



City and County of San Francisco

DRAFT **2023-2024 Consolidated Annual** **Performance and Evaluation Report** **(CAPER)**

**For Public Review and Comment Between
September 9, 2024 and September 23, 2024**

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Welcome to San Francisco's DRAFT 2023-2024 CAPER.

NOTES FOR PUBLIC REVIEW and COMMENT:

- 1) This draft document is available for public review and comment between September 9 and September 23, 2024.
- 2) Staff welcomes your comments in writing via email. They may be directed to gloria.woo@sfgov.org. In your comment, please be specific about your issue and refer to a specific section of the Draft document, if appropriate.
- 3) The close of the public comment period is September 23, 2024 at 5:00 p.m.
- 4) Thank you in advance for your participation in this process.

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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 2020-2024 Consolidated Plan are the following:

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

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 Funding and Indicators of Success Table to assess investment outcomes across the 2020-2024 timeframe of the Consolidated Plan. Performance under each indicator 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 accessible and affordable housing										
Goal 1Ai: Create more affordable housing										
Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	ACTUAL Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	ACTUAL Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	ACTUAL Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount
HOME	\$20,070,840	\$150,000		\$3,361,920		\$3,361,920	\$12,669,425	\$5,000,000	\$2,197,000	\$6,000,000
General Fund	\$48,422,449	\$47,561,458	\$29,805,965		\$27,503,071	\$860,991	\$4,088,176			
Housing Trust Fund	\$88,783,962			\$5,100,000	\$2,000,000	\$13,000,000	\$32,271,995	\$22,000,000	\$21,598,962	\$27,085,000
Housing Impact Fees	\$206,732,407	\$45,990,000	\$18,936,797	\$76,221,754	\$680,342	\$11,000,000	\$95,213,044	\$21,017,123	\$23,897,530	\$28,606,000
Low-Mod Income Housing Asset Fund	\$59,717,698	\$200,000	\$1,623,014	\$5,310,059	\$6,116,228	\$10,000,000	\$23,889,968	\$11,600,000	\$18,807,639	\$13,800,000
OCII	\$720,339,353	\$47,680,000		\$227,894,928	\$126,885,304	\$103,759,101	\$128,091,838	\$229,475,324		\$111,530,000
Other	\$923,479,035	\$169,677,971	\$90,974,746	\$124,787,012	\$108,258,770	\$179,216,942	\$187,029,796	\$160,071,282	\$112,906,328	\$176,819,500
Total	\$2,067,545,744	\$311,259,429	\$141,340,522	\$442,675,673	\$271,443,715	\$321,198,954	\$483,254,242	\$449,163,729	\$179,407,459	\$363,840,500
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 4 ACTUAL	Year 5 Goal
# of new HOPE SF units developed	694	64	0	83	169	0	247	167	198	182
# of HIV+ dedicated housing units developed	19	0	0				0			19
# of Plus Housing applicant placements into units	151	5	33	16	69	30	50	15		15
# of dedicated housing units for families developed	5,333	1,300	559	885	921	913	862	1,133	425	677
# of dedicated housing units for seniors developed	1,148		298		187	390	0	410	64	284
# of mobility/ADA units developed	197			4	7					193
Goal 1Aii: Preserve affordable housing										
Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	ACTUAL Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	ACTUAL Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	ACTUAL Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount
CDBG	\$12,598,004	\$2,548,910			\$14,040,000		\$0	\$4,055,400	\$1,993,694	\$4,000,000
HOME	\$2,494,853								\$2,494,853	
General Fund	\$58,629,475	\$37,956,000	\$43,809,817	\$1,771,000	\$512,274	\$3,512,274	\$680,673	\$468,406	\$7,969,777	\$6,952,018
Housing Trust Fund	\$77,868,127	\$11,079,000	\$3,617,200	\$35,176,127	\$4,471,000	\$5,113,000	\$8,085,757	\$8,000,000		\$18,500,000
Housing Impact Fees	\$22,387,370	\$840,180		\$2,536,560		\$851,930	\$360,000		\$2,747,000	\$15,411,700
Low-Mod Income Housing Asset Fund	\$22,251,938	\$12,363,305	\$5,678,590				\$0		\$4,888,633	\$5,000,000

Other	\$204,613,615	\$2,500,000	\$16,507,000	\$44,589,000	\$38,730,000	\$17,828,000	\$106,606,299	\$277,500	\$134,068,215	\$5,350,900
Total	\$400,843,382	\$67,287,395	\$69,612,607	\$84,072,687	\$57,753,274	\$27,305,204	\$115,732,729	\$12,801,306	\$154,162,172	\$55,214,618
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 4 ACTUAL	Year 5 Goal
# of Small Sites units preserved/made permanently affordable	637	171	109	171	56	144	137	0	142	9
# of units made code compliant (for example, seismic, fire) or received health and safety improvements	355	113	88		253		80			242
# of low-income homeowners who have assessments completed and home modifications installed that increase safety, accessibility and health outcomes	264	5	68	5	0	95	75	75	9	75
# of low-income homeowners who have solar assessments completed and solar modifications installed	17	8	0	0	0	3	11	3	0	3
Decrease in number of out of compliance (with Planning or MOHCD program requirements) homeowners and property owners	150	30	19	30	26	30	32	30		30
# of HOPE SF public housing units replaced or # of HOPE VI units rehabilitated	382	121	194	63	39	133	184		65	
# of RAD-like conversion units rehabilitated	224	154	0	70	160		0			
Goal 1Aiii: Improve data and analytics on affordable housing inventory and placements										
Funding Source										
No funding to sub-recipients										
Indicators of Success										
No Indicators of Success										
Priority Need 1B: Make housing more affordable										
Goal 1Bi: Reduce development costs to help leverage local housing resources and serve lower income households										
Funding Source										
No funding to sub-recipients										
Indicators of Success										
No indicators										
Goal 1Bii: Increase affordability of rental housing										
Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	ACTUAL Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	ACTUAL Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	ACTUAL Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount
CDBG-CV	\$0		\$1,597,222				\$1,360,441			
HOPWA	\$20,947,076	\$3,466,707	\$3,155,915	\$3,466,707	\$3,466,707	\$3,466,707	\$3,547,195	\$3,466,707	\$3,566,707	\$3,513,541
HOPWA-CV	\$0		\$66,667				\$62,667			
HOPWA Competitive	\$488,458		\$463,667				\$373,195		\$488,458	
HOPWA Competitive-CV	\$0		\$53,153				\$53,153			
General Fund	\$140,669,448	\$13,532,934	\$19,610,989	\$26,324,596	\$23,664,155	\$33,059,740	\$53,422,421	\$8,413,213	\$47,597,834	\$11,741,131

Housing Trust Fund	\$544,008		\$336,849		\$46,137		\$138,411		\$67,396	\$476,612
Treasury Rental Assistance	\$0		\$2,941,176				\$4,675,751			
Other	\$21,650,000	\$3,800,000	\$6,666,667	\$4,000,000		\$11,250,000	\$573,698	\$1,000,000	\$600,000	\$1,000,000
Total	\$184,298,990	\$20,799,641	\$34,892,305	\$33,791,303	\$27,176,999	\$47,776,447	\$64,206,932	\$12,879,920	\$52,320,395	\$16,731,284
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 4 ACTUAL	Year 5 Goal
# of residents receiving rental subsidies	2,764	220	220	220	690	467	1,006	220	1417	220
# of housing subsidies and vouchers for HIV+ households	962	187	184	183	186	176	174	176	64	176
# of LOSP units funded	15,849	2,713	1,342	2,871	1,379	2,876	2,245	2,647	1,954	2,788

Goal 1Biii: Increase opportunities for sustainable homeownership

Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	ACTUAL Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	ACTUAL Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	ACTUAL Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount
CDBG	\$1,747,298	\$334,520	\$397,720	\$271,900	\$271,900	\$271,900	\$182,986	\$277,723	\$277,723	\$313,532
CDBG-CV							\$885,577		\$314,423	
General Fund	\$7,362,857	\$970,480	\$992,984	\$1,136,971	\$1,245,721	\$1,136,971	\$1,392,389	\$1,212,675	\$1,690,969	\$1,214,791
Housing Trust Fund	\$0		\$105,916				\$12,250			
Other	\$800,000					\$200,000		\$300,000		\$300,000
Total	\$10,224,578	\$1,305,000	\$1,496,620	\$1,408,871	\$1,517,621	\$1,608,871	\$2,473,202	\$1,790,398	\$2,283,115	\$1,828,323
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 4 ACTUAL	Year 5 Goal
# of residents receiving homeownership education and counseling	14,303	3,200	3,564	3,200	3,873	3,202	3,663	1,800	1,101	1,800
# of residents receiving homeownership counseling services who successfully become homeowners	975	345	29	345	233	145	95	50	40	50
# of homeowners who receive post-purchase education and counseling	1,462	250	362	250	543	338	401	200	224	200
# of homeowners who receive legal representation to avoid foreclosure	538	20	170	20	12	60	18	200	38	200
# of higher-income households, including first responders and educators, who receive DALP	85	30	2	30	22	5		4	12	4
# of homebuyers served from previously underserved select demographic populations	65	5	8	10	22	10		20		20

Goal 1Biv: Increase access to rental and homeownership housing

Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	ACTUAL Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	ACTUAL Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	ACTUAL Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount
CDBG	\$0		\$42,091							

General Fund	\$6,786,086	\$873,624	\$1,251,629	\$1,131,161	\$1,171,784	\$1,331,161	\$1,455,145	\$1,425,934	\$1,292,516	\$731,690
Housing Trust Fund	\$6,944,009	\$1,336,376	\$1,347,298	\$1,015,628	\$1,015,628	\$1,015,628	\$1,056,253	\$1,056,253	\$1,056,253	\$1,463,871
Other	\$370,000		\$37,500		\$37,500		\$75,000		\$85,000	\$285,000
Total	\$14,100,095	\$2,210,000	\$2,678,518	\$2,146,789	\$2,224,912	\$2,346,789	\$2,586,398	\$2,482,187	\$2,433,769	\$2,480,561
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 4 ACTUAL	Year 5 Goal
# of residents receiving rental housing education and counseling	18,585	3,600	3,914	3,600	3,183	2,619	3,382	2,619	3,528	2,619
# of applications for rental housing opportunities	1,053,613	200,000	217,000	200,000	134,319	200,000	86,950	200,000	53,613	200,000
# of residents who successfully move into MOHCD-sponsored affordable housing	3,710	750	485	750	982	500	409	750	210	750
# of new DAHLIA accounts created	132,979	20,000	16,000	25,000	12,635	25,000	11,493	25,000	12,979	25,000
# of leasing agents, lenders and housing counselors who receive training on MOHCD housing programs	1,619	235	440	235	463	450	251	464		235
# of housing education opportunities for HIV+ persons	30	5	5	5	5	5	5	5	5	5
# of HIV+ residents receiving rental housing counseling services who successfully move into MOHCD-sponsored affordable housing	91	5	5	6	5	20	20	20	20	20
# of households receiving rental housing at HOPE SF sites via the HOPE SF Right to Return legislation	65	25		10	9	10	0	10	0	10
Priority Need 1C: Prevent and reduce homelessness										
Goal 1Ci: Improve systems to help each person find the right path to permanent housing										
Funding Source										
See Goal 1CVi for funding										
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 4 ACTUAL	Year 5 Goal
% of successful exits from Coordinated Entry	85%	75%	86%	75%	86%	80%	92%	80%	91%	85%
Goal 1Cii: Reduce homelessness for adults, youth and families										
Funding Source										
See Goal 1Ai for funding for PSH units										
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 4 ACTUAL	Year 5 Goal
# of permanent supportive housing units for adults developed	527	29		305	75	59	120	50		84
# of permanent supportive housing units for youth developed	32			32	0		81			
# of permanent supportive housing units for families developed	360	110		91	22	134	0	25		
Ratio of homeless families to 6 months average housing placement rate	11		6.18	5	7.59	1	8.2	1	2.59	1
# of chronic homeless adults	10,180	2,050	2,754	2,050	2,638	1,069	2,638	1,069	2,892	1,050
# of homeless youth	4,961	900	1,178	900	1073	682	1,073	682	1,115	682
Goal 1Ciii: Ensure no families with children are unsheltered										
Funding Source										

See Goal 1Cvi for Funding										
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 4 ACTUAL	Year 5 Goal
# of unsheltered families	130	0	12	0	27	0	27	0	130	0
Goal 1Civ: Improve the City's response to street homelessness and end large, long-term encampments										
Funding Source										
See Goal 1Cvi for funding										
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 4 ACTUAL	Year 5 Goal
# of large, long-term encampments	2	0	0	0	0	0	3	0	2	0
Goal 1Cv: Further align MOHCD's work with Department of Homelessness and Supportive Housing										
Funding Source										
No funds to sub-recipient										
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 4 ACTUAL	Year 5 Goal
# of MOHCD placements to HOPWA units	39	5	6	5	10	5	15	5	14	5
Goal 1Cvi: Expand services to prevent homelessness and stabilize housing for formerly homeless households and those at risk of homelessness										
Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	ACTUAL Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	ACTUAL Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	ACTUAL Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount
ESG	\$8,466,388	\$1,386,971	\$1,595,423	\$1,386,971	\$1,590,749	\$1,423,716	\$1,589,569	\$1,423,716	\$1,421,295	\$1,423,719
General Fund	\$1,709,000,000	\$240,000,000	\$284,175,569	\$240,000,000	\$301,274,098	\$240,000,000	\$304,028,275	\$327,000,000	\$335,000,000	\$327,000,000
Total	\$1,717,466,388	\$241,386,971	\$285,770,992	\$241,386,971	\$302,864,847	\$241,423,716	\$305,617,844	\$328,423,716	\$336,421,295	\$328,423,719
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 4 ACTUAL	Year 5 Goal
# of households who reached a problem solving resolution or were diverted from homelessness	11,617	2,000	841	2,500	1,479	1,500	1,905	1,500	2,617	1,500
Priority Need 1D: Provide services to maintain housing stability										
Goal 1Di: Reduce rate of evictions										
Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	ACTUAL Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	ACTUAL Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	ACTUAL Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount
CDBG	\$20,811,805	\$3,704,618	\$3,714,618	\$3,129,373	\$2,753,388	\$2,753,388	\$2,854,723	\$3,588,811	\$4,189,520	\$3,446,095
CDBG-CV	\$1,272,240		\$125,294		\$744,118		\$410,153		\$1,272,240	
General Fund	\$81,528,812	\$3,557,685	\$7,492,602	\$4,806,551	\$22,425,271	\$4,363,442	\$10,525,112	\$3,787,588	\$39,809,538	\$25,204,008
Housing Trust Fund	\$36,371,336	\$4,860,808	\$5,213,053	\$5,491,908	\$6,287,893	\$6,287,893	\$6,539,409	\$6,539,409	\$6,651,909	\$6,539,409
Treasury Rental Assistance	\$0		\$63,529		\$687,173		\$162,353			
Other	\$10,109,572				\$858,750	\$9,100,000	\$75,000		\$216,830	\$792,742
Total	\$150,093,765	\$12,123,111	\$16,609,096	\$13,427,832	\$33,756,593	\$22,504,723	\$20,566,750	\$13,915,808	\$52,140,037	\$35,982,254

Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 4 ACTUAL	Year 5 Goal
# of tenants facing eviction who receive full legal representation	10,514	1,800	1,298	2,000	1,293	1,518	1,797	1,730	1,736	1,730
# of tenants facing eviction who were able to stay in their current unit	5,072	900	376	1,300	421	478	666	865	664	865
# of tenants receiving emergency rental assistance to stabilize their housing	12,185	730	1,366	4,500	3,069	569	4,975	990	4,406	990
# of tenants receiving Alternative Dispute Resolution (ADR) services	2,514	600	458	800	324	210	570	200	504	200
# of residents receiving tenants' rights counseling/education	6,860	900	1,435	1,200	2,566	1,585	1,778	800	1,575	800
Goal 1Dii: Increase access to services for residents of public and publicly subsidized housing, RAD projects, HOPWA subsidized housing, and single room occupancy hotels										
Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	ACTUAL Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	ACTUAL Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	ACTUAL Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount
CDBG	\$4,610,739	\$923,047	\$906,047	\$790,879	\$661,129	\$690,879	\$898,264	\$708,514	\$708,514	\$788,906
General Fund	\$27,612,430	\$3,598,559	\$5,706,096	\$4,424,369	\$5,456,633	\$4,405,031	\$5,403,738	\$5,205,098	\$5,236,591	\$4,742,782
HOPWA	\$0		\$100,000		\$313,541					
HOPWA-CV	\$0		\$170,304							
Housing Trust Fund	\$1,672,755	\$150,000	\$467,030	\$100,000	\$260,000	\$400,000	\$225,000	\$400,000	\$160,000	\$462,755
Other	\$0		\$160,000		\$25,000		\$105,455			
Total	\$33,895,924	\$4,671,606	\$7,509,477	\$5,315,248	\$6,716,303	\$5,495,910	\$6,632,457	\$6,313,612	\$6,105,105	\$5,994,443
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 4 ACTUAL	Year 5 Goal
# of HOPE SF and RAD residents participating in community building activities that increase cohesion and trust, provide leadership opportunities, and lead to healthier outcomes for residents	42,466	4,000	16,806	4,000	6,976	4,000	25,209	4,000	22,466	4,000
# of resident leaders who successfully support or lead the implementation of programming at their site	288	40	95	40	55	40	93	40	88	40
# of clients receiving information and referral, service connection and case coordination services	8,568	1,300	2,384	1,300	2,878	1,300	1,418	1,300	2,068	1,300
# of clients engaged in case management, including development of Individual Service Plan	1,832	300	324	300	617	300	279	300	332	300
# of clients who complete at least 50% of the goals from their Individual Service Plan	986	150	224	150	708	150	141	150	236	150
# of clients receiving housing retention services residing in new and existing HOPWA units	1,073	187	183	178	182	180	174	178	172	178
Goal 1Diii: Provide support for other affordable housing residents to ensure success in their housing placement										
Funding Source										
No funds to sub-recipient										
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 4 ACTUAL	Year 5 Goal

# of welcome packets received by new tenants in MOHCD-sponsored affordable housing projects	100	100		0	0	0	0	0		0
# of MOHCD affordable housing tenants at risk of eviction that receive notification of eviction support services	9,172	1,024	54	1,548	32	2,200	12	2,200		2,200

Goal 1Div: Increase collaboration between healthcare and housing systems by increasing mobility between levels of care (high to low acuity) in residential settings for HIV+ households

Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	ACTUAL Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	ACTUAL Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	ACTUAL Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount
CDBG-CV	\$0				\$30,969		\$216,782			
HOPWA	\$26,246,126	\$2,504,336	\$2,979,712	\$5,197,727	\$3,727,889	\$5,525,871	\$2,906,238	\$5,286,580	\$4,115,806	\$3,615,806
HOPWA-CV	\$0		\$422,667		\$48,761		\$144,548			
General Fund	\$3,180,186	\$1,586,608	\$1,254,249	\$1,377,465	\$10,833	\$10,833	\$1,423,051	\$67,532	\$68,024	\$69,724
Total	\$29,426,312	\$4,090,944	\$4,656,628	\$6,575,192	\$3,818,452	\$5,536,704	\$4,690,619	\$5,354,112	\$4,183,830	\$3,685,530
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 4 ACTUAL	Year 5 Goal
# of acuity-based assessments for housing placements	577	5	118	118	118	50	88	150	104	150

Objective 2: Families and Individuals are Resilient and Economically Self-Sufficient

Priority Need 2A: Promote workforce development

Goal 2Ai: Provide access to employment opportunities across multiple sectors for unemployed and underemployed populations

Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	ACTUAL Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	ACTUAL Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	ACTUAL Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount
CDBG	\$8,790,174	\$1,465,029	\$1,456,029	\$1,465,029	\$1,465,029	\$1,465,029	\$1,465,029	\$1,465,029	\$1,465,029	\$1,465,029
General Fund	\$195,000	\$65,000	\$65,000	\$65,000	\$12,927,912	\$65,000	\$1,068,110			
Other	\$0				\$336,337		\$1,167,365			
Total	\$8,985,174	\$1,530,029	\$1,521,029	\$1,530,029	\$14,729,278	\$1,530,029	\$3,700,504	\$1,465,029	\$1,465,029	\$1,465,029
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 4 ACTUAL	Year 5 Goal
# of unemployed and underemployed residents that successfully enroll into workforce services in aim of securing employment	5,272	1,200	1,667	695	1,452	695	1,756	695	1,292	695

Priority Need 2B: Increase opportunities through improved language access and core skills development

Goal 2Bi: Improve access to MOHCD programs and services through translation of paper and digital resources

Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	ACTUAL Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	ACTUAL Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	ACTUAL Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount
No funds to sub-recipients										
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 4 ACTUAL	Year 5 Goal
No Indicators of Success										

Goal 2Bii: Provide skill development and training resources

Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	ACTUAL Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	ACTUAL Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	ACTUAL Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount
CDBG	\$2,706,738	\$358,000	\$616,927	\$430,660	\$471,738	\$475,660	\$479,284	\$492,886	\$447,886	\$501,646
General Fund	\$28,583,292	\$3,418,500	\$4,763,321	\$3,109,776	\$3,044,402	\$4,316,180	\$5,796,558	\$5,378,044	\$7,287,035	\$5,073,757
Other	\$800,000		\$16,667		\$325,000		\$325,000		\$650,000	\$150,000
Total	\$32,090,030	\$3,776,500	\$5,396,915	\$3,540,436	\$3,841,140	\$4,791,840	\$6,600,842	\$5,870,930	\$8,384,921	\$5,725,403
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 4 ACTUAL	Year 5 Goal
# of clients who receive training in life skills/personal effectiveness, educational skills, ESL, and workplace readiness	18,353	3,800	1,824	3,800	2,343	2,831	1,779	2,085	2,063	2,085
# of clients who achieve a high school diploma or GED or enroll in post-secondary education programs	557	175	49	175	108	102	90	110	55	110
# of clients who enroll in a sector-specific job training program	#REF!	350	122	350	209	299	260	220	108	220
Goal 2Biii: Improve financial literacy and personal finance management										
Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	ACTUAL Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	ACTUAL Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	ACTUAL Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount
CDBG	\$320,832	\$52,000	\$115,000	\$52,000	\$52,000	\$52,000	\$54,080	\$54,080	\$54,080	\$56,672
General Fund	\$2,853,093	\$488,000	\$391,207	\$471,576	\$471,576	\$471,576	\$490,440	\$485,722	\$437,385	\$498,834
Total	\$3,173,925	\$540,000	\$506,207	\$523,576	\$523,576	\$523,576	\$544,520	\$539,802	\$491,465	\$555,506
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 4 ACTUAL	Year 5 Goal
# of clients receiving financial counseling	6,842	2,000	867	944	827	944	1,052	800	1,354	800
# of clients who increase savings by at least one week of income	1,103	415	50	217	65	217	80	75	104	75
# of clients who decrease debt by at least 10%	981	225	33	200	87	200	122	100	156	100
# of clients who increase their credit score by at least 35 points	830	250	39	177	74	177	78	90	46	90
# of clients who open safe and affordable bank accounts	597	200	62	114	55	114	53	70	29	70
# of programs being implemented on-site at RAD and HOPE SF housing developments	65	6	17	6	17	6	17	15	17	15
Goal 2Biv: Improve digital literacy										

Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	ACTUAL Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	ACTUAL Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	ACTUAL Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount
CDBG-CV							\$312,966		\$187,034	
General Fund	\$2,636,647	\$175,000	\$145,634	\$70,000	\$23,077	\$502,703	\$799,007	\$447,005	\$413,390	\$1,028,549
Total	\$2,823,681	\$175,000	\$145,634	\$70,000	\$23,077	\$502,703	\$1,111,973	\$447,005	\$600,424	\$1,028,549
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 4 ACTUAL	Year 5 Goal
# of clients who receive free or low-cost digital devices	1,150	150	366	300	746	300	407	200		200
# of clients who receive training in digital skills, including basic digital literacy, online safety, privacy, information literacy, and advanced education or employment related skills	1,860	250	297	500	269	500	710	250	110	250
# of clients in affordable housing with increased access to high-speed internet	11,760	2,700	2,540	2,700	746	2,700	407	2,700		960
Priority Need 2C: Provide equitable access to civil legal services for immigration and other critical issues										
Goal 2Ci: Increase access to civil legal services										
Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	ACTUAL Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	ACTUAL Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	ACTUAL Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount
CDBG	\$864,357		\$199,765		\$208,668	\$65,811	\$68,443	\$68,443	\$658,303	\$71,800
CDBG-CV	\$0		\$17,500		\$105,000		\$52,500			
General Fund	\$82,556,668	\$11,598,742	\$12,235,540	\$11,843,498	\$14,466,958	\$13,075,446	\$15,266,663	\$15,801,480	\$15,340,401	\$14,897,101
Housing Trust Fund	\$4,609,125	\$650,000	\$420,525	\$479,708	\$479,708	\$479,708	\$498,898	\$498,898	\$498,898	\$2,001,913
Total	\$88,030,150	\$12,248,742	\$12,873,330	\$12,323,206	\$15,260,334	\$13,620,965	\$15,886,504	\$16,368,821	\$16,497,602	\$16,970,814
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 4 ACTUAL	Year 5 Goal
# of clients receiving a limited legal service	19,718	4,200	2,433	4,200	3,485	2,780	3,163	2,780	3,264	2,780
# of clients receiving an extended legal service	18,479	2,500	3,112	2,500	3,332	2,829	3,449	2,829	2,382	2,829
# of clients who have their civil legal issue successfully resolved	6,922	2,000	723	2,000	701	812	839	812	486	812
Priority Need 2D: Help households connect to services										
Goal 2Di: Increase access to community-based services										

Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	ACTUAL Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	ACTUAL Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	ACTUAL Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount
CDBG	\$2,095,736	\$358,000	\$393,667	\$336,000	\$461,588	\$336,000	\$366,107	\$349,440	\$349,440	\$366,856
General Fund	\$30,473,648	\$3,418,500	\$4,183,967	\$5,219,656	\$5,961,348	\$5,011,371	\$5,393,675	\$5,009,588	\$5,627,409	\$6,187,124
Other	\$900,000				\$75,000			\$800,000		\$100,000
Total	\$33,469,384	\$3,776,500	\$4,577,634	\$5,555,656	\$6,497,936	\$5,347,371	\$5,759,782	\$6,159,028	\$5,976,849	\$6,653,980
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 4 ACTUAL	Year 5 Goal
# of clients receiving information and referral, service connection and case coordination services	25,114	4,000	4,165	4,000	3,832	3,783	4,596	3,706	2,919	6,706
# of clients engaged in case management, including development of Individual Service Plan	6,818	1,500	1,120	1,500	1,124	1,000	1,266	926	966	926
# of clients who complete at least 50% of the goals from their Individual Service Plan	4,139	1,000	606	1,000	759	742	620	642	113	642
Objective 3: Communities Have Healthy Physical, Social, and Business Infrastructure										
Priority Need 3A: Enhance community facilities and spaces										
Goal 3Ai: Ensure nonprofit service providers have high quality, stable facilities										
Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	ACTUAL Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	ACTUAL Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	ACTUAL Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount
CDBG	\$2,758,833	\$196,780	\$91,134	\$481,201	\$85,714	\$1,045,687	\$890,128	\$270,610	\$764,555	
CDBG-CV	\$0				\$15,625		\$230,000			
General Fund	\$9,477,278	\$0	\$0	\$43,501	\$89,881	\$357,000	\$2,600,000	\$1,217,854	\$7,858,923	
HOPWA							\$106,250		\$3,449,000	\$3,683,884
Housing Trust Fund	\$117,364							\$117,364		
Other	\$24,507,943		\$700,000				\$2,600,000		\$19,375,020	\$5,132,923
Total	\$43,994,302	\$196,780	\$791,134	\$524,702	\$191,220	\$1,402,687	\$6,426,378	\$1,605,828	\$31,447,498	\$8,816,807
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 4 ACTUAL	Year 5 Goal
# of facilities receiving capital improvements	42	0	2	12	12	10	16	10		10
# of facilities receiving capital needs assessments	5	1	3	1	3	1	2	1		1
Goal 3Aii: Enhance public spaces										

Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	ACTUAL Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	ACTUAL Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	ACTUAL Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount
Housing Trust Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 4 ACTUAL	Year 5 Goal
# of communities facing increased housing density receiving community amenities	0	0	0	0	0	0	0	0		0
Priority Need 3B: Strengthen small businesses and commercial corridors										
Goal 3Bi: Encourage the development and sustainability of thriving locally owned businesses										
Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	ACTUAL Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	ACTUAL Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	ACTUAL Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount
CDBG	\$7,076,784	\$1,088,869	\$1,711,869	\$1,092,439	\$1,713,869	\$1,008,869	\$1,063,869	\$1,523,869	\$1,063,869	\$1,298,869
General Fund	#REF!	#REF!	\$3,309,300	#REF!	\$3,010,777	\$1,370,800	\$335,131	\$1,170,800	\$650,000	\$1,170,800
Total	#REF!	#REF!	\$5,021,169	#REF!	\$4,724,646	\$2,379,669	\$1,399,000	\$2,694,669	\$1,713,869	\$2,469,669
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 4 ACTUAL	Year 5 Goal
# of startup businesses assisted	690	160	85	161	138	86	239	72	139	72
# of existing businesses assisted	2,028	490	491	492	632	296	672	165	420	165
# of businesses engaged in a language other than English	912	50	108	50	338	89	639	89	545	89
Total dollar amount value of loans accessed	25,008,524	\$3,500,000	\$14,316,084	\$3,511,000	\$24,824,232	\$6,000,000	\$2,057,000	\$3,150,000	\$5,697,524	\$3,150,000
# of loans funded	646	55	473	55	369	158	60	128	122	128
Total dollar amount value of equity invested	23,672,846	\$1,750,000	\$7,623,122	\$1,756,000	\$13,912,035	\$4,800,000	\$9,938,897	\$2,655,000	\$10,056,846	\$2,655,000
# of jobs retained via business technical assistance	1,680	350	342	351	781	254	75	190	345	190
# of jobs created via business technical assistance	2,080	350	202	351	321	208	98	154	863	154
# of new businesses established via technical assistance provided	341	50	58	50	209	78	111	64	35	64
# of leases strengthened and businesses stabilized	252	45	63	45	65	62	46	50	0	50
Goal 3Bii: Support the development and sustainability of robust commercial corridors in low-income neighborhoods										
Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	ACTUAL Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	ACTUAL Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	ACTUAL Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount
CDBG	\$2,218,570	\$428,570	\$487,005	\$365,000	\$230,000	\$365,000	\$230,000	\$415,000	\$230,000	\$415,000

General Fund	#REF!	#REF!	\$1,600,000	#REF!	\$6,525,800	\$800,000	\$6,397,633	\$800,000	\$6,035,800.00	\$800,000
Total	#REF!	#REF!	\$2,087,005	#REF!	\$6,755,800	\$1,165,000	\$6,627,633	\$1,215,000	\$6,265,800	\$1,215,000
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 4 ACTUAL	Year 5 Goal
# of SF Shines façade applications completed	608	6	82	5	438	111	123	111	264	111
# tenant improvements/SF Shines projects completed	608	6	7	5	17	111	283	111	264	111
# of jobs created via business technical assistance	342	75	32	64	43	57	19	57	32	57
# of training workshops offered via business technical assistance	780	300	161	256	98	47	112	47	83	47
Priority Need 3C: Support community-driven comprehensive strategies										
Goal 3Ci: Support neighborhood-based planning efforts										
Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	ACTUAL Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	ACTUAL Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	ACTUAL Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount
CDBG	\$1,896,089	\$180,000		\$240,000		\$385,363	\$320,000	\$385,363	\$320,000	\$385,363
General Fund	\$10,738,153	\$750,000		\$750,000	\$1,882,476	\$2,755,000	\$1,082,130	\$2,755,000	\$973,153	\$2,755,000
Other	\$3,660,000					\$1,220,000	\$4,321,834	\$1,220,000		\$1,220,000
Total	\$15,001,089	\$930,000	\$0	\$990,000	\$1,882,476	\$4,360,363	\$5,723,964	\$4,360,363		\$4,360,363
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 4 ACTUAL	Year 5 Goal
# of community-generated planning processes that lead to measurable benefits for the neighborhood	767	8	5	151	90	151	50	151	155	151
# of cultural events, arts, cultural activities, and public place keeping projects	296	23	17	27	648	27	32	30	159	30
# of businesses assisted as part of a community-driven comprehensive strategy (Cultural Districts, neighborhood strategy)	569	35	87	46	115	103	243	103	179	103
# of jobs created via business technical assistance as part of a community-driven comprehensive strategy	164	30	57	40	68	30	0	30	4	30
# of jobs retained via business technical assistance as part of a community-driven comprehensive strategy	212	30	27	40	79	29	0	29	55	29
Goal 3Cii: Support locally-based community building										
Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	ACTUAL Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	ACTUAL Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	ACTUAL Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount
General Fund	\$11,092,892	\$1,154,000	\$4,085,480	\$1,789,409	\$2,974,888	\$2,460,709	\$3,333,843	\$310,413	\$4,727,111	\$651,250
Housing Trust Fund									\$150,000	
Other	\$16,255,869	\$3,000,000	\$541,367	\$0	\$225,000	\$2,400,000	\$450,000	\$2,608,000	\$3,930,319	\$4,317,550

Total	\$27,498,761	\$4,154,000	\$4,626,847	\$1,789,409	\$3,199,888	\$4,860,709	\$3,783,843	\$2,918,413	\$8,807,430	\$4,968,800
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 4 ACTUAL	Year 5 Goal
# of community-driven reports completed	36	10		10	2	10	2	2	1	3
Priority Need 3D: Support capacity needs of community-based organizations and professional partners										
Goal 3Di: Increase capacity of community-based organizations										
Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	ACTUAL Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	ACTUAL Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	ACTUAL Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount
CDBG	\$160,953		\$40,070			\$51,499	\$54,295	\$0	\$109,454	\$0
General Fund	\$7,234,136	\$975,886	\$205,534	\$1,526,691	\$350,518	\$1,591,342	\$2,528,870	\$0	\$2,140,217	\$1,000,000
Housing Trust Fund	\$587,749		\$84,118				\$117,912	\$135,000	\$317,749	\$135,000
Other	\$1,722,391		\$124,533				\$57,188	\$75,000	\$1,647,391	
Total	\$9,705,229	\$975,886	\$454,255	\$1,526,691	\$350,518	\$1,642,841	\$2,758,265	\$210,000	\$4,214,811	\$1,135,000
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 4 ACTUAL	Year 5 Goal
# of organizations receiving capacity building and technical assistance	308	80	155	80	34	80	106	15	38	15
# of organizations who successfully achieved at least one of their capacity building goals, as measured by pre- and post-assessment	75	15		15		15	0	15	0	15
Objective 4: Communities At Risk of Displacement Are Stabilized										
Priority Need 4A: Address inequitable impacts of economic growth through anti-displacement measures for residents and businesses										
Goal 4Ai: Implement policies and programs that prioritize current residents										
Funding Source										
No funding to sub-recipients										
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 4 ACTUAL	Year 5 Goal
# of residents who accessed affordable housing through the COP, DTHP and NRHP lottery preference programs	1,250	250	175	250	283	250	117	250		250
# of "Mixed Status Families" stabilized via support services and subsidies	599	130	165	140	20	145	35	70	44	70
Goal 4Aii: Encourage commercial tenants to locate on ground-floor spaces of MOHCD's affordable housing developments										
Funding Source										
No funding to sub-recipients										
Indicators of Success										
No Indicators of Success										
Goal 4Aiii: Reduce displacement of residents and businesses										

Funding Source	Expected 5-year \$ Amount	Expected Year 1 (2020-2021) \$ Amount	ACTUAL Year 1 (2020-2021) \$ Amount	Expected Year 2 (2021-2022) \$ Amount	ACTUAL Year 2 (2021-2022) \$ Amount	Expected Year 3 (2022-2023) \$ Amount	ACTUAL Year 3 (2022-2023) \$ Amount	Expected Year 4 (2023-2024) \$ Amount	ACTUAL Year 4 (2023-2024) \$ Amount	Expected Year 5 (2024-2025) \$ Amount
CDBG	\$661,514	\$100,000	\$30,000	\$100,000	\$200,000	\$180,757	\$100,000	\$180,757	\$100,000	
General Fund	\$5,646,455	\$975,000	\$543,032	\$302,751	\$395,000	\$1,812,142	\$717,981	\$2,448,662		\$107,900
Other	\$600,000	\$300,000	\$0	\$0	\$0	\$300,000		\$0		\$0
Total	\$6,907,969	\$1,375,000	\$573,032	\$402,751	\$595,000	\$2,292,899	\$817,981	\$2,629,419	\$100,000	\$107,900
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 4 ACTUAL	Year 5 Goal
# of tenants receiving emergency rental assistance to stabilize their housing (also in 1Di)	12,185	730	1,366	4,500	3,069	569	4,975	990	4,406	990
# of tenants facing eviction able to stay in their current unit (also in 1Di)	5,072	900	376	1,300	421	478	666	865	664	865
# of households receiving tenant education and counseling (also in 1Di)	6,860	900	1,435	1,200	2,566	1,585	1,778	800	1,575	800
# of households receiving full-scope eviction defense (also in 1Di)	10,514	1,800	1,298	2,000	1,293	1,518	1,797	1,730	1,736	1,730
# of households receiving other eviction defense services	7,847	1,000	1,054	1,200	1,530	1,409	2,405	870	2,498	870
# of existing businesses assisted	359	45	52	45	277	50	57	50	119	50
# of eligible Legacy Businesses assisted	36	10	3	10	2	5	0	5	1	5
# existing leases strengthened and businesses stabilized	160	25	39	25	105	20	17	20	50	20
# of activities or projects completed that sustained a neighborhood's art, culture, tradition, way of life, history or overall ecosystem	941	31	25	215	998	215	457	30	420	30
Priority Need 4B: Ensure economic growth offers benefits to existing communities										
Goal 4Bi: Require local hiring to the greatest extent possible in MOHCD's projects and programs										
Funding Source										
See funding under 1Dii										
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 4 ACTUAL	Year 5 Goal
# of participants who receive job readiness services in HOPE SF and RAD sites	364	50	45	50	214	50	243	50	114	50
# of participants who are placed in jobs at HOPE SF and RAD sites	232	25	19	25	85	25	78	25	107	25
Goal 4Bii: Ensure adequate City services in neighborhoods where MOHCD's affordable housing is located										
Funding Source										
No funding to sub-recipients										

Indicators of Success										
No Indicators of Success										
Goal 4Biii: Implement programs that provide direct benefits resulting from neighborhood-based economic growth to local communities										
Funding Source										
See funding under 3Cii										
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 4 ACTUAL	Year 5 Goal
# of activities developed to address stabilization and economic growth needs in communities and neighborhoods	2,930	5	4	588	348	588	1,239	588	573	588
Objective 5: The City Works to Eliminate the Causes of Racial Disparities										
Priority Need 5A: Ensure racially equitable access to programs and services, in coordination with other City departments										
Goal 5Ai: Develop specific funding, policies and practices to ensure equitable access to MOHCD and OEWD programs										
Funding Source										
No funding to sub-recipients										
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 4 ACTUAL	Year 5 Goal
# of City staff who attend GARE training workshops	14	7	0	7	0	0	0	0	0	0
# of staff trained in trauma informed systems and self-care activities	192	50	6	50	6		20	10	72	10
Execution of racial equity analysis in MOHCD RFQ/RFP selection criteria	9	1	1	3	3	3		2		
Creation of MOHCD community outreach strategies that address racial disparities, historically underserved populations, cultural competency, and cultural humility	6	1	1	1	3	1	1	1	BMR	2
Priority Need 5B: Instill racial equity and trauma-informed values and practices in the work of MOHCD and its partners										
Goal 5Bi: Incorporate cultural competency, trauma-informed systems, and other equity training and resources for MOHCD's partners										
Funding Source										
No funding to sub-recipients										
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 4 ACTUAL	Year 5 Goal
# of partner staff trained in implicit bias, cultural competency, trauma informed systems and equity trainings	262	10	12	10	24	20	8	65	67	90
# of HIV-specific education seminars and trainings	15	1	0	1	1	1	4	4	4	4
# of trainings for community partners hosted by MOHCD and OEWD	147	1	55	1	39	51		46	2	46
Goal 5Bii: Incorporate racial equity principles in MOHCD's hiring and promotion practices										
Funding Source										
No funding to sub-recipients										
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 4 ACTUAL	Year 5 Goal
Execute MOHCD Racial Equity plan	6	1	1	1	1	1	1	1	1	1
Goal 5Bii: Incorporate racial equity principles in MOHCD's hiring and promotion practices										
Funding Source										

No funding to sub-recipients										
Indicators of Success	5-year Goal	Year 1 Goal	Year 1 ACTUAL	Year 2 Goal	Year 2 ACTUAL	Year 3 Goal	Year 3 ACTUAL	Year 4 Goal	Year 4 ACTUAL	Year 5 Goal
Execute MOHCD Racial Equity plan	6	1	1	1	1	1	1	1	1	1
Implement changes to MOHCD internal policies	55	1	3	1	1	1	1	1	50	1
Inclusion of Trauma Champions, Catalysts, and Leaders in MOHCD's Racial Equity Working group	20	3	3	3	0	3	3	3	5	3

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 2023-2024, CDBG, ESG, HOME and HOPWA investments were made in the following program areas:

- CDBG Community Facilities;
- CDBG Economic Development;
- 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 2023-2024 program year, San Francisco strategically used housing and community development funds, including CDBG, ESG, HOME and HOPWA funds, to support affordable housing; support housing for people with HIV; 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; assist small businesses and micro-enterprises; and, support nonprofit organizational capacity building.

