39
3.	31 to 50 years	80	17	5		102
4.	51 years and Older	340	39	13		392
5.	Subtotal (Sum of Rows 1-4)	450	60	23		533
All Other Beneficiaries (Chart a, Rows 2 and 3)						
		A.	B.	C.	D.	E.
		Male	Female	Transgender M to F	Transgender F to M	TOTAL (Sum of Columns A-D)
6.	Under 18	17	16			33
7.	18 to 30 years	10	8			18
8.	31 to 50 years	11	10			21

9.	51 years and Older	11	10			21
10.	Subtotal (Sum of Rows 6-9)	49	44			93
<b>Total Beneficiaries (Chart a, Row 4)</b>						
11.	TOTAL (Sum of Rows 5 & 10)	499	104	23		626

**c. Race and Ethnicity\***

Category		HOPWA Eligible Individuals		All Other Beneficiaries	
		[A] Race [all individuals reported in Section 2, Chart a., Row 1]	[B] Ethnicity [Also identified as Hispanic or Latino]	[C] Race [total of individuals reported in Section 2, Chart a., Rows 2 & 3]	[D] Ethnicity [Also identified as Hispanic or Latino]
1.	American Indian/Alaskan Native	7	2		
2.	Asian	17	2	5	
3.	Black/African American	95	1	9	2
4.	Native Hawaiian/Other Pacific Islander	7	1	3	
5.	White	261	80	69	60
6.	American Indian/Alaskan Native & White	63	58	1	
7.	Asian & White	10			
8.	Black/African American & White	2			
9.	American Indian/Alaskan Native & Black/African American	1		1	
10.	Other Multi-Racial	70	55	5	5
11.	Column Totals (Sum of Rows 1-10)	533	199	93	67
<b>Data Check:</b> Sum of Row 11 Column A and Row 11 Column C equals the total number HOPWA Beneficiaries reported in Part 3A, Section 2, Chart a., Row 4.					

\*Reference (data requested consistent with Form HUD-27061 Race and Ethnic Data Reporting Form)

**Section 3. Households**

**Household Area Median Income**

Percentage of Area Median Income		Households Served with HOPWA Housing Subsidy Assistance
1.	0-30% of area median income (extremely low)	526
2.	31-50% of area median income (very low)	6
3.	51-80% of area median income (low)	1
4.	Total (Sum of Rows 1-3)	533

**Part 7: Summary Overview of Grant Activities****B. Facility-Based Housing Assistance****1. Project Sponsor Agency Name (Required)**

Catholic Charities

**2. Capital Development****2a. Project Site Information for HOPWA Capital Development of Projects (For Current or Past Capital Development Projects that receive HOPWA Operating Costs this reporting year)**

Type of Development this operating year	HOPWA Funds Expended this operating year (if applicable)	Non-HOPWA funds Expended (if applicable)	Name of Facility: Leland House
<input type="checkbox"/> New construction	\$	\$	<b>Type of Facility [Check <u>only one</u> box.]</b> <input checked="" type="checkbox"/> Permanent housing <input type="checkbox"/> Short-term Shelter or Transitional housing <input type="checkbox"/> Supportive services only facility
<input type="checkbox"/> Rehabilitation	\$	\$	
<input type="checkbox"/> Acquisition	\$	\$	
<input checked="" type="checkbox"/> Operating	\$198,358	\$170,515	
a.	Purchase/lease of property:		Date (mm/dd/yy): 03/14/1994
b.	Rehabilitation/Construction Dates:		Date started:                      Date Completed:
c.	Operation dates:		Date residents began to occupy: 2/08/1997 <input type="checkbox"/> Not yet occupied
d.	Date supportive services began:		Date started: 2/08/1997 <input type="checkbox"/> Not yet providing services
e.	Number of units in the facility:		HOPWA-funded units = 45 beds                      Total Units = 45 beds
f.	Is a waiting list maintained for the facility?		<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <i>If yes, # of participants on the list at the end of operating year</i>
g.	What is the address of the facility (if different from business address)?		141 Leland Avenue, San Francisco, CA 94134
h.	Is the address of the project site confidential?		<input checked="" type="checkbox"/> Yes, protect information; do not publish list <input type="checkbox"/> No, can be made available to the public

**2b. Number and Type of HOPWA Capital Development Project Units (For Current or Past Capital Development Projects that receive HOPWA Operating Costs this Reporting Year)**

For units entered above in 2a. please list the number of HOPWA units that fulfill the following criteria:

	Number Designated for the Chronically Homeless	Number Designated to Assist the Homeless	Number Energy-Star Compliant	Number 504 Accessible
Rental units constructed (new) and/or acquired with or without rehab				
Rental units rehabbed				
Homeownership units constructed (if approved)				

### 3. Units Assisted in Types of Housing Facility/Units Leased by Project Sponsor

#### 3a. Check one only

- ☒ Permanent Supportive Housing Facility/Units  
☐ Short-term Shelter or Transitional Supportive Housing Facility/Units

#### 3b. Type of Facility

Complete the following Chart for all facilities leased, master leased, project-based, or operated with HOPWA funds during the reporting year.

Name of Project Sponsor/Agency Operating the Facility/Leased Units: Catholic Charities

Type of housing facility operated by the project sponsor		Total Number of <u>Units</u> in use during the Operating Year Categorized by the Number of Bedrooms per Units					
		SRO/Studio/0 bdrm	1 bdrm	2 bdrm	3 bdrm	4 bdrm	5+bdrm
a.	Single room occupancy dwelling						
b.	Community residence	45					
c.	Project-based rental assistance units or leased units						
d.	Other housing facility <u>Specify:</u>						

### 4. Households and Housing Expenditures

Enter the total number of households served and the amount of HOPWA funds expended by the project sponsor on subsidies for housing involving the use of facilities, master leased units, project based or other scattered site units leased by the organization.