In general, housing and community development activities that were implemented during program year 2023-2024 served the identified needs. The five-year funding and indicators of success table 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	ESG	Total
American Indian or Alaskan Native	658	73	731
American Indian or Alaskan Native - Hispanic	353		353
American Indian or Alaskan Native AND Black	190		190
American Indian or Alaskan Native AND Black - Hispanic	44		44
American Indian or Alaskan Native AND White	137		137
American Indian or Alaskan Native AND White – Hispanic	50		50
Asian	3,153	136	3,289
Asian - Hispanic	36		36
Asian AND White	100		100
Asian AND White - Hispanic	16		16
Black or African American	4,449	776	5,225
Black or African American - Hispanic	114		114
Black or African American AND White	146		146
Black or African American AND White - Hispanic	14		14
Native Hawaiian or Pacific Islander	213	43	256
Native Hawaiian or Pacific Islander - Hispanic	17		17
Other	1,407	1,366	2,773
Other - Hispanic	4,804		4,804
White	3,501	622	4,123
White - Hispanic	258		258
Total	19,660	3,016	22,676
Hispanic		1,146	
Non-Hispanic		1,870	
Total		3,016	

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 received direct services from activities funded by CDBG, HOPWA and ESG dollars during the 2023-2024 program year.

CR-15 - Resources and Investments 91.520(a)

Identify the resources made available

Sources of Funds	Resources Made Available
CDBG	\$9,553,169
CDBG-CV	\$1,773,697
HOME	\$4,691,853
HOPWA	\$11,131,513
HOPWA-SPN	\$488,458
ESG	\$1,423,716
Other - General Obligation Bond	\$111,547,947
Other - Housing Impact Fees	\$36,688,753
Other - Low-Mod Income Housing Asset Fund	\$23,696,272
Other - Local General Fund	\$185,977,162
Other - Local Housing Trust Fund	\$37,837,892
Other Funds	\$107,606,467
Total	\$532,416,899

Table 3a – Resources Made Available by Funding Source

Program Areas	Resources Made Available
Capital Improvements to Public Facilities	\$31,447,498
Downpayment Assistance	\$30,448,864
Multi-Family Housing Development	\$333,582,327
Planning and Organizational Capacity Building	\$12,260,228
Public Services	\$124,677,982
Total	\$532,416,899

Table 3b – Resources Made Available by Program Area

Narrative

Tables 3a and 3b above show all resources that were made available during program year 2023-2024 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%	11%	See below
Chinatown	10%	2%	See below
Mission	10%	13%	See below
South of Market	10%	13%	See below
Tenderloin	10%	15%	See below
Visitation Valley	10%	4%	See below

Table 4 – Identify the geographic distribution and location of investments

Narrative

Bayview Hunters Point

The following are the priority activities that will be carried out under the 2020-2024 Consolidated Plan in the Bayview Hunter’s Point NRSA, organized by the Plan’s Objectives and Priority Needs.

Objective 1: Families and Individuals are Stably Housed

- Priority Need 1A: Develop and maintain accessible and affordable housing
 - Hunters View Phase III
- Priority Need 1B: Made housing more affordable
 - Robustly funded Homeownership counseling programs based in the neighborhood
 - Robustly funded home modification programs that focus on helping low-income homeowners (a significant population in Bayview Hunters Point) modify and be able to stay in their homes
 - Robustly funded Rental Housing Counseling programs based in the neighborhood
- Priority Need 1C: Worked to prevent and reduce homelessness
 - Reduced the inflow of households entering the homeless response system by engaging in diversion or funding prevention services
 - Maintained support to homeless outreach, shelters and social services for people actively experiencing homelessness in the southeast sector
 - Increased the outflow from the homeless response system by supporting the development of affordable housing and rental assistance
- Priority Need 1D: Provided services to maintain housing stability
 - Provided robust support for RAD Family Services projects at Hunters Point East, Hunters Point West, and Westbrook housing developments
 - Provided robust support for HOPE SF Housing Retention and Case Management services
 - Locate other key services, such as tenant counseling and eviction prevention, legal services, financial education and counseling, on-site at HOPE SF and RAD projects

- Continued to support community building and resident leadership development programs
- Supported Tenant Right to Counsel providers based in the neighborhood, to ensure that residents have access to full scope legal representation when facing eviction

Objective 2: Families and Individuals are Resilient and Economically Self-Sufficient

- Priority Need 2A: Promote workforce development
 - Provided a full range of employment and training services through the Bayview Hunters Point Job Center, including
 - Job readiness workshops, job search assistance, career planning and connections to employment.
 - Certifications and license(s) attainment assistance to enhance employment.
 - Outreach, hiring and training of residents for HOPE SF housing sites in Bayview Hunters Point.
 - Open computer lab with staff assistance available.
 - Targeted outreach to neighborhood seniors and older adults for employment assistance.
 - Supported Bayview-Hunters Point Young Adult Job Center for youth workforce services. This includes sector services, youth development for the workforce, barrier removal services and paid internship opportunities.
- Priority Need 2B: Increased opportunities through improved language access and core skills development
 - Supported skills development programs in areas including life skills and personal effectiveness, educational skills (including GED and diploma programs), English as a Second Language training, and workplace readiness skills
 - Supported programs that create clear pathways to more advanced training opportunities, including post-secondary educational programs, more vocational English as a second language programming, and sector-specific job training programs through OEWD and other entities.
 - Ensured that skill development programs based in Bayview Hunters Point are funded, and that these programs are accessible to RAD and HOPE SF residents,
 - Supported financial counseling and education, including intensive one-on-one financial coaching; ensure that these services are located in Bayview Hunters Point including on-site at HOPE SF and RAD housing sites
 - Supported digital literacy programs, including programs that provide Internet access and assist with digital literacy for affordable housing residents and sites, especially at HOPE SF and RAD housing sites
- Priority Need 2C: Provided equitable access to civil legal services for immigration and other critical issues
 - Ensured that a comprehensive civil legal services provider is located in Bayview Hunters Point, and that residents have access to legal counseling and representation in a wide range of crucial legal areas

- Priority Need 2D: Helped households connect to services
 - Supported a comprehensive continuum of services including enhanced information and referral, service connection to identify and meet short-term client goals, case management to address more complex and/or longer-term needs, and case coordination to coordinate services for a client between multiple providers and systems. Ensure that these services are located in the Bayview.

Objective 3: Communities Have Healthy Physical, Social and Business Infrastructure

- Priority Need 3A: Enhanced community facilities
 - Ensured nonprofit service providers have high quality, stable facilities
- Priority Need 3B: Strengthen small businesses and commercial corridors
 - Continue to provide business technical assistance through community partners
 - Support economic revitalization and façade improvement efforts along the Third Street Commercial Corridor- Evans to Jamestown Avenues
- Priority Need 3C: Supported community-driven comprehensive strategies
 - Through the African American Arts and Cultural District in Bayview Hunters Point, provided infrastructure for the community to launch, lead, and determine its own cultural stabilization strategies, with extensive support from City Agencies
 - Supported neighborhood planning processes focused on Bayview Hunters Point, including supporting convening of nonprofits services in Southeast San Francisco, and collaboratives of organizations led by underrepresented populations (including African American led organizations)
- Priority Need 3D: Supported capacity needs of community-based organizations and MOHCD professional partners
 - Built organizational capacity of MOHCD's Bayview Hunters Point grantees/providers through outreach, relationship building and recruitment, organizational assessments, trainings and coaching, cohort-based and project-based work, subject matter experts, and other technical assistance methodologies

Objective 4: Communities At Risk of Displacement are Stabilized

- Priority Need 4A: Address inequitable impacts of economic growth through anti-displacement measures for residents and businesses
 - Leverage African American Arts & Cultural District to support anti-displacement policies
 - Play a key role in strategy and program development, coordinating resources for small businesses and property owners, supporting inter-agency and community collaborations, and facilitate community engagement for the Bayview/Third Street Corridor merchants
- Priority Need 4B: Ensure economic growth offers benefits to existing communities
 - Coordinated Cultural District programming with other community development initiatives to provide maximum economic benefit to neighborhood residents

Chinatown

The following are the priority activities that will be carried out under the Consolidated Plan in the Chinatown NRSA, organized by the Plan's Objectives and Priority Needs.

Objective 1: Families and Individuals are Stably Housed

- Priority Need 1A: Develop and maintain accessible and affordable housing
 - No new projects encumbered/funded in FY 2023-2024
- Priority Need 1B: Made housing more affordable
 - Robustly funded Homeownership counseling programs that can serve neighborhood residents, including monolingual Chinese speakers
 - Robustly funded Rental Housing Counseling programs based in the neighborhood, and ones that can serve neighborhood residents, including monolingual Chinese speakers
- Priority Need 1C: Worked to prevent and reduce homelessness
 - Reduced the inflow of households entering the homeless response system by engaging in diversion or funding prevention services
 - Maintained support to homeless outreach, shelters and social services for people actively experiencing homelessness in the northwest sector
 - Increased the outflow from the homeless response system by supporting the development of affordable housing and rental assistance
- Priority Need 1D: Provided services to maintain housing stability
 - Provided robust support for RAD Family Services projects at Ping Yuen and Ping Yuen North
 - Ensured that other key services, such as tenant counseling and eviction prevention, legal services, financial education and counseling, are accessible to residents of these RAD projects
 - Continued to support community building and resident leadership development programs
 - Supported Tenant Right to Counsel providers based in the neighborhood, to ensure that residents have access to full scope legal representation when facing eviction
 - Supported tenant counseling and education organizations based in the neighborhood

Objective 2: Families and Individuals are Resilient and Economically Self-Sufficient

- Priority Need 2A: Promote workforce development
 - Provided employment and training services to local residents through the Chinatown Job Center, including:
 - Job readiness workshops, job search assistance, career planning, and connections to employment opportunities.
 - Services in English, Spanish, Cantonese, and Mandarin.
 - Career pathways programs for older adults
 - Additional targeted outreach in two public housing sites in Chinatown.
 - Sector trainings in both Health Care and Hospitality, to provide residents with skills and

- training to enter these industries.
 - Additional Workforce partners specialize in providing general workforce services to newly arrived immigrants to help them successfully integrate in the workforce.
- Priority Need 2B: Increased opportunities through improved language access and core skills development
 - Supported skills development programs in areas including life skills and personal effectiveness, educational skills (including GED and diploma programs), English as a Second Language training, and workplace readiness skills, and that these are accessible to recent immigrants, LEP and monolingual residents
 - Supported programs that create clear pathways to more advanced training opportunities, including post-secondary educational programs, more vocational English as a second language, and sector-specific job training programs through OEWD and other entities
 - Ensured that skill development programs based in Chinatown are supported, and that these programs are accessible to RAD residents
 - Supported financial counseling and education, including intensive one-on-one financial coaching; ensure that financial counseling services are available in Chinatown
 - Supported digital literacy programs, including programs that provide Internet access and assist with digital literacy for affordable housing residents and sites, especially at RAD housing sites
- Priority Need 2C: Provided equitable access to civil legal services for immigration and other critical issues
 - Ensured that civil legal services providers are located in Chinatown, and that residents have access to legal counseling and representation in a wide range of crucial legal areas, and in the necessary languages
- Priority Need 2D: Helped households connect to services
 - Supported a comprehensive continuum of services including enhanced information and referral, service connection to identify and meet short-term client goals, case management to address more complex and/or longer-term needs, and case coordination to coordinate services for a client between multiple providers and systems; ensure that these services are available in needed languages, and that appropriate translation services are accessible; ensure that services are based in Chinatown.

Objective 3: Communities Have Healthy Physical, Social and Business Infrastructure

- Priority Need 3B: Strengthen small businesses and commercial corridors
 - Increased activation and cultural events to support economic recovery of small businesses by attracting tourists and visitors
 - Provide support to and invest in local revitalization and marketing initiatives
- Priority Need 3C: Supported community-driven comprehensive strategies
 - Supported work of the API Council to convene and coordinate efforts of organizations

that serve Chinatown and other API communities

- Priority Need 3D: Supported capacity needs of community-based organizations and MOHCD professional partners
 - Built organizational capacity of MOHCD’s Chinatown grantees/providers through outreach, relationship building and recruitment, organizational assessments, trainings and coaching, cohort-based and project-based work, subject matter experts, and other technical assistance methodologies

Objective 4: Communities At Risk of Displacement are Stabilized

- Priority Need 4A: Address inequitable impacts of economic growth through anti-displacement measures for residents and businesses
 - OEWD Corridor Manager will provide business engagement and vacancy tracking
- Priority Need 4B: Ensure economic growth offers benefits to existing communities
 - Economic Development activities focusing on vacancy activation, including short-term “pop up” businesses and improvements to attract long-term tenants

Mission

The following are the priority activities that will be carried out under the Consolidated Plan in the Mission NRSA, organized by the Plan’s Objectives and Priority Needs.

Objective 1: Families and Individuals are Stably Housed

- Priority Need 1A: Develop and maintain accessible and affordable housing
 - 2205 Mission, 2530 18th St (Homeless Prenatal Program Housing), 2676-2682 Folsom, 2888 Bryant (Potrero Yard), 2976 23rd St (Merry Go Round Shared Housing), 53 Colton (Jazzie Collins Apts)
- Priority Need 1B: Made housing more affordable
 - Robustly funded Homeownership counseling programs based in the neighborhood
 - Robustly funded Rental Housing Counseling programs based in the neighborhood
- Priority Need 1C: Prevented and reduced homelessness
 - Reduced the inflow of households entering the homeless response system by engaging in diversion or funding prevention services
 - Maintained support to homeless outreach, shelters and social services for people actively experiencing homelessness in the Mission
 - Increased the outflow from the homeless response system by supporting the development of affordable housing and rental assistance
- Priority Need 1D: Provided services to maintain housing stability
 - Supported Tenant Right to Counsel providers based in the neighborhood, to ensure that residents have access to full scope legal representation when facing eviction
 - Support tenant counseling and education organizations based in the neighborhood

Objective 2: Families and Individuals are Resilient and Economically Self-Sufficient

- Priority Need 2A: Promote workforce development
 - Provided virtual and in-person employment and training services to local residents through the Mission Job Center, including:
 - Job readiness workshops, job search assistance, career planning and connections to employment opportunities.
 - Services in English and Spanish.
 - Training and professional certifications for healthcare careers.
 - Additional Mission-based Workforce partners specialize in providing workforce and training services in technology, hospitality, and construction.
 - OEWD partners with Mission-based partners who prioritized providing workforce and training services to residents under the HOPE SF program.