Housing Assistance Category: Facility Based Housing		Output: Number of Households	Output: Total HOPWA Funds Expended during Operating Year by Project Sponsor
a.	Leasing Costs		
b.	Operating Costs	48	\$198,358
c.	Project-Based Rental Assistance (PBRA) or other leased units		
d.	Other Activity (if approved in grant agreement) <u>Specify:</u> Rehab		
e.	Adjustment to eliminate duplication (subtract)		
f.	TOTAL Facility-Based Housing Assistance (Sum Rows a. through d. minus Row e.)	48	\$198,358

**Part 7: Summary Overview of Grant Activities****B. Facility-Based Housing Assistance****1. Project Sponsor Agency Name (Required)**

Catholic Charities

**2. Capital Development****2a. Project Site Information for HOPWA Capital Development of Projects (For Current or Past Capital Development Projects that receive HOPWA Operating Costs this reporting year)**

Type of Development this operating year	HOPWA Funds Expended this operating year (if applicable)	Non-HOPWA funds Expended (if applicable)	Name of Facility: Peter Claver Community
<input type="checkbox"/> New construction	\$	\$	<b>Type of Facility [Check <u>only one</u> box.]</b> <input checked="" type="checkbox"/> Permanent housing <input type="checkbox"/> Short-term Shelter or Transitional housing <input type="checkbox"/> Supportive services only facility
<input checked="" type="checkbox"/> Rehabilitation	\$580,143	\$	
<input type="checkbox"/> Acquisition	\$	\$	
<input checked="" type="checkbox"/> Operating	\$169,885	\$194,356	
a.	Purchase/lease of property:		Date (mm/dd/yy): 9/30/1994
b.	Rehabilitation/Construction Dates: facility operational during rehab		Date started:                      Date Completed:
c.	Operation dates:		Date residents began to occupy: 9/30/94 <input type="checkbox"/> Not yet occupied
d.	Date supportive services began:		Date started: 9/30/1994 <input type="checkbox"/> Not yet providing services
e.	Number of units in the facility:		HOPWA-funded units = 32 beds                      Total Units = 32 beds
f.	Is a waiting list maintained for the facility?		<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, # of participants on the list at the end of operating year
g.	What is the address of the facility (if different from business address)?		1340 Golden Gate Avenue, San Francisco, CA 94115
h.	Is the address of the project site confidential?		<input checked="" type="checkbox"/> Yes, protect information; do not publish list <input type="checkbox"/> No, can be made available to the public

**2b. Number and Type of HOPWA Capital Development Project Units (For Current or Past Capital Development Projects that receive HOPWA Operating Costs this Reporting Year)**

For units entered above in 2a. please list the number of HOPWA units that fulfill the following criteria:

	Number Designated for the Chronically Homeless	Number Designated to Assist the Homeless	Number Energy-Star Compliant	Number 504 Accessible
Rental units constructed (new) and/or acquired <u>with or without</u> rehab				
Rental units rehabbed				

Homeownership units constructed (if approved)				
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### 3. Units Assisted in Types of Housing Facility/Units Leased by Project Sponsor

#### 3a. Check one only

- ☒ Permanent Supportive Housing Facility/Units  
☐ Short-term Shelter or Transitional Supportive Housing Facility/Units

#### 3b. Type of Facility

Complete the following Chart for all facilities leased, master leased, project-based, or operated with HOPWA funds during the reporting year.

Name of Project Sponsor/Agency Operating the Facility/Leased Units: Catholic Charities

Type of housing facility operated by the project sponsor		Total Number of Units in use during the Operating Year Categorized by the Number of Bedrooms per Units					
		SRO/Studio/0 bdrm	1 bdrm	2 bdrm	3 bdrm	4 bdrm	5+bdrm
a.	Single room occupancy dwelling						
b.	Community residence	32					
c.	Project-based rental assistance units or leased units						
d.	Other housing facility <u>Specify:</u>						

### 4. Households and Housing Expenditures

Enter the total number of households served and the amount of HOPWA funds expended by the project sponsor on subsidies for housing involving the use of facilities, master leased units, project based or other scattered site units leased by the organization.

Housing Assistance Category: Facility Based Housing		Output: Number of Households	Output: Total HOPWA Funds Expended during Operating Year by Project Sponsor
a.	Leasing Costs		
b.	Operating Costs	33	\$169,885
c.	Project-Based Rental Assistance (PBRA) or other leased units		
d.	Other Activity (if approved in grant agreement) <u>Specify:</u> Rehab/Cap Improvements	33	\$580,143
e.	Adjustment to eliminate duplication (subtract)	(33)	
f.	<b>TOTAL Facility-Based Housing Assistance (Sum Rows a. through d. minus Row e.)</b>	33	\$750,028

**Part 7: Summary Overview of Grant Activities****B. Facility-Based Housing Assistance****1. Project Sponsor Agency Name (Required)**

Dolores Street Community Services

**2. Capital Development****2a. Project Site Information for HOPWA Capital Development of Projects (For Current or Past Capital Development Projects that receive HOPWA Operating Costs this reporting year)**

<b>Type of Development this operating year</b>	<b>HOPWA Funds Expended this operating year (if applicable)</b>	<b>Non-HOPWA funds Expended (if applicable)</b>	<b>Name of Facility:</b> Richard M. Cohen Residence
<input type="checkbox"/> New construction	\$	\$	<b>Type of Facility [Check <u>only one</u> box.]</b> <input checked="" type="checkbox"/> Permanent housing <input type="checkbox"/> Short-term Shelter or Transitional housing <input type="checkbox"/> Supportive services only facility
<input type="checkbox"/> Rehabilitation	\$	\$	
<input type="checkbox"/> Acquisition	\$	\$	
<input checked="" type="checkbox"/> Operating	\$211,589	\$216,415	
a.	Purchase/lease of property:		Date (mm/dd/yy): 3/09/1994
b.	Rehabilitation/Construction Dates:		Date started:                      Date Completed:
c.	Operation dates:		Date residents began to occupy: 12/15/1994 <input type="checkbox"/> Not yet occupied
d.	Date supportive services began:		Date started: 1995 <input type="checkbox"/> Not yet providing services
e.	Number of units in the facility:		HOPWA-funded units = 10 beds                      Total Units = 10 beds
f.	Is a waiting list maintained for the facility?		<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <i>If yes, number of participants on the list at the end of operating year</i>
g.	What is the address of the facility (if different from business address)?		220 Dolores Street, San Francisco, CA 94110
h.	Is the address of the project site confidential?		<input checked="" type="checkbox"/> Yes, protect information; do not publish list <input type="checkbox"/> No, can be made available to the public

**2b. Number and Type of HOPWA Capital Development Project Units (For Current or Past Capital Development Projects that receive HOPWA Operating Costs this Reporting Year)**

For units entered above in 2a. please list the number of HOPWA units that fulfill the following criteria:

	Number Designated for the Chronically Homeless	Number Designated to Assist the Homeless	Number Energy-Star Compliant	Number 504 Accessible
Rental units constructed (new) and/or acquired <u>with or without</u> rehab				
Rental units rehabbed				

Homeownership units constructed (if approved)				
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### 3. Units Assisted in Types of Housing Facility/Units Leased by Project Sponsor

#### 3a. Check one only

- ☒ Permanent Supportive Housing Facility/Units  
☐ Short-term Shelter or Transitional Supportive Housing Facility/Units

#### 3b. Type of Facility

Complete the following Chart for all facilities leased, master leased, project-based, or operated with HOPWA funds during the reporting year.

**Name of Project Sponsor/Agency Operating the Facility/Leased Units:** Dolores Street Community Services

Type of housing facility operated by the project sponsor		Total Number of Units in use during the Operating Year Categorized by the Number of Bedrooms per Units					
		SRO/Studio/0 bdrm	1 bdrm	2 bdrm	3 bdrm	4 bdrm	5+bdrm
a.	Single room occupancy dwelling						
b.	Community residence	10					
c.	Project-based rental assistance units or leased units						
d.	Other housing facility <u>Specify:</u>						

### 4. Households and Housing Expenditures

Enter the total number of households served and the amount of HOPWA funds expended by the project sponsor on subsidies for housing involving the use of facilities, master leased units, project based or other scattered site units leased by the organization.

Housing Assistance Category: Facility Based Housing		Output: Number of Households	Output: Total HOPWA Funds Expended during Operating Year by Project Sponsor
a.	Leasing Costs		
b.	Operating Costs	10	\$211,589
c.	Project-Based Rental Assistance (PBRA) or other leased units		
d.	Other Activity (if approved in grant agreement) <u>Specify:</u> Rehab		
e.	Adjustment to eliminate duplication (subtract)		
f.	TOTAL Facility-Based Housing Assistance (Sum Rows a. through d. minus Row e.)	10	\$211,589



**Part 7: Summary Overview of Grant Activities****B. Facility-Based Housing Assistance****1. Project Sponsor Agency Name (Required)**

Larkin Street Youth Services

**2. Capital Development****2a. Project Site Information for HOPWA Capital Development of Projects (For Current or Past Capital Development Projects that receive HOPWA Operating Costs this reporting year)**

Type of Development this operating year	HOPWA Funds Expended this operating year (if applicable)	Non-HOPWA funds Expended (if applicable)	Name of Facility: Assisted Care Facility
<input type="checkbox"/> New construction	\$	\$	<b>Type of Facility [Check <u>only one</u> box.]</b> <input checked="" type="checkbox"/> Permanent housing <input type="checkbox"/> Short-term Shelter or Transitional housing <input type="checkbox"/> Supportive services only facility
<input type="checkbox"/> Rehabilitation	\$	\$	
<input type="checkbox"/> Acquisition	\$	\$	
<input checked="" type="checkbox"/> Operating	\$67,332	\$	
a.	Purchase/lease of property:		Date (mm/dd/yy): 6/7/1996
b.	Rehabilitation/Construction Dates:		Date started:                      Date Completed:
c.	Operation dates:		Date residents began to occupy: 1/15/1998 <input type="checkbox"/> Not yet occupied
d.	Date supportive services began:		Date started: 1/15/1998 <input type="checkbox"/> Not yet providing services
e.	Number of units in the facility:		HOPWA-funded units = 12 beds                      Total Units = 12 beds
f.	Is a waiting list maintained for the facility?		<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <i>If yes, # of participants on the list at the end of operating year</i>
g.	What is the address of the facility (if different from business address)?		129 Hyde Street, San Francisco, CA 94102
h.	Is the address of the project site confidential?		<input type="checkbox"/> Yes, protect information; do not publish list <input checked="" type="checkbox"/> No, can be made available to the public

**2b. Number and Type of HOPWA Capital Development Project Units (For Current or Past Capital Development Projects that receive HOPWA Operating Costs this Reporting Year)**

For units entered above in 2a. please list the number of HOPWA units that fulfill the following criteria:

	Number Designated for the Chronically Homeless	Number Designated to Assist the Homeless	Number Energy-Star Compliant	Number 504 Accessible
Rental units constructed (new) and/or acquired with or without rehab				
Rental units rehabbed				

Homeownership units constructed (if approved)				
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### 3. Units Assisted in Types of Housing Facility/Units Leased by Project Sponsor

#### 3a. Check one only

- ☒ Permanent Supportive Housing Facility/Units  
☐ Short-term Shelter or Transitional Supportive Housing Facility/Units

#### 3b. Type of Facility

Complete the following Chart for all facilities leased, master leased, project-based, or operated with HOPWA funds during the reporting year.

**Name of Project Sponsor/Agency Operating the Facility/Leased Units:** Larkin Street Youth Services

Type of housing facility operated by the project sponsor		Total Number of Units in use during the Operating Year Categorized by the Number of Bedrooms per Units					
		SRO/Studio/0 bdrm	1 bdrm	2 bdrm	3 bdrm	4 bdrm	5+bdrm
a.	Single room occupancy dwelling						
b.	Community residence	12					
c.	Project-based rental assistance units or leased units						
d.	Other housing facility <u>Specify:</u>						

### 4. Households and Housing Expenditures

Enter the total number of households served and the amount of HOPWA funds expended by the project sponsor on subsidies for housing involving the use of facilities, master leased units, project based or other scattered site units leased by the organization.