- Priority Need 2B: Increased opportunities through improved language access and core skills development
 - Supported skills development programs in areas including life skills and personal effectiveness, educational skills (including GED and diploma programs), English as a Second Language training, and workplace readiness skills
 - Supported programs that create clear pathways to more advanced training opportunities, including post-secondary educational programs, more vocational English as a second language programming, and sector-specific job training programs through OEWD and other entities.
 - Ensured that skill development programs based in the Mission are funded, and that these programs are accessible to RAD residents
 - Supported financial counseling and education, including intensive one-on-one financial coaching; ensure that these services are located in the Mission
 - Supported digital literacy programs, including programs that provide Internet access and assist with digital literacy for affordable housing residents and sites, especially at RAD housing sites in the Mission

- Priority Need 2C: Provided equitable access to civil legal services for immigration and other critical issues
 - Ensured that civil legal services providers are located in the Mission, and that residents have access to legal counseling and representation in a wide range of crucial legal areas, and in the necessary languages
 - Due to large number of immigrant families, ensured that legal services are available to them in the neighborhood, and in the necessary languages

- Priority Need 2D: Helped households connect to services
 - Supported a comprehensive continuum of services including enhanced information and referral, service connection to identify and meet short-term client goals, case management to address more complex and/or longer term needs, and case coordination to coordinate services for a client between multiple providers and systems; ensure that these services are available in needed languages (including Spanish as well

as Mayan and other indigenous languages), that appropriate translation services are accessible, and that providers are located in the Mission

Objective 3: Communities Have Healthy Physical, Social and Business Infrastructure

- Priority Need 3A: Enhanced community facilities
 - Ensured Mission nonprofit service providers have high quality, stable facilities
- Priority Need 3B: Strengthen small businesses and commercial corridors
 - Provide small businesses with individualized technical assistance through community partners
 - Support neighborhood events to attract people to the corridor, fill vacancies, improve business storefronts, and conduct business outreach and tailored business services
- Priority Need 3C: Supported community-driven comprehensive strategies
 - Leveraged Mission 2020 and Mission Promise Zone planning processes
 - Engaged in community led process to develop an economic recovery and business attraction strategy for Mission Street
- Priority Need 3D: Supported capacity needs of community-based organizations and MOHCD professional partners
 - Built organizational capacity of MOHCD's Mission neighborhood grantees/providers through outreach, relationship building and recruitment, organizational assessments, trainings and coaching, cohort-based and project-based work, subject matter experts, and other technical assistance methodologies

Objective 4: Communities at Risk of Displacement are Stabilized

- Priority Need 4A: Addressed inequitable impacts of economic growth through anti-displacement measures for residents and businesses
 - Leverage Calle 24 Latino/a Cultural District to support anti-displacement policies
 - Look to the Mission Action Plan as a guide for implementing strategies that reduce displacement and seek stabilization
- Priority Need 4B: Ensured economic growth offers benefits to existing communities
 - Calle 24 Latino/a Cultural District will be an economically vibrant community that is inclusive of diverse income households and businesses that together compassionately embrace the unique Latino/a heritage and cultures of 24th Street and that celebrate Latino/a cultural events, foods, businesses, activities, art, and music.

South of Market

The following are the priority activities that will be carried out under the Consolidated Plan in the South of Market NRSA, organized by the Plan's Objectives and Priority Needs.

Objective 1: Families and Individuals are Stably Housed

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

- 139-145 Dore (Small Sites), 150 9th St (El Dorado), 241 6th St (Knox SRO), 566 Natoma (Small Sites), 967 Mission
- Priority Need 1B: Made housing more affordable
 - Robustly funded Homeownership counseling programs based in the neighborhood
 - Robustly funded Rental Housing Counseling programs based in the neighborhood
- Priority Need 1C: Worked to prevent and reduce homelessness
 - Reduced the inflow of households entering the homeless response system by engaging in diversion or funding prevention services
 - Maintained support to homeless outreach, shelters and social services for people actively experiencing homelessness in SOMA
 - Increased the outflow from the homeless response system by supporting the development of affordable housing and rental assistance
- Priority Need 1D: Provided services to maintain housing stability
 - Supported Tenant Right to Counsel providers based in the neighborhood, to ensure that residents have access to full scope legal representation when facing eviction
 - Supported tenant counseling and education organizations based in the neighborhood

Objective 2: Families and Individuals are Resilient and Economically Self-Sufficient

- Priority Need 2A: Promote workforce development
 - Provided employment and training services virtually and in-person to local residents through the SOMA Job Center, including:
 - Job readiness workshops, job search assistance, career planning and connections to employment opportunities.
 - Access to paid training and on the job training opportunities.
 - Partnerships with other city/state agencies that offer public assistance, disability, and unemployment services.
 - Additional SOMA-based Workforce partners specialized in providing workforce and training services to those with developmental disabilities.
- Priority Need 2B: Increased opportunities through improved language access and core skills development
 - Supported skills development programs in areas including life skills and personal effectiveness, educational skills (including GED and diploma programs), English as a Second Language training, and workplace readiness skills
 - Supported programs that create clear pathways to more advanced training opportunities, including post-secondary educational programs, more vocational English as a second language programming, and sector-specific job training programs through OEWD and other entities
 - Ensured that skill development programs based in SOMA are funded.
- Priority Need 2C: Provided equitable access to civil legal services for immigration and other critical issues

- Ensured that civil legal services providers are located in SOMA, and that residents have access to legal counseling and representation in a wide range of crucial legal areas, and in the necessary languages
- Priority Need 2D: Helped households connect to services
 - Supported a comprehensive continuum of services including enhanced information and referral, service connection to identify and meet short-term client goals, case management to address more complex and/or longer-term needs, and case coordination to coordinate services for a client between multiple providers and systems; ensure that these services are available in needed languages, and that appropriate translation services are accessible; ensure that these providers are located in SOMA

Objective 3: Communities Have Healthy Physical, Social and Business Infrastructure

- Priority Need 3A: Enhanced community facilities
 - Ensured SOMA nonprofit service providers have high quality, stable facilities
- Priority Need 3B: Strengthen small businesses and commercial corridors
 - Provide business retention & attraction services for neighborhood-serving businesses on the Sixth Street action zone
 - Foster events and activations to strengthen foot traffic and build community
- Priority Need 3C: Supported community-driven comprehensive strategies
 - Supported Cultural District planning and strategies
- Priority Need 3D: Supported capacity needs of community-based organizations and MOHCD professional partners
 - Built organizational capacity of MOHCD's SOMA neighborhood grantees/providers through outreach, relationship building and recruitment, organizational assessments, trainings and coaching, cohort-based and project-based work, subject matter experts, and other technical assistance methodologies

Objective 4: Communities At Risk of Displacement are Stabilized

- Priority Need 4A: Addressed inequitable impacts of economic growth through anti-displacement measures for residents and businesses
 - Leveraged two cultural districts in this neighborhood:
 - SoMa Pilipinas – Filipino Cultural District, whose mission is to prevent the displacement of the Filipino community, protect its historic and cultural assets, help develop and sustain its legacy institutions and support its anchor community organizations, while improving the living conditions of the whole community.
 - Leather and LGBTQ+ Cultural District, whose mission is to preserve, advance, and promote San Francisco's Leather and LGBTQ+ Cultural District as a local, national, and international resource, and as a culturally and commercially enriched neighborhood and district.
- Priority Need 4B: Ensure economic growth offers benefits to existing communities

- Leveraged Central SOMA cultural preservation and community services for current residents

Tenderloin

The following are the priority activities that will be carried out under the Consolidated Plan in the Tenderloin NRSA, organized by the Plan’s Objectives and Priority Needs.

Objective 1: Families and Individuals are Stably Housed

- Priority Need 1A: Develop and maintain accessible and affordable housing
 - 440 Geary (Diva Hotel), 936 Geary (Big Sites), 1000 Market St (San Cristina)
- Priority Need 1B: Made housing more affordable
 - Robustly funded Homeownership counseling programs based in the neighborhood
 - Robustly funded Rental Housing Counseling programs based in the neighborhood
- Priority Need 1C: Worked to prevent and reduce homelessness
 - Reduced the inflow of households entering the homeless response system by engaging in diversion or funding prevention services
 - Maintained support to homeless outreach, shelters and social services for people actively experiencing homelessness in the Tenderloin
 - Increased the outflow from the homeless response system by supporting the development of affordable housing and rental assistance
- Priority Need 1D: Provided services to maintain housing stability
 - Supported Tenant Right to Counsel providers based in the neighborhood, to ensure that residents have access to full scope legal representation when facing eviction
 - Supported tenant counseling and education organizations based in the neighborhood

Objective 2: Families and Individuals are Resilient and Economically Self-Sufficient

- Priority Need 2A: Promote workforce development
 - Provided employment and training services to local residents through the Tenderloin Job Center, including:
 - Job readiness workshops, job search assistance, career planning and connections to employment opportunities.
 - Services/information in English, Spanish, and Vietnamese.
 - Assistance with employment barrier removal, such as basic computer skills.
 - Additional Tenderloin-based Workforce partners specialize in providing workforce and training services to the Southeast Asian community and to residents wanting tech training/employment and work in the hotel lobby/hospitality industry.
- Priority Need 2B: Increased opportunities through improved language access and core skills development

- Supported skills development programs in areas including life skills and personal effectiveness, educational skills (including GED and diploma programs), English as a Second Language training, and workplace readiness skills
 - Supported programs that create clear pathways to more advanced training opportunities, including post-secondary educational programs, more vocational English as a second language training, and sector-specific job training programs through OEWD and other entities
 - Ensured that skill development programs based in the Tenderloin are funded
- Priority Need 2C: Provided equitable access to civil legal services for immigration and other critical issues
- Ensured that civil legal services providers are located in the Tenderloin, and that residents have access to legal counseling and representation in a wide range of crucial legal areas, and in the necessary languages
- Priority Need 2D: Helped households connect to services
- Supported a comprehensive continuum of services including enhanced information and referral, service connection to identify and meet short-term client goals, case management to address more complex and/or longer term needs, and case coordination to coordinate services for a client between multiple providers and systems; ensure that these services are available in needed languages, and that appropriate translation services are accessible; ensure that these providers are located in the Tenderloin

Objective 3: Communities Have Healthy Physical, Social and Business Infrastructure

- Priority Need 3A: Enhanced community facilities
- Ensured Tenderloin nonprofit service providers have high quality, stable facilities
- Priority Need 3B: Strengthen small businesses and commercial corridors
- Continue to increase efficiency of technical business assistance
 - Continue business attraction efforts that provide affordable goods and services; use SF Shines façade and tenant improvement grants to help facilitate this.
 - Support efforts to upgrade the exterior of commercial buildings and undertake efforts to bring positive activation to storefronts and sidewalks
- Priority Need 3C: Support community-driven comprehensive strategies
- Participation on block groups, such as Golden Gate Safety Group, to support small businesses and residents and address safety and security concerns
 - Supported coordination of ambassador program to improve public safety along commercial corridors
- Priority Need 3D: Supported capacity needs of community-based organizations and MOHCD professional partners
- Built organizational capacity of MOHCD's Tenderloin neighborhood grantees/providers through outreach, relationship building and recruitment, organizational assessments,

trainings and coaching, cohort-based and project-based work, subject matter experts, and other technical assistance methodologies

Objective 4: Communities At Risk of Displacement are Stabilized

- Priority Need 4A: Addressed inequitable impacts of economic growth through anti-displacement measures for residents and businesses
 - Leveraged Compton’s Transgender Cultural District to address displacement of this community
 - The mission of the district is to create an urban environment that fosters the rich history, culture, legacy, and empowerment of transgender people and its deep roots in the southeastern Tenderloin neighborhood.
 - The transgender district aims to stabilize and economically empower the transgender community through ownership of homes, businesses, historic and cultural sites, and safe community spaces.

Visitacion Valley

The following are the priority activities that were carried out under the Consolidated Plan in the Visitacion Valley NRSA, organized by the Plan’s Objectives and Priority Needs.

Objective 1: Families and Individuals are Stably Housed

- Priority Need 1A: Develop and maintain accessible and affordable housing
 - Sunnydale 3A
- Priority Need 1C: Prevented and reduced homelessness
 - Reduced the inflow of households entering the homeless response system by engaging in diversion or funding prevention services
 - Maintained support to homeless outreach, shelters and social services for people actively experiencing homelessness in Visitacion Valley
 - Increased the outflow from the homeless response system by supporting the development of affordable housing and rental assistance
- Priority Need 1D: Provided services to maintain housing stability
 - Supported Tenant Right to Counsel providers based in the neighborhood, to ensure that residents have access to full scope legal representation when facing eviction
 - Supported tenant counseling and education organizations based in the neighborhood

Objective 2: Families and Individuals are Resilient and Economically Self-Sufficient

- Priority Need 2A: Promote workforce development
 - Provided employment and training services virtually and in-person to local residents through the Visitacion Valley Job Center, including:
 - Job readiness workshops, job search assistance, career planning, public computer access, and connections to employment opportunities.
 - Services/information in English, Spanish, and Chinese.
 - Assistance with employment opportunities at San Francisco Airport.