Housing Assistance Category: Facility Based Housing		Output: Number of Households	Output: Total HOPWA Funds Expended during Operating Year by Project Sponsor
a.	Leasing Costs		
b.	Operating Costs	17	\$67,332
c.	Project-Based Rental Assistance (PBRA) or other leased units		
d.	Other Activity (if approved in grant agreement) <u>Specify:</u> Rehab		
e.	Adjustment to eliminate duplication (subtract)		
f.	TOTAL Facility-Based Housing Assistance (Sum Rows a. through d. minus Row e.)	17	\$67,332

**Part 7: Summary Overview of Grant Activities****B. Facility-Based Housing Assistance****1. Project Sponsor Agency Name (Required)**

Maitri

**2. Capital Development****2a. Project Site Information for HOPWA Capital Development of Projects (For Current or Past Capital Development Projects that receive HOPWA Operating Costs this reporting year)**

Type of Development this operating year	HOPWA Funds Expended this operating year (if applicable)	Non-HOPWA funds Expended (if applicable)	Name of Facility: Maitri
<input type="checkbox"/> New construction	\$	\$	<b>Type of Facility [Check <u>only one</u> box.]</b> <input checked="" type="checkbox"/> Permanent housing <input type="checkbox"/> Short-term Shelter or Transitional housing <input type="checkbox"/> Supportive services only facility
<input checked="" type="checkbox"/> Rehabilitation	\$97,487	\$	
<input type="checkbox"/> Acquisition	\$	\$	
<input checked="" type="checkbox"/> Operating	\$278,233	\$	
a.	Purchase/lease of property:		Date (mm/dd/yy): 7/31/1995
b.	Rehabilitation/Construction Dates: facility operational during rehab		Date started:                      Date Completed:
c.	Operation dates:		Date residents began to occupy: 12/15/1997 <input type="checkbox"/> Not yet occupied
d.	Date supportive services began:		Date started: 1997 <input type="checkbox"/> Not yet providing services
e.	Number of units in the facility:		HOPWA-funded units = 14 beds                      Total Units = 15 beds
f.	Is a waiting list maintained for the facility?		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <i>If yes, # of participants on the list at the end of operating year 5</i>
g.	What is the address of the facility (if different from business address)?		401 Duboce Avenue, San Francisco, CA 94117
h.	Is the address of the project site confidential?		<input type="checkbox"/> Yes, protect information; do not publish list <input checked="" type="checkbox"/> No, can be made available to the public

**2b. Number and Type of HOPWA Capital Development Project Units (For Current or Past Capital Development Projects that receive HOPWA Operating Costs this Reporting Year)**

For units entered above in 2a. please list the number of HOPWA units that fulfill the following criteria:

	Number Designated for the Chronically Homeless	Number Designated to Assist the Homeless	Number Energy-Star Compliant	Number 504 Accessible
Rental units constructed (new) and/or acquired <u>with or without</u> rehab				
Rental units rehabbed				

Homeownership units constructed (if approved)				
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### 3. Units Assisted in Types of Housing Facility/Units Leased by Project Sponsor

#### 3a. Check one only

- ☒ Permanent Supportive Housing Facility/Units  
☐ Short-term Shelter or Transitional Supportive Housing Facility/Units

#### 3b. Type of Facility

Complete the following Chart for all facilities leased, master leased, project-based, or operated with HOPWA funds during the reporting year.

Name of Project Sponsor/Agency Operating the Facility/Leased Units: Maitri

Type of housing facility operated by the project sponsor		Total Number of <u>Units</u> in use during the Operating Year Categorized by the Number of Bedrooms per Units					
		SRO/Studio/0 bdrm	1 bdrm	2 bdrm	3 bdrm	4 bdrm	5+bdrm
a.	Single room occupancy dwelling						
b.	Community residence	14					
c.	Project-based rental assistance units or leased units						
d.	Other housing facility <u>Specify:</u>						

### 4. Households and Housing Expenditures

Enter the total number of households served and the amount of HOPWA funds expended by the project sponsor on subsidies for housing involving the use of facilities, master leased units, project based or other scattered site units leased by the organization.

Housing Assistance Category: Facility Based Housing		Output: Number of Households	Output: Total HOPWA Funds Expended during Operating Year by Project Sponsor
a.	Leasing Costs		
b.	Operating Costs	31	\$278,233
c.	Project-Based Rental Assistance (PBRA) or other leased units		
d.	Other Activity (if approved in grant agreement) <u>Specify:</u> Rehab/Cap Improvements	31	\$97,487
e.	Adjustment to eliminate duplication (subtract)	(31)	
f.	<b>TOTAL Facility-Based Housing Assistance (Sum Rows a. through d. minus Row e.)</b>	31	\$375,720

**Part 7: Summary Overview of Grant Activities****B. Facility-Based Housing Assistance****1. Project Sponsor Agency Name (Required)**

Mercy Housing California XVII, LP

**2. Capital Development****2a. Project Site Information for HOPWA Capital Development of Projects (For Current or Past Capital Development Projects that receive HOPWA Operating Costs this reporting year)**

Type of Development this operating year	HOPWA Funds Expended this operating year (if applicable)	Non-HOPWA funds Expended (if applicable)	Name of Facility: Derek Silva Community
<input type="checkbox"/> New construction	\$	\$	<b>Type of Facility [Check <u>only one</u> box.]</b> <input checked="" type="checkbox"/> Permanent housing <input type="checkbox"/> Short-term Shelter or Transitional housing <input type="checkbox"/> Supportive services only facility
<input type="checkbox"/> Rehabilitation	\$	\$	
<input type="checkbox"/> Acquisition	\$	\$	
<input checked="" type="checkbox"/> Operating	\$50,000	\$1,443,197	
a.	Purchase/lease of property:		Date (mm/dd/yy): 12/15/2001
b.	Rehabilitation/Construction Dates:		Date started:                      Date Completed:
c.	Operation dates:		Date residents began to occupy: 12/1/2004 <input type="checkbox"/> Not yet occupied
d.	Date supportive services began:		Date started: 12/1/2004 <input type="checkbox"/> Not yet providing services
e.	Number of units in the facility:		HOPWA-funded units = 68                      Total Units = 68
f.	Is a waiting list maintained for the facility?		<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <i>If yes, # of participants on the list at the end of operating year</i>
g.	What is the address of the facility (if different from business address)?		20 Franklin Street, San Francisco, CA 94102
h.	Is the address of the project site confidential?		<input checked="" type="checkbox"/> Yes, protect information; do not publish list <input type="checkbox"/> No, can be made available to the public

**2b. Number and Type of HOPWA Capital Development Project Units (For Current or Past Capital Development Projects that receive HOPWA Operating Costs this Reporting Year)**

For units entered above in 2a. please list the number of HOPWA units that fulfill the following criteria:

	Number Designated for the Chronically Homeless	Number Designated to Assist the Homeless	Number Energy-Star Compliant	Number 504 Accessible
Rental units constructed (new) and/or acquired <u>with or without</u> rehab				
Rental units rehabbed				

Homeownership units constructed (if approved)				
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### 3. Units Assisted in Types of Housing Facility/Units Leased by Project Sponsor

#### 3a. Check one only

- ☒ Permanent Supportive Housing Facility/Units  
☐ Short-term Shelter or Transitional Supportive Housing Facility/Units

#### 3b. Type of Facility

Complete the following Chart for all facilities leased, master leased, project-based, or operated with HOPWA funds during the reporting year.

Name of Project Sponsor/Agency Operating the Facility/Leased Units: Mercy Housing California XVII, LP

Type of housing facility operated by the project sponsor		Total Number of <u>Units</u> in use during the Operating Year Categorized by the Number of Bedrooms per Units					
		SRO/Studio/0 bdrm	1 bdrm	2 bdrm	3 bdrm	4 bdrm	5+bdrm
a.	Single room occupancy dwelling						
b.	Community residence						
c.	Project-based rental assistance units or leased units	36	27	5			
d.	Other housing facility <u>Specify:</u>						

### 4. Households and Housing Expenditures

Enter the total number of households served and the amount of HOPWA funds expended by the project sponsor on subsidies for housing involving the use of facilities, master leased units, project based or other scattered site units leased by the organization.

Housing Assistance Category: Facility Based Housing		Output: Number of Households	Output: Total HOPWA Funds Expended during Operating Year by Project Sponsor
a.	Leasing Costs		
b.	Operating Costs	67	\$50,000
c.	Project-Based Rental Assistance (PBRA) or other leased units		
d.	Other Activity (if approved in grant agreement) <u>Specify:</u> Rehab		
e.	Adjustment to eliminate duplication (subtract)		
f.	TOTAL Facility-Based Housing Assistance (Sum Rows a. through d. minus Row e.)	67	\$50,000

**Part 7: Summary Overview of Grant Activities****B. Facility-Based Housing Assistance****1. Project Sponsor Agency Name (Required)**

Rafiki Coalition for Health and Wellness

**2. Capital Development****2a. Project Site Information for HOPWA Capital Development of Projects (For Current or Past Capital Development Projects that receive HOPWA Operating Costs this reporting year)**

Type of Development this operating year	HOPWA Funds Expended this operating year (if applicable)	Non-HOPWA funds Expended (if applicable)	Name of Facility: Brandy Moore House
<input type="checkbox"/> New construction	\$	\$	<b>Type of Facility [Check <u>only one</u> box.]</b> <input type="checkbox"/> Permanent housing <input checked="" type="checkbox"/> Short-term Shelter or Transitional housing <input type="checkbox"/> Supportive services only facility
<input type="checkbox"/> Rehabilitation	\$	\$	
<input type="checkbox"/> Acquisition	\$	\$	
<input checked="" type="checkbox"/> Operating	\$19,884	\$304,973	
a.	Purchase/lease of property:		Date (mm/dd/yy): 5/24/1996
b.	Rehabilitation/Construction Dates:		Date started: 02/01/1997      Date Completed: 05/31/1998 Date started: 02/01/2010      Date Completed: 06/30/2011
c.	Operation dates:		Date residents began to occupy: 7/01/1998 <input type="checkbox"/> Not yet occupied
d.	Date supportive services began:		Date started: 7/01/1998 <input type="checkbox"/> Not yet providing services
e.	Number of units in the facility:		HOPWA-funded units = 11 beds      Total Units = 11 beds
f.	Is a waiting list maintained for the facility?		<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <i>If yes, # of participants on the list at the end of operating year</i>
g.	What is the address of the facility (if different from business address)?		1761 Turk Street, San Francisco, CA 94115
h.	Is the address of the project site confidential?		<input checked="" type="checkbox"/> Yes, protect information; do not publish list <input type="checkbox"/> No, can be made available to the public

**2b. Number and Type of HOPWA Capital Development Project Units (For Current or Past Capital Development Projects that receive HOPWA Operating Costs this Reporting Year)**

For units entered above in 2a please list the number of HOPWA units that fulfill the following criteria:

	Number Designated for the Chronically Homeless	Number Designated to Assist the Homeless	Number Energy-Star Compliant	Number 504 Accessible
Rental units constructed (new) and/or acquired <u>with or without</u> rehab				
Rental units rehabbed				

Homeownership units constructed (if approved)				
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### 3. Units Assisted in Types of Housing Facility/Units Leased by Project Sponsor

#### 3a. Check one only

- ☐ Permanent Supportive Housing Facility/Units  
☒ Short-term Shelter or Transitional Supportive Housing Facility/Units

#### 3b. Type of Facility

Complete the following Chart for all facilities leased, master leased, project-based, or operated with HOPWA funds during the reporting year.

**Name of Project Sponsor/Agency Operating the Facility/Leased Units:** Rafiki Coalition for Health and Wellness

Type of housing facility operated by the project sponsor		Total Number of <u>Units</u> in use during the Operating Year Categorized by the Number of Bedrooms per Units					
		SRO/Studio/0 bdrm	1 bdrm	2 bdrm	3 bdrm	4 bdrm	5+bdrm
a.	Single room occupancy dwelling						
b.	Community residence	11					
c.	Project-based rental assistance units or leased units						
d.	Other housing facility <u>Specify:</u>						

### 4. Households and Housing Expenditures

Enter the total number of households served and the amount of HOPWA funds expended by the project sponsor on subsidies for housing involving the use of facilities, master leased units, project based or other scattered site units leased by the organization.