- o Assistance with driving opportunities with San Francisco Muni.
 - OEWD partners with Visitacion Valley-based partners who prioritized providing workforce and training services to residents under the HOPE SF program.
- Priority Need 2B: Increased opportunities through improved language access and core skills development
 - Supported skills development programs in areas including life skills and personal effectiveness, educational skills (including GED and diploma programs), English as a Second Language training, and workplace readiness skills
 - Supported programs that create clear pathways to more advanced training opportunities, including post-secondary educational programs, more vocational English as a second language training, and sector-specific job training programs through OEWD and other entities
 - Ensured that skill development programs are based in Visitacion Valley and can provide services to diverse population (including services in English, Spanish, and Chinese).
- Priority Need 2C: Provided equitable access to civil legal services for immigration and other critical issues
 - Ensured that civil legal services providers have regular presence in Visitacion Valley, and that residents have access to legal counseling and representation in a wide range of crucial legal areas, and in the necessary languages
- Priority Need 2D: Helped households connect to services
 - Supported a comprehensive continuum of services including enhanced information and referral, service connection to identify and meet short-term client goals, case management to address more complex and/or longer term needs, and case coordination to coordinate services for a client between multiple providers and systems; ensure that these services are available in needed languages, and that appropriate translation services are accessible; ensure that these providers are located in Visitacion Valley

Objective 3: Communities Have Healthy Physical, Social and Business Infrastructure

- Priority Need 3A: Enhanced community facilities
 - Ensured Visitacion Valley nonprofit service providers have high quality, stable facilities
- Priority Need 3B: Strengthen small businesses and commercial corridors
 - Continue to provide small businesses with individualized technical assistance through community partners
 - Continue supporting neighborhood events to attract people to the Leland Street corridor, fill vacancies, improve business storefronts, and conduct business outreach and tailored business services
- Priority Need 3D: Support capacity needs of community-based organizations and MOHCD professional partners
 - Build organizational capacity of MOHCD's Visitacion Valley neighborhood

grantees/providers through outreach, relationship building and recruitment, organizational assessments, trainings and coaching, cohort-based and project-based work, subject matter experts, and other technical assistance methodologies

Objective 4: Communities At Risk of Displacement are Stabilized

- Priority Need 4A: Address inequitable impacts of economic growth through anti-displacement measures for residents and businesses
 - Leveraged Cultural Districts to support anti-displacement policies
 - Increase access to resources for small businesses in low-income neighborhoods that want to stay in San Francisco
 - Provide technical assistance and access to resources to existing business to support their stabilization and growth within the neighborhood.

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 2023-2024 Action Plan, and MOHCD provided certifications for consistency for other HUD programs.

City and County of San Francisco Local General Fund

In 2023-2024, the City invested additional General Fund dollars to expand the City's community development portfolio. MOHCD disbursed more than \$115 million of local 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. Additionally, MOHCD leveraged the issuance of Certificates of Participation (COP) funding to provide another \$9M of support for acquisition of two facilities, one an elder care facility for low- and moderate-income residents and the other an arts and culture facility located in Chinatown.

In FY 2023-24, OEWD's Community Economic Development (CED) Division allocated over \$30 million in local funds to local non-profits to support catalytic projects and programs in opportunity communities, to support entrepreneurs and local economic development efforts. These funds contribute to neighborhood vitality, increase economic activity, and leverage and build local leadership and social capital.

- **OEWD SF Small Business Grants:** In FY 23-24 OEWD distributed over \$12.03M to 1,505 small businesses, 80.4% of those awarded self-identified as a race or ethnicity other than white. Small Business Grant programs included: Vandalism relief, Business Training, Disaster Relief, Storefront Vacancy filling, Storefront Facade Improvement, and Construction Disruption.
- **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, and small business grants programs.
- **Retention / Relocation:** The Retention and Relocation program is a collaboration with Lawyer's Committee for Civil Rights of the San Francisco Bay Area and SF Bar Association to support small businesses in reviewing and negotiating leases to help them stay and grow in San Francisco.

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 had increased to nearly \$48 million by FY 23-24. An estimated \$1.1 billion will be invested in affordable housing over the first 30 years of the Trust Fund, with more than \$102 million disbursed or encumbered in FY23-24. The Housing Trust Fund has and will continue to:

- 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 \$38 million dedicated to this use through June 2024;
- 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. The entire amount of the bonds has 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 down payment assistance and development of new middle income housing units, including units specifically targeted to public school teachers. As of June 2024, approximately \$307 million of the bond proceeds have been spent on projects. A total of 1,571 affordable units are anticipated to be produced or preserved by bond proceeds. As of June 2024, funding for approximately 1 downpayment assistance loan is classified as in predevelopment, 417 units are in construction, and 1,153 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 two issuances totaling \$175 million have been completed and as of June 2024 the funds are anticipated to support 60 projects with 1,269 residential and 56 commercial units.

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. This bond particularly focuses on increasing the geographic diversity of MOHCD's housing investments, with new affordable units anticipate across the entire city. The first two issuances

totaling \$424 million have been completed and through June 30, 2024, over \$331 million has been spent or encumbered. The funds are expected to support over 3,200 affordable units.

In March 2024, San Francisco voters approved a \$300 million General Obligation bond for affordable housing, with up to \$240 million for low-income housing, \$30 million for affordable housing preservation, and \$30 million for low-income housing dedicated to survivors of violence.

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 receives 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 and to Permanent Supportive Housing serving formerly homeless households. In 2023-2024, MOHCD spent or encumbered more than \$127 million of impact fees for loans. The loans encumbered in FY 2023-2024 will support for the construction of 159 new affordable housing units for low-income families and preconstruction activities for 549 units for families, seniors, disabled and formerly homeless households.

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 2023-2024 MOHCD expended or encumbered over \$48M of these funds, primarily supporting administration of these former assets, new investment in public housing at Sunnydale and Hunters View, and housing serving formerly homeless households at 1234 Great Highway.

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.

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 2023-2024, the SoMa Community Stabilization Fund released \$1,189,800 of funding in twelve grants to eight community-based organizations: Bill Sorro Housing Program (via fiscal sponsor Study Center), Filipino American Development Foundation (FADF), South of Market Community Action Network (via fiscal sponsor FADF), West Bay Pilipino Multi Service Center, Centers for Equity & Success, Kultivate Labs, Filipino Education Center (via fiscal sponsor FADF) and United Playaz.

Nine grants funded a variety of services, including enrichment and educational supports for K-12 students, increased support to small businesses, community action grants, rental housing counseling, and tenant counseling. Three grants focused on building organizational capacity for nonprofits working and serving the SOMA community, so that they can enhance their effectiveness and sustainability.

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 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 2023-2024, more than \$1,602,414 in non-ESG funds was provided by ESG sub-recipients to support the emergency shelter, rapid re-housing, and homeless prevention activities funded by ESG.

HOME Match

HOME regulations also require that localities provide a 25% match for HOME project expenditures. In program year 2023-24, there was \$2,304,769 in HOME program expenditures that required matching, and therefore \$576,192 in match requirement.

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.

Publicly Owned Land and Property

San Francisco currently leverages publicly owned land to strategically deliver essential services when possible. For example, several 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 2022-2023, MOHCD completed construction on surplus Federal property, continued preconstruction and construction on land owned by the SFMTA, started construction on land owned by MOHCD, continued preconstruction activities and land formerly owned by the California Transportation Agency. Construction continued on land owned by the school district. These projects include affordable housing for low-income and homeless families or special need populations such as very low-income seniors, transition-age youth and persons with disabilities as well as low and moderate-income households.

In 2023-2024, MOHCD accelerated the development of affordable housing on two State owned properties. In 2019, California Governor Gavin Newsom signed an executive order (EO) to boost the use of surplus state-owned land for affordable housing development. With support from the City, predevelopment activities have accelerated on the development of 750 Golden Gate and 850 Turk, which are expected to generate more than 200 affordable units to low- and moderate- income households upon their completion.

Fiscal Year Summary – HOME Match	
1. Excess match from prior Federal fiscal year	29,550,362
2. Match contributed during current Federal fiscal year	24,454,389
3. Total match available for current Federal fiscal year (Line 1 plus Line 2)	54,004,751
4. Match liability for current Federal fiscal year	576,193
5. Excess match carried over to next Federal fiscal year (Line 3 minus Line 4)	53,428,558

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 BLK 3A RES 19GOB	10/10/2023	1,533,839.94						1,533,839.94
SUNNYDALE BLK 3A RES 19GOB	11/1/2023	1,508,266.90						1,508,266.90
SUNNYDALE BLK 3A RES 19GOB	12/13/2023	358,349.33						358,349.33
SUNNYDALE BLK 3A RES 19GOB	12/13/2023	1,639,553.40						1,639,553.40
SUNNYDALE BLK 3A RES 19GOB	12/28/2023	1,856,129.79						1,856,129.79
SUNNYDALE BLK 3A RES 19GOB	1/17/2024	214,279.88						214,279.88
SUNNYDALE BLK 3B 19GOB	8/2/2023	51,016.00						51,016.00
SUNNYDALE BLK 3B 19GOB	8/28/2023	2,578,531.05						2,578,531.05
SUNNYDALE BLK 3B 19GOB	10/17/2023	1,711,165.08						1,711,165.08
SUNNDAYLE BLK 3B 19GOB	11/15/2023	1,662,282.34						1,662,282.34
SUNNDAYLE BLK 3B 19GOB	11/27/2023	2,258,426.51						2,258,426.51
SUNNYDALE BLK 3B 19GOB	12/19/2023	1,664,426.48						1,664,426.48
SUNNYDALE BLK 3B 19GOB	1/17/2024	2,156,058.41						2,156,058.41

SUNNYDALE BLK 3B 19GOB	2/29/2024	3,964,289.67						3,964,289.67
SUNNYDALE BLK 3B 19GOB	3/29/2024	1,297,773.94						1,297,773.94

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 beginning 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 \$
544,773.07	1,701,873.47	544,773.07	0	1,701,873.47

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

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						
	Total	Minority Property Owners				White Non-Hispanic
		Alaskan Native or American Indian	Asian or Pacific Islander	Black Non-Hispanic	Hispanic	
Number	0	0	0	0	0	0
Dollar Amount	0	0	0	0	0	0

Table 9 – Minority Owners of Rental Property

Relocation and Real Property Acquisition – 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	2,647	216
Number of non-homeless households to be provided affordable housing units	2,072	840
Number of special-needs households to be provided affordable housing units		64
Total	4,719	1,120

Table 11 – Number of Households

	One-Year Goal	Actual
Number of households supported through rental assistance	3,290	1,954
Number of households supported through the production of new units	1,315	622
Number of households supported through the rehab of existing units	41	339
Number of households supported through the acquisition of existing units	73	142
Total	4,719	1,135

Table 12 – Number of Households Supported

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

MOHCD met or exceeded its overall housing production goals despite project approval delays and the lack of state soft debt financing and tax credit/tax-exempt bond financing to fill funding gaps.

Discuss how these outcomes will impact future annual action plans.

Any projects delayed from funding in 2023-2024 will be applied toward the 2024-2025 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	0	143
Moderate-income	0	0
Total	0	143

Table 13 – Number of Persons Served

Narrative Information

MOHCD funded two HOME projects in 23-24: the renovation of Larkin Pine Senior at 1303 Larkin and the new construction at Sunnydale Parcel 3A, for a total of 143 units upon completion.

No CDBG-funded projects were completed in 2023-2024.

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

Street outreach is a core component of San Francisco's Homeless Response System (HRS). Outreach workers assess the needs and goals of unsheltered people living on the streets and connect them to shelter, permanent housing, crisis interventions, health and behavioral health care, and other services. In San Francisco, a person experiencing homelessness or at risk of homelessness may go to a centralized Access Point, such as a Resource Center or be approached by an outreach worker in order to receive a housing assessment through Coordinated Entry.

In FY 2023-2024, San Francisco's street outreach model leveraged four key service lines: outreach, case management, street crisis response, and Healthy Street Operations Center.

Outreach: The San Francisco Homeless Outreach Team (SFHOT) was formed in May 2004. Twenty years later, SFHOT continues to evolve to meet the needs of the unsheltered homeless population. SFHOT provides outreach, using a district team model, to those experiencing street and vehicular homelessness throughout the city. Outreach workers establish relationships with clients, visiting them repeatedly, and trying to engage them in services. The teams also perform targeted outreach and housing assessments in response to requests from many city departments, the community and clients themselves.

Case Management: SF HOT also provides case management to chronically homeless individuals referred by SFHOT/SHS/DPH outreach staff. These individuals tend to have high Coordinated Entry scores, meaning they are less able to access housing independently. SFHOT works collaboratively in small teams first to engage and stabilize individuals experiencing chronic homelessness and help them gain care for chronic conditions and to find temporary shelter or permanent housing.

Street Crisis Response Team

SFHOT staff are embedded in ambulances alongside paramedics as the Street Crisis Response Team. This team responds to non-violent crisis calls from 311, Care Coordinators, Police, Fire, and emergency facilities (hospitals, San Francisco Sobering Center, Psych Emergency Services, and Dore Psych Urgent Care). Once the referred individual is found, the team assesses the client, performs wellness checks and attempts to link the client to appropriate services. When possible, the team provides a warm handoff and transport.

Healthy Street Operations Center: HSH is an active member of The Healthy Street Operations Center (HSOC), which was developed in 2018 to better coordinate the many city agencies involved in addressing homeless encampments. This multi-disciplinary team addresses issues of street safety and cleanliness, and HSH / SFHOT Encampment Resolution Team offers shelter and services to encamped individuals. HSOC is structured as a unified command with representatives across City departments

including the Departments of Homelessness and Supportive Housing, Emergency Management, Public Works, Public Health, Police Department and Municipal Transportation Authority.