Housing Assistance Category: Facility Based Housing		Output: Number of Households	Output: Total HOPWA Funds Expended during Operating Year by Project Sponsor
a.	Leasing Costs		
b.	Operating Costs	22	\$19,884
c.	Project-Based Rental Assistance (PBRA) or other leased units		
d.	Other Activity (if approved in grant agreement) <u>Specify:</u>		
e.	Adjustment to eliminate duplication (subtract)		
f.	<b>TOTAL Facility-Based Housing Assistance (Sum Rows a. through d. minus Row e.)</b>	22	\$19,884



**Part 7: Summary Overview of Grant Activities****B. Facility-Based Housing Assistance****1. Project Sponsor Agency Name (Required)**

Baker Places, Inc.

**2. Capital Development****2a. Project Site Information for HOPWA Capital Development of Projects (For Current or Past Capital Development Projects that receive HOPWA Operating Costs this reporting year)**

Type of Development this operating year	HOPWA Funds Expended this operating year (if applicable)	Non-HOPWA funds Expended (if applicable)	Name of Facility: Baker Supported Living Dolores Street
<input type="checkbox"/> New construction	\$	\$	<b>Type of Facility [Check <u>only one</u> box.]</b> <input checked="" type="checkbox"/> Permanent housing <input type="checkbox"/> Short-term Shelter or Transitional housing <input type="checkbox"/> Supportive services only facility
<input checked="" type="checkbox"/> Rehabilitation	\$27,255	\$	
<input type="checkbox"/> Acquisition	\$	\$	
<input type="checkbox"/> Operating	\$	\$	
a.	Purchase/lease of property:		Date (mm/dd/yy):
b.	Rehabilitation/Construction Dates:		Date started: 5/1/20      Date Completed: 6/10/20
c.	Operation dates:		Date residents began to occupy: 1996 <input type="checkbox"/> Not yet occupied
d.	Date supportive services began:		Date started: 1996 <input type="checkbox"/> Not yet providing services
e.	Number of units in the facility:		HOPWA-funded units = 2      Total Units = 2
f.	Is a waiting list maintained for the facility?		<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, # of participants on the list at the end of operating year
g.	What is the address of the facility (if different from business address)?		214 Dolores Street, San Francisco, CA 94110
h.	Is the address of the project site confidential?		<input type="checkbox"/> Yes, protect information; do not publish list <input checked="" type="checkbox"/> No, can be made available to the public

**2b. Number and Type of HOPWA Capital Development Project Units (For Current or Past Capital Development Projects that receive HOPWA Operating Costs this Reporting Year)**

For units entered above in 2a please list the number of HOPWA units that fulfill the following criteria:

	Number Designated for the Chronically Homeless	Number Designated to Assist the Homeless	Number Energy-Star Compliant	Number 504 Accessible
Rental units constructed (new) and/or acquired with or without rehab				
Rental units rehabbed		2		

Homeownership units constructed (if approved)				
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### 3. Units Assisted in Types of Housing Facility/Units Leased by Project Sponsor

#### 3a. Check one only

- ☒ Permanent Supportive Housing Facility/Units  
☐ Short-term Shelter or Transitional Supportive Housing Facility/Units

#### 3b. Type of Facility

Complete the following Chart for all facilities leased, master leased, project-based, or operated with HOPWA funds during the reporting year.

**Name of Project Sponsor/Agency Operating the Facility/Leased Units:** Bernal Heights Housing Corp

Type of housing facility operated by the project sponsor		Total Number of Units in use during the Operating Year Categorized by the Number of Bedrooms per Units					
		SRO/Studio/0 bdrm	1 bdrm	2 bdrm	3 bdrm	4 bdrm	5+bdrm
a.	Single room occupancy dwelling						
b.	Community residence					2	
c.	Project-based rental assistance units or leased units						
d.	Other housing facility <u>Specify:</u> single building (flats)						

### 4. Households and Housing Expenditures

Enter the total number of households served and the amount of HOPWA funds expended by the project sponsor on subsidies for housing involving the use of facilities, master leased units, project based or other scattered site units leased by the organization.

Housing Assistance Category: Facility Based Housing		Output: Number of Households	Output: Total HOPWA Funds Expended during Operating Year by Project Sponsor
a.	Leasing Costs		
b.	Operating Costs		
c.	Project-Based Rental Assistance (PBRA) or other leased units		
d.	Other Activity (if approved in grant agreement) <u>Specify:</u> Rehab/Cap Improvements	7	\$27,255
e.	Adjustment to eliminate duplication (subtract)		
f.	TOTAL Facility-Based Housing Assistance (Sum Rows a. through d. minus Row e.)	7	\$27,255

**Part 7: Summary Overview of Grant Activities****B. Facility-Based Housing Assistance****1. Project Sponsor Agency Name (Required)**

Baker Places, Inc.

**2. Capital Development****2a. Project Site Information for HOPWA Capital Development of Projects (For Current or Past Capital Development Projects that receive HOPWA Operating Costs this reporting year)**

Type of Development this operating year	HOPWA Funds Expended this operating year (if applicable)	Non-HOPWA funds Expended (if applicable)	Name of Facility: Baker Supported Living Page Street
<input type="checkbox"/> New construction	\$	\$	<b>Type of Facility [Check <u>only one</u> box.]</b> <input checked="" type="checkbox"/> Permanent housing <input type="checkbox"/> Short-term Shelter or Transitional housing <input type="checkbox"/> Supportive services only facility
<input checked="" type="checkbox"/> Rehabilitation	\$1,575	\$	
<input type="checkbox"/> Acquisition	\$	\$	
<input type="checkbox"/> Operating	\$	\$	
a.	Purchase/lease of property:		Date (mm/dd/yy):
b.	Rehabilitation/Construction Dates: Current Rehab (repair rear of bldg./windows – Phase 2 held up due to COVID )		Date started: 2019      Date Completed:
c.	Operation dates:		Date residents began to occupy: 1996 <input type="checkbox"/> Not yet occupied
d.	Date supportive services began:		Date started: 1996 <input type="checkbox"/> Not yet providing services
e.	Number of units in the facility:		HOPWA-funded units = 3      Total Units = 3
f.	Is a waiting list maintained for the facility?		<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, # of participants on the list at the end of operating year
g.	What is the address of the facility (if different from business address)?		1761-65 Page Street, San Francisco, CA 94117
h.	Is the address of the project site confidential?		<input type="checkbox"/> Yes, protect information; do not publish list <input checked="" type="checkbox"/> No, can be made available to the public