In FY 2023-2024, San Francisco's Homeless Outreach Team achieved the following:

- 2,456 shelter placements.
- 65 housing placements.
- 18 Journey Home (relocation assistance) placements.
- 208 connections to public benefits, meaning HOT provided assistance to apply for CAAP, SSI, SDI, CalFresh, VA.
- 116 Medical care connections; Services to help people with physical health or dental care. This includes urgent care and non-urgent care, like taking them to Maria Martinex clinic.
- 52 Mental Health connections, meaning helping clients access services to address mental health symptoms or disorders.
- 24 connections to substance use services, this means helping clients access places like SomaRise, Treatment Access Point (TAP) or referral to a medical detox.
- 2,355 Coordinated Entry Assessments.
- 30,653 encounters, with 90.9% accepted encounters 87,435 engagement tools utilized with top engagement tools in FY23-24 were: Food (45%), Water (33%) and Hygiene Supplies (16%).

Addressing the emergency shelter and transitional housing needs of homeless persons

In San Francisco, shelter programs provide people experiencing homelessness a temporary place to stay while accessing services and looking for permanent housing opportunities. These programs fall under the HUD definition of emergency shelter and include diverse program types including congregate shelter, non-congregate shelter, navigation centers, cabins, and seasonal shelters. The city also provides a variety of transitional housing and crisis intervention programs.

As of February 2024, San Francisco's Shelter system had a capacity of 3,606 beds, which represents approximately a 24% increase in shelter capacity from the year prior. Each year, HSH continues to expand its Shelter portfolio and expects to do so in the years ahead. San Francisco's citywide Five-year strategic plan to address homelessness aims to achieve a 50% reduction in unsheltered homelessness by FY27-28. This includes adding 1,075 new shelter beds, 594 of which were funded in San Francisco's FY23-24 budget. The FY23-24 increase in shelter beds included the reflation of four large shelter sites (Next Door, MSC-South, Sanctuary, and Dolores Shelter Program) to pre-Covid capacity adding over 300 beds; the opening of the new Mission Cabins program adding 60 tiny homes for up to 68 people; the expansion of the Buena Vista Horrace Mann Family Shelter by 11 beds; the expansion of the First Place for Youth TAY Transitional Housing Plus program by 15 beds; the launch of two urgent accommodation voucher programs with 8 slots for TAY and 11 slots for survivors of DV; and the expansion of a family urgent accommodation voucher program by 35 slots. In FY24-25, San Francisco expects to further expand our shelter system by opening a new program, Jerrold Commons, which will include 60 cabins and 20 parking spaces for people living in their vehicles for up to a total of 95 people; expanding the Dolores Shelter Program by an additional 61 beds through a rehab project; and a further expansion of the family urgent accommodation voucher program by an additional 80 voucher slots.

Although permanent housing is the primary goal for people experiencing homelessness, temporary shelter and transitional housing are essential to reduce unsheltered homelessness. Traditionally, in San

Francisco, Navigation Centers operated as a low-barrier form of shelter with flexible hours, mealtimes, and services geared toward navigating people to housing. Navigation Center rules were minimal and guests could enter with partners, pets, and property. During the COVID pandemic, HSH adopted these low-barrier practices across the entire shelter system. Today, all San Francisco funded shelters and navigation centers offer low-barrier accommodations and provide housing-focused case management services with a 1:25 case manager to guest ratio. The goal is to support Housing Referral Status shelter guests rapidly stabilize and transition to permanent supportive housing. Home by the Bay, HSH Strategic Plan to address homelessness, includes activities to further improve the quality, safety, and accessibility of shelter and transitional housing. The plan continues HSH's focus on case management, housing, benefits outreach, and treatment services. It acknowledges the diverse needs of people experiencing homelessness in San Francisco, including safe havens, respite care beds, and places for senior citizens.

The City supports individuals experiencing homeless in accessing permanent housing as quickly as possible, without requiring "housing readiness" or participation in services or transitional programs as a prerequisite. This strategy is effective with most people, including those who are chronically homeless. However for some, access to treatment (either treatment in a clinical sense or mental health and/or substance abuse services) in a transitional housing setting provides an important steppingstone to permanent housing. Sub-populations that benefit from treatment housing include people suffering from serious mental illness, people with chronic substance abuse problems, recently discharged offenders, and people suffering from trauma (domestic violence, former sex workers, veterans). For these populations, treatment housing provides a supportive environment that facilitates the stability necessary for future housing retention and provides treatment in a setting that offers immediate support against relapse and other potential setbacks. For youth, including those emancipated from foster care, transitional support can provide short-term stability for those who do not require life-long housing assistance. To be effective, treatment housing must offer culturally competent programs designed to meet the needs of the specific population served.

In FY 2023-2024, HSH's Shelter System achieved the following:

- Opening of the new Mission Cabins program with 60 tiny homes for up to 68 people.
- Reinflated four large shelters (Next Door, MSC-South, Sanctuary, and Dolores Shelter Program) to pre-COVID capacity adding over 300 beds to San Francisco's shelter system.
- Launched three new Urgent Accommodation Voucher programs for Transitional Age Youth, Survivors of Violence, and the Transgender, Gender non-conforming, and Intersex (TGNCI) population and expanded Family UAV program.
- Continued the operation of three former Shelter-in-Place Hotels as Non-Congregate Shelters (Adante, Cova, and Monarch).
- Continued the development and planning process of new shelter projects including Jerrold Commons (Cabins and RV program with capacity for up to 95 people) and a new TAY Health and Wellness Center (Dop-in Center).
- Launched the RESTORE program at the Adante Non-Congregate, which is a partnership with San Francisco's Department of Public Health to serve people experiencing homelessness with substance use disorders to quickly connect clients to shelter and recovery resources including substance use medication and residential treatment.
- Expanded trainings for shelter case managers to improve flow of shelter guests into housing.
- Expanded behavioral health and medical resources and staffing across shelter system through an existing partnership with the Department of Public Health.

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

Homelessness Prevention is a key component of achieving HSH’s Strategic Framework goals. Prevention stops people from entering the Homeless Response System and redirects people who can resolve their housing instability without the need for ongoing support. It offers a range of one-time assistance, including assistance with unpaid rent and move-in costs, eviction prevention, and referrals to other housing stability resources such as workforce development and legal services. Home by the Bay expands prevention services to reach 4,300 additional households, including 1,650 households funded in the FY 2023-2024.

Prevention strategies include:

- Flexible financial and rental assistance to cover a range of potential needs closely tied to securing or retaining housing for households at risk of homelessness.
- Supportive services including housing arrangement coordination, monitoring, and/or delivery of services to help stabilize and prevent homelessness, including financial counseling and developing housing stability plans.
- Engagement and collaboration with partner systems, such as workforce development, schools, and affordable housing providers to identify those at highest risk of homelessness. Public agencies (social services, health clinics, schools, foster care, etc.) play an important role as they are often in contact with these households and can provide information and referrals.
- Access to eviction prevention through education and outreach, expanded legal services, and eviction prevention programs.
- Implementation of prioritization tools in eligibility processes that target vulnerability factors related to homelessness and focus assistance on those at highest risk.

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.

In FY 2023-2024, HSH's Homelessness Prevention programming achieved the following:

- 1,505 households were served through HSH's SF Emergency Rental Assistance Program (ERAP).
- Eviction Defense Collaborative served 186 households who were served with Unlawful Detainers and at-risk of eviction.
- Home Match inbound inquiries and participant intakes have increased over 250% during FY 2023-2024 and matches have also increased.
- Trust Youth Initiative was launched and began providing direct cash assistance to 45 transitional age youth in September 2023. The program will last for 2 years and will be evaluated by Chapin Hall.
- Continuous Quality Improvement partnership with Focus Strategies and All Home to ensure continued implementation of best practices in Prevention.
- Completion of SF ERAP Phase II evaluation, which highlighted the strong collaborative relationship between HSH and MOHCD in the administration of the program, as well as the support it provides to Agencies contracted to provide SF ERAP services.

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

In San Francisco, housing is the driving force to end homelessness. As of February 2024, San Francisco's dedicated housing stock for formerly homeless persons included 13,236 total housing units with 16,685 total beds. Housing for the homeless population takes several key forms in San Francisco: Site-based Permanent Supportive Housing (69%), Scattered-site Permanent Supportive Housing (16%), rapid rehousing (13%), and housing ladder (3%). Each intervention type plays a unique role in supporting people in ending their experiencing of homelessness through affordable housing with a range of supportive services, including dedicated case management and housing retention assistance. A subset of this housing stock is dedicated to specialized populations including 2,109 units for chronically homeless persons, 1,050 units for veterans, and 826 units for young adults.

Planning ahead, San Francisco has developed several ambitious goals for expanding its housing supply for homeless persons, improving retention services in existing housing, and reducing the period of time between homelessness and connection to housing. Home by the Bay, San Francisco's new citywide strategic plan to address homelessness, includes a goal of actively supporting at least 30,000 people to move from homelessness into permanent housing by FY27-28. This includes creating 3,250 new units of permanent supportive housing, of which 235 new housing slots were funded in the FY23-24 budget. Home by the Bay further anticipates that at least 85% of people who exit homelessness do not experience it again. This will be achieved through a variety of activities that address the quality of available housing options, including enhanced case management and physical and behavioral health support. The plan also envisions new models for complex care needs.

San Francisco has developed several key strategies in the areas of Coordinated Entry and Housing Placement to improve the assessment and referral process into housing and shorten the time between homelessness and connection to a housing unit.

Coordinated Entry: In early 2022, HSH began improving San Francisco’s Coordinated Entry System with the goal of implementing more equitable processes and increasing access to housing and services for people who have been historically marginalized and most disparately impacted by homelessness in San Francisco.

- Phase 1: Coordinated Entry Evaluation: HSH engaged in a third party evaluation that gathered broad community input and data on the current system. HSH released the findings in the July 2022 [Coordinated Entry Evaluation Report](#) and held public town halls to receive feedback on the findings and ways to redesign CE.
- Phase 2: Redesigning Coordinated Entry: In early September 2022, the Local Homeless Coordinating Board (LHCB) and HSH announced a new and [diverse](#) multi-stakeholder workgroup to develop recommendations for redesigning key parts of CE. This workgroup, referred to as the CE Redesign Workgroup, prioritized the inclusion of people who represent groups most disparately impacted by homelessness in San Francisco. The [final recommendations](#) were approved by the LHCB on April 3, 2023.
- Phase 3: Implementation: In August 2023, the CE Implementation Committee was established to help inform operationalizing the CE Recommendations in partnership with HSH and the LHCB.

Housing Placement: In FY 2023-2024, HSH has made key changes to the workflow for supporting Housing Referral Status guests rapid move from assessment to lease up. Success in this area has led to faster processing times and reduced vacancies across the housing system. Key changes have included:

- [Monthly referral-review meeting](#): HSH began holding a monthly meeting with each housing provider and the housing navigator assigned to their properties. HSH has a structured agenda that zeros in on any barriers to placement in the spirit of shared accountability.
- [Document readiness](#): HSH is working with shelter case managers to ensure that all shelter guests have the baseline documentation required for housing placement before they have a referral in place.
- [Clinical review](#): HSH has partnered with the San Francisco Department of Public Health to create a clinical review panel consisting of medical and behavioral health experts, as well as a process for referring clients for review. This enables us to ensure that clients receive medically appropriate referrals.

In addition to HSH’s main housing supply for this population, many people experiencing homelessness, particularly those suffering from a disabling condition, are connected with one or more of the City’s systems of care. These include hospitals, mental health programs, detoxification and treatment programs, foster care, and the criminal justice system. These institutions have an important role in identifying people who need extra assistance to maintain stable housing. The citywide activities in Home by the Bay integrate these systems of care, so that individuals transitioning between systems can be adequately supported to find and maintain stable housing. A key example of this would be “respite” beds with appropriate medical care enable individuals experiencing homelessness to recuperate post-hospitalization. Coupled with other supportive services, they also can provide a link to other community services and housing opportunities.

In FY 2023-2024, HSH’s Housing and Housing Placement Teams achieved the following:

- Moved 1,907 households from homelessness into permanent supportive housing.

- Partnered with the Department of Public Health to pilot and then launch a clinical review process for units with higher levels of care, e.g. nursing and enhanced care. Shelter case managers, housing navigators, and others on the front line of the homelessness response system can now refer clients for clinical review. This ensures that the highest-need clients are prioritized for these resources, regardless of their existing connection to medical services.
- Reduced transfer times from approval to move-in by 70% (224 days to 66 days), resulting in a 40% decrease in open transfer queue.
- 16 households (7 families and 9 adults) and 33 unique clients were served through the ESG funded Rapid Rehousing programs in FY23-24.
- The average placement timeline from program enrollment to move-in was 86.75 days. This is lower than the current average placement timeline for all rapid rehousing programs.
- Of the nine households that exited the ESG-funded rapid rehousing program, only one (11%) exited to homelessness, one (11%) exited to a temporary situation, and the remainder (78%) exited to permanent destinations.

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 had 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.

MOHCD is also supporting the transition of five existing HOPE VI projects out of the public housing program and into Housing Choice Vouchers. Three of the six have completed rehabilitation; one additional project is in the financing feasibility stage. In addition, a five-site, 70-unit scattered sites project comprising former public housing units is completing construction in late 2023. While not technically a RAD project, the scattered sites transaction has incorporated key RAD principles including a right to return for all residents, the provision of new supportive services for residents, and the opportunity to transfer to other RAD units in case of any emergency. They are a mixture of senior/disabled and family units.

HOPE SF

Background

Launched in 2007 and now spanning four mayoral administrations, HOPE SF is a thirty-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 so far. 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. The market-rate developer City Ventures will build 80 for-sale townhomes in the community, advancing the mixed-income vision of HOPE SF. In June 2023, construction began on Phase III, which will bring another 118 affordable units to the community, including 53 public housing replacement units.

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 pending completion of infrastructure improvements by the master developer.

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. Infrastructure construction is underway in Phase 2; Block B, the second replacement housing project, is under construction and will deliver up to 167 affordable units, 75% of which will be public housing replacement units, as well as a childcare center and a new park, by early 2025. Planning is underway for the next phases of construction, Phases 3 and 4.

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) was complete in October 2022, delivering 125 public housing replacement units. Blocks 3A and 3B are under construction as of Summer 2023 and will deliver 170 affordable units in late 2024. These blocks will also contain 30,000 square feet of community serving space including a childcare center. The next infrastructure "megaphase" is in predevelopment, as are the next replacement housing projects, Blocks 7 and 9, which are applying to the State for funding and hope to start construction in Summer 2025.

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 operations 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 allowed the City to leverage 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. All 28 projects have finished their rehabilitation and are fully operational with their new owners/operators. Below are the annual updates for FY23-24:

- City supplemental Services Contracts awarded for all 28 projects in July 2023
- 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

Other RAD conversions outside of the 28-unit portfolio were completed in 2015-2017 and include new units at Alice Griffith and Hunters View HOPE SF sites, as well as a turnkey conversion of Valencia Gardens, San Francisco’s most recently completed HOPE VI project, which required no rehabilitation to convert. Below are updates for FY 23-24:

- City Services Contracts awarded for all 3 projects in July 2023
- 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
- Owner has subcontracted with John Stewart Company for property management operations at Alice Griffith.

In FY22-23 the City completed the RAD conversions of three additional HOPE VI projects – Bernal Homes, Hayes Valley North, and Hayes Valley South. Below are updates for FY 23-24:

- City supplemental Services Contracts awarded for all 3 projects in July 2023
- 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
- Owner has subcontracted with John Stewart Company for property management operations at Bernal Homes, Hayes Valley North and Hayes Valley South.

In FY23-24 the City completed the Scattered Sites Conversions for 5 former public housing properties totaling 70 units and a mixture of senior/disabled and family units. Below are updates for FY 23-24:

- City supplemental Services Contracts awarded in July 2023
- 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.

RAD conversions are also being explored for San Francisco’s two remaining HOPE VI projects – Plaza East and North Beach Apartments.

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

The RAD and HOPE SF revitalization programs 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. **All staff are trained in and work through a Trauma Informed System Lens incorporating Racial Equity principles at every opportunity.**

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 advancement, public safety, health and wellness, and education.

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 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 families at each of the sites.

At Hunters View, the Bayview 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 Senior Center 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.

At Potrero Annex/Terrace, BRIDGE Housing continues to provide community building activities and foster individual participation in planning sessions. Potrero Hill Family Resource 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, and APA/Visitation Valley Strong Families 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

By a letter from HUD to the Authority dated March 7, 2019, HUD determined that the SFHA was in default under its HCV Consolidated Annual Contributions Contract ("HCV ACC") and its Low Rent Public Housing Consolidated Annual Contributions Contract ("LRPH ACC"). After a determination of default, HUD has the authority to take possession of all or a part of the Authority or require the Authority to

make other arrangements consistent with HUD requirements that are in the best interests of the public housing residents and families assisted by HUD.

Under the Default Letter, HUD determined that it is in the best interests of the Authority's public housing residents and assisted families to allow the Authority the opportunity to cure the SFHA Default as follows: (i) the City's assumption of responsibility of the programmatic and financial functions under the HCV ACC and LRPH ACC, including financial management, program management, wait list and admissions, inspections, eligibility determinations, and lease and grievance procedures, and (ii) outsourcing programmatic and financial administration of the HCV program and LRPH program, including continued outsourcing of Authority's financial management.

The City approved a Memorandum of Understanding (MOU) between SFHA and the City in December 2019, and reviewed by HUD, outlining the preliminary terms of the City's assumption of Housing Authority functions as shown below:

Labor Relations

SFHA gave notice to its existing employees on the reduction in Housing Authority staffing, resulting from the City's assumption of and contracting out of SFHA functions, as required by HUD. In 2022 all remaining SFHA public housing operations and modernization staff were transitioned to new roles or received severance packages.

Restructuring of the Housing Authority

The MOU provided a preliminary restructuring plan that included:

- Appointment of City staff to provided executive management oversight of Housing Authority functions;
- Plan to contract out the Housing Authority's public housing and HCV programs; and,
- Development of a specific timeline to integrate the Housing Authority's systems, processes, and the policies with the City for financial oversight, information technology, human resources, real estate, purchasing, and legal oversight. The MOU further provided for the parties (HUD, Housing Authority, City) to commit to the capital funding necessary to redevelop the public housing under HOPE SF; and to continue to convert the public housing units to project based vouchers.

All of these activities have been achieved.

Shortfall Funding

HUD maintains a fund to annually augment local housing authorities' budgets that have a shortfall in their housing voucher programs. HUD provided \$10 million in shortfall funding to the Housing Authority in 2018. According to the MOU, the Housing Authority will apply for HUD's shortfall funding annually, or as frequently as needed.

Executive Management and Shared Services

- The City will provide executive management staff to the Housing Authority, including a chief executive officer reporting to the Mayor or the Mayor's designee.
- The Housing Authority will integrate with City services over time, including information technology, human resources, purchasing, real estate, financial systems, and other services. The timing and process of integration will be developed in consultation with MOHCD, Controller, and General Services Agency. Administration and Oversight

- The annual Housing Authority budget will be submitted to the Mayor and the Board of Supervisors, who may accept or reject the budget. The budget submission will be consistent with City procedures and HUD timelines and requirements.
- Administration of the HCV program and public housing will be contracted to third parties, as required by HUD and discussed above. The Housing Authority will work with the City to procure third-party contractors, but the contracting process must conform to HUD requirements. Contracts for property transactions will be subject to third-party appraisal with the exception of properties conveyed for development of affordable housing.
- Financial management of the Housing Authority will be contracted to a third party with expertise and experience in HUD financial Introduction Budget and Legislative Analyst's Office 10 reporting and requirements. Currently, the Housing Authority contracts with BDO USA LLP for financial management and reporting.
- Issuance of debt by the Housing Authority must be approved by the Authority and the Board of Supervisors.
- Any material amendment to the MOU is subject to prior approval by the Board of Supervisors. Housing Authority Commission
- The Housing Authority Commission is authorized by state law to have seven members, appointed by the Mayor, two of whom must be Housing Authority residents. Under the proposed MOU, the Mayor would appoint four members directly, and three members recommended by motion at the sole discretion of the Board of Supervisors. Of the Mayor's four appointments, at least one must be a Housing Authority resident. Of the Board's three appointments, at least one must be a Housing Authority resident 62 years of age or older.

Non-Housing Assets

- The Housing Authority will (a) inventory non-housing assets, including the building at 1815 Egbert Street, vehicles, and other assets; (b) identify which assets are needed for ongoing operations; and (c) plan disposition of surplus assets in accordance with HUD requirements. Loans made by the City to the Housing Authority will be repaid from surplus funds from the disposition of assets, subject to HUD requirements.

By early 2023, SFHA converted its remaining units of public housing at Sunnydale and Potrero to the HCV program via HUD's Section 18 Demo/Dispo program. Given SFHA's financial difficulties, HUD approved the early conversion of these units to HCV in order to stabilize the agency's finances and operations. The only remaining public housing units in San Francisco are in HOPE VI projects: 193 units at Plaza East and 138 units at North Beach.

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 Production¹

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. The City has also been working with the CA Department of Housing and Community Development (HCD) and CA Department of General Services (DGS) to identify and support state owned land that may be used for affordable housing. In this reporting period, there are two such sites with more than 200 units in active pre-development/expected to be in construction in the next year. In the coming year, the Planning department will engage consultants into a deep dive of identification of sites for affordable housing as one of the Housing Element action items.

In order to reduce the land required for non-housing functions, such as parking, since 2019, there is no minimum requirement for residential parking in San Francisco.

Furthermore, MOHCD worked closely with the Planning Department to enhance 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. The State Density Bonus Program, along with SB35/AB423 and similar state laws, have been successfully combined to expedite hundreds of new units in this reporting period.

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

¹ The following section on Addressing Barriers to Housing Production is cited from the June 2010 Draft Housing Element. The role of the Housing Element is to provide policy background for housing programs and decisions and broad directions towards meeting the City's housing goals. However, parameters specified in the Zoning Map and Planning Code can only be changed through a community process and related legislative process. Thus, not all strategies identified in the Housing Element are certain to be implemented. The Mayor's Office of Housing and Community Development will explore recommendations of the Housing Element as they pertain to findings from the 2013 Analysis of Impediments to Fair Housing Choice.

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

Secondary Units

Secondary units (in-law or granny units) are smaller dwellings within a structure that contains a much larger unit, using a space that is surplus to the primary dwelling. Secondary units represent a simple and cost-effective method of expanding the housing supply. Such units can be developed to meet the needs of seniors, people with disabilities, and others who, because of modest incomes or lifestyles, prefer or need small units at relatively low rents. Within community planning processes, the City 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 worked 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 household 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 has been monitoring 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 (local capital 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, it 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. Additionally, San Francisco has approved its first Infrastructure Financing District (IFD) to jump start additional neighborhood-scale development of previously under-used sites and has plans to expand the number of IFDs in future years.

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, 2019 and 2024 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. To further San Francisco's affordable housing efforts San Francisco voters approved another general obligation bond for \$600 million in November 2019. Please see the section above for more detail about uses of the bonds in 2023-2024. In March 2024 San Francisco voters approved the sale of an additional \$300 million in general obligation bonds to further support the development of affordable housing.

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.

In February 2023, San Francisco Mayor London Breed signed Executive Order 23-01, "Housing for All", that called for a multi-department approach to streamlining the approval and completion of housing production. In January 2024, the State of California Department of Housing and Community Development (HCD) certified San Francisco's 2022 Housing Element Update. The Housing Element identifies numerous pro-housing policies that San Francisco has enacted, as well as sets forth aspirational production goals and recommendations to ensure ongoing compliance with the certification. Out of ED23-01, an Affordable Housing Leadership Council was created and convened, and with support from consultants produced the "Affordable Housing Funding and Financing Report" in February 2024. This Report's recommendations at the highest level include: 1) increase federal/state/regional help, 2) expand local capacity and coordination to produce and preserve affordable housing, and 3) innovate with diverse partners in the nonprofit, philanthropic, and private sectors in delivery of affordable housing. The City is working to implement the 360+ action items from the Housing Element in addition to the action items from the Financing Report.

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. These efforts are included as part of implementation of our Housing Element to the General Plan.

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, HSH and OEWD have increased our strategic coordination with other City departments in an effort to avoid duplication of services and to maximize the leveraging of federal, state and local dollars.

Another major set of obstacles are language barriers. San Francisco has historically been a haven for immigrants. Language barriers impact immigrants' abilities to access necessities such as employment, healthcare, and police protection. Many adult immigrants and refugees are not necessarily literate in their own native languages, and struggle to master the complexities of English. In particular, sophisticated transactions such as legal issues or governmental forms may be confusing. Of all San Franciscans over the age of five, 43% speak a language other than English at home, with the largest language groups being Chinese, Spanish, and Filipino. Fifty-seven percent of the population that speak an Asian language at home are of limited English proficiency (LEP), meaning that they speak English less than "very well." Thirty percent of Asian children are identified as LEP. Twelve percent of San Francisco households are "linguistically isolated" as of 2015 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 21% of all San Franciscans in the 2018 ACS five-year survey indicated that they did not speak English "very well."

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

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

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

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

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

Coordinated Entry

In August 2016, Mayor Edwin M. Lee launched HSH to fundamentally change the way the City and County of San Francisco addresses homelessness. HSH—relying on guidance from people with lived experience of homelessness, service providers, and other stakeholders—developed a Five-Year Strategic Framework outlining specific goals and coordinating alignment of all programs into a comprehensive Homelessness Response System. The homelessness response system covers the entire geographic region defined as the San Francisco CoC. (HRS). Home by the Bay, San Francisco's citywide strategic plan to address homelessness, builds on the work of the Five-Year Strategic Framework as described above.

Coordinated Entry (CE) is a centralized, community wide process that includes a clear set of access points, a standardized method to assess and prioritize people needing assistance, and a streamlined system for rapidly connecting people to a housing solution. People experiencing homelessness or at imminent risk of homelessness are supported in connecting with Coordinated Entry where they receive interventions in Problem Solving, undergo a housing assessment process, and are prioritized for housing with supportive services that best meets their need in achieving housing stability. Permanent housing programs—including permanent supportive housing (PSH) and rapid rehousing (RRH)—will fill spaces in their programs from a community pool of eligible households generated from the standard assessment process. CE also uses Online Navigation and Entry (ONE) System—San Francisco's implementation of the Homeless Management and Information System (HMIS).

HSH has launched Coordinated Entry serving Families, Adults, and Youth and has dedicated Access Points for special populations focusing on survivors fleeing or attempting to flee domestic violence, veterans, and the justice-involved.

CE Redesign - In early 2022, HSH began improving Coordinated Entry with the goal of implementing more equitable processes and increasing access to housing and services for people who have been historically marginalized and most disparately impacted by homelessness in San Francisco.

- Phase 1: Coordinated Entry Evaluation: HSH engaged in a third party evaluation that gathered broad community input and data on the current system. HSH released the findings in the July 2022 [Coordinated Entry Evaluation Report](#) and held public town halls to receive feedback on the findings and ways to redesign CE.
- Phase 2: Redesigning Coordinated Entry: In early September 2022, the Local Homeless Coordinating Board (LHCB) and HSH announced a new and [diverse](#) multi-stakeholder workgroup to develop recommendations for redesigning key parts of CE. This workgroup, referred to as the CE Redesign Workgroup, prioritized the inclusion of people who represent groups most disparately impacted by homelessness in San Francisco. The [final recommendations](#) were approved by the LHCB on April 3, 2023.
- Phase 3: Implementation: In August 2023, the CE Implementation Committee was established to help inform operationalizing the CE Recommendations in partnership with HSH and the LHCB.

In FY 2023-2024, HSH Coordinated Entry System achieved the following:

- Coordinated Entry for survivors of Domestic Violence – Coordinated Entry staff and partners launched a DV compliant alternate comparable database to track enrollments and services.
- Coordinated Entry for Survivors of Violence facilitated referred 38 survivor households to Emergency Housing Vouchers and 15 survivor households to DV Rapid Rehousing.
- Family Coordinated Entry improved its access by adopting a more inclusive interpretation of its household composition by removing the 90-day reunification timeline and legal custody requirement. Adult