**2b. Number and Type of HOPWA Capital Development Project Units (For Current or Past Capital Development Projects that receive HOPWA Operating Costs this Reporting Year)**

For units entered above in 2a please list the number of HOPWA units that fulfill the following criteria:

	Number Designated for the Chronically Homeless	Number Designated to Assist the Homeless	Number Energy-Star Compliant	Number 504 Accessible
Rental units constructed (new) and/or acquired with or without rehab				
Rental units rehabbed		3		

Homeownership units constructed (if approved)				
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### 3. Units Assisted in Types of Housing Facility/Units Leased by Project Sponsor

#### 3a. Check one only

- ☒ Permanent Supportive Housing Facility/Units  
☐ Short-term Shelter or Transitional Supportive Housing Facility/Units

#### 3b. Type of Facility

Complete the following Chart for all facilities leased, master leased, project-based, or operated with HOPWA funds during the reporting year.

**Name of Project Sponsor/Agency Operating the Facility/Leased Units:** Bernal Heights Housing Corp

Type of housing facility operated by the project sponsor		Total Number of <u>Units</u> in use during the Operating Year Categorized by the Number of Bedrooms per Units					
		SRO/Studio/0 bdrm	1 bdrm	2 bdrm	3 bdrm	4 bdrm	5+bdrm
a.	Single room occupancy dwelling						
b.	Community residence			1	2		
c.	Project-based rental assistance units or leased units						
d.	Other housing facility <u>Specify:</u> single building (flats)						

### 4. Households and Housing Expenditures

Enter the total number of households served and the amount of HOPWA funds expended by the project sponsor on subsidies for housing involving the use of facilities, master leased units, project based or other scattered site units leased by the organization.

Housing Assistance Category: Facility Based Housing		Output: Number of Households	Output: Total HOPWA Funds Expended during Operating Year by Project Sponsor
a.	Leasing Costs		
b.	Operating Costs		
c.	Project-Based Rental Assistance (PBRA) or other leased units		
d.	Other Activity (if approved in grant agreement) <u>Specify:</u> Rehab/Cap Improvements (not completed during year) *		\$1,575
e.	Adjustment to eliminate duplication (subtract)		
f.	TOTAL Facility-Based Housing Assistance (Sum Rows a. through d. minus Row e.)		\$1,575

\* Number of Households will not be reported until rehab/capital improvements are completed

**Part 7: Summary Overview of Grant Activities****B. Facility-Based Housing Assistance****1. Project Sponsor Agency Name (Required)**

Bernal Heights Housing Corporation

**2. Capital Development****2a. Project Site Information for HOPWA Capital Development of Projects (For Current or Past Capital Development Projects that receive HOPWA Operating Costs this reporting year)**

Type of Development this operating year	HOPWA Funds Expended this operating year (if applicable)	Non-HOPWA funds Expended (if applicable)	Name of Facility: Positive Match
<input type="checkbox"/> New construction	\$	\$	<b>Type of Facility [Check <u>only one</u> box.]</b> <input checked="" type="checkbox"/> Permanent housing <input type="checkbox"/> Short-term Shelter or Transitional housing <input type="checkbox"/> Supportive services only facility
<input checked="" type="checkbox"/> Rehabilitation	\$41,000	\$	
<input type="checkbox"/> Acquisition	\$	\$	
<input type="checkbox"/> Operating	\$	\$123,429	
a.	Purchase/lease of property:		Date (mm/dd/yy): 09/12/98
b.	Rehabilitation/Construction Dates: Current Rehab		Date started: 05/01/17      Date Completed:
c.	Operation dates:		Date residents began to occupy: 09/01/02 <input type="checkbox"/> Not yet occupied
d.	Date supportive services began:		Date started: 09/01/02 <input type="checkbox"/> Not yet providing services
e.	Number of units in the facility:		HOPWA-funded units = 7      Total Units = 7
f.	Is a waiting list maintained for the facility?		<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <i>If yes, # of participants on the list at the end of operating year</i>
g.	What is the address of the facility (if different from business address)?		1652 Eddy Street, San Francisco, CA 94115
h.	Is the address of the project site confidential?		<input checked="" type="checkbox"/> Yes, protect information; do not publish list <input type="checkbox"/> No, can be made available to the public

**2b. Number and Type of HOPWA Capital Development Project Units (For Current or Past Capital Development Projects that receive HOPWA Operating Costs this Reporting Year)**

For units entered above in 2a please list the number of HOPWA units that fulfill the following criteria:

	Number Designated for the Chronically Homeless	Number Designated to Assist the Homeless	Number Energy-Star Compliant	Number 504 Accessible
Rental units constructed (new) and/or acquired <u>with or without</u> rehab				
Rental units rehabbed				

Homeownership units constructed (if approved)				
---	--	--	--	--

### 3. Units Assisted in Types of Housing Facility/Units Leased by Project Sponsor

#### 3a. Check one only

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☐ Short-term Shelter or Transitional Supportive Housing Facility/Units

#### 3b. Type of Facility

Complete the following Chart for all facilities leased, master leased, project-based, or operated with HOPWA funds during the reporting year.

**Name of Project Sponsor/Agency Operating the Facility/Leased Units:** Bernal Heights Housing Corp

Type of housing facility operated by the project sponsor		Total Number of <u>Units</u> in use during the Operating Year Categorized by the Number of Bedrooms per Units					
		SRO/Studio/0 bdrm	1 bdrm	2 bdrm	3 bdrm	4 bdrm	5+bdrm
a.	Single room occupancy dwelling						
b.	Community residence						
c.	Project-based rental assistance units or leased units						
d.	Other housing facility <u>Specify:</u> single building (flats)	7					

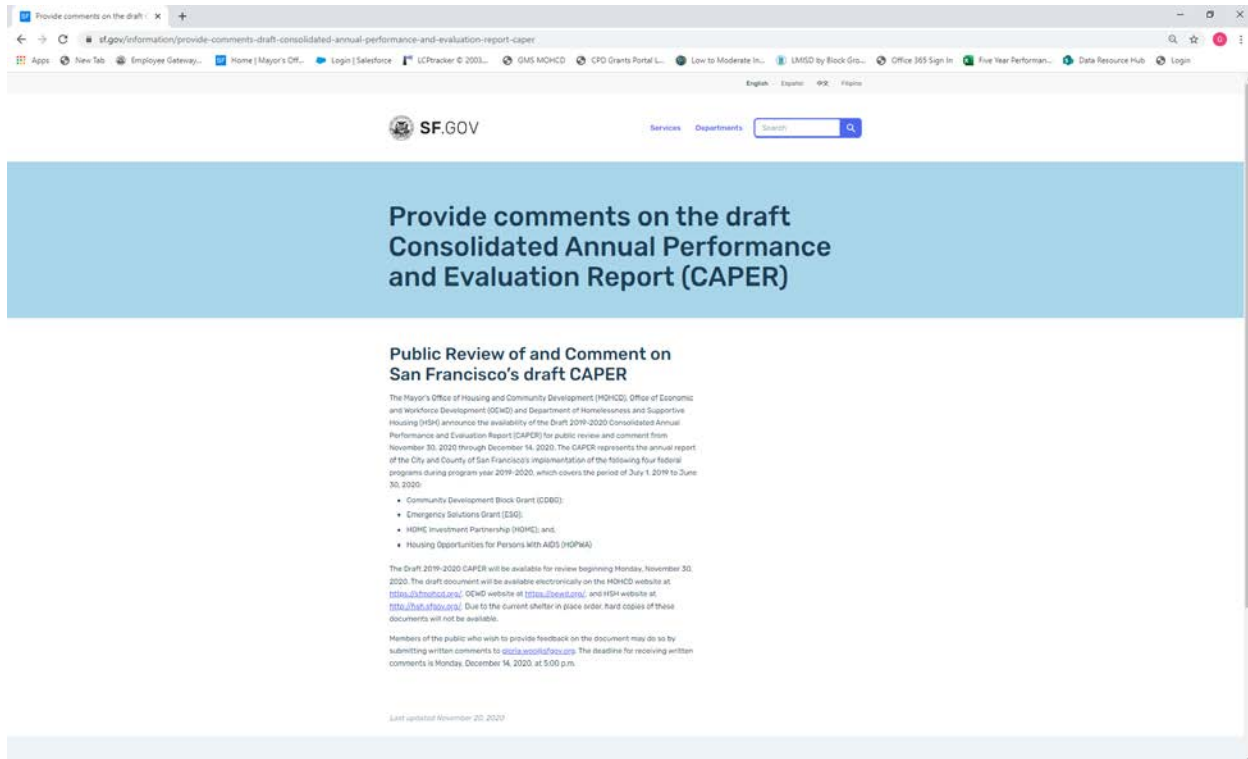
### 4. Households and Housing Expenditures

Enter the total number of households served and the amount of HOPWA funds expended by the project sponsor on subsidies for housing involving the use of facilities, master leased units, project based or other scattered site units leased by the organization.

Housing Assistance Category: Facility Based Housing		Output: Number of Households	Output: Total HOPWA Funds Expended during Operating Year by Project Sponsor
a.	Leasing Costs		
b.	Operating Costs		
c.	Project-Based Rental Assistance (PBRA) or other leased units		
d.	Other Activity (if approved in grant agreement) <u>Specify:</u> Rehab/Cap Improvements (not completed during year) *		\$41,000
e.	Adjustment to eliminate duplication (subtract)		
f.	TOTAL Facility-Based Housing Assistance (Sum Rows a. through d. minus Row e.)		\$41,000

\* Number of Households will not be reported until rehab/capital improvements are completed.

## APPENDIX C: Proof of Publication for Notice of Availability of Draft 2019-2020 CAPER for Public Review and Comment



Provide comments on the draft : x +

sf.gov/information/provide-comments-draft-consolidated-annual-performance-and-evaluation-report-caper

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## Provide comments on the draft Consolidated Annual Performance and Evaluation Report (CAPER)

### Public Review of and Comment on San Francisco's draft CAPER

The Mayor's Office of Housing and Community Development (MOHCD), Office of Economic and Workforce Development (OEWD) and Department of Homelessness and Supportive Housing (HSH) announce the availability of the Draft 2019-2020 Consolidated Annual Performance and Evaluation Report (CAPER) for public review and comment from November 30, 2020 through December 14, 2020. The CAPER represents the annual report of the City and County of San Francisco's implementation of the following four federal programs during program year 2019-2020, which covers the period of July 1, 2019 to June 30, 2020:

- Community Development Block Grant (CDBG);
- Emergency Solutions Grant (ESG);
- HOME Investment Partnership (HOME); and,

San Francisco's draft CAPER

The Mayor's Office of Housing and Community Development (MOHCD), Office of Economic and Workforce Development (OEWD) and Department of Homelessness and Supportive Housing (HSH) announce the availability of the Draft 2019-2020 Consolidated Annual Performance and Evaluation Report (CAPER) for public review and comment from November 30, 2020 through December 14, 2020. The CAPER represents the annual report of the City and County of San Francisco's implementation of the following four federal programs during program year 2019-2020, which covers the period of July 1, 2019 to June 30, 2020:

- Community Development Block Grant (CDBG);
- Emergency Solutions Grant (ESG);
- HOME Investment Partnership (HOME); and,
- Housing Opportunities for Persons With AIDS (HOPWA)

The Draft 2019-2020 CAPER will be available for review beginning Monday, November 30, 2020. The draft document will be available electronically on the MOHCD website at <https://sfmohcd.org/>, OEWD website at <https://oewd.org/>, and HSH website at <https://hsh.sfgov.org/>. Due to the current shelter in place order, hard copies of these documents will not be available.

Members of the public who wish to provide feedback on the document may do so by submitting written comments to [gloria.woo@sfgov.org](mailto:gloria.woo@sfgov.org). The deadline for receiving written comments is Monday, December 14, 2020, at 5:00 p.m.

Last updated November 20, 2020

Departments  
[Mayor's Office of Housing and Community Development](#)

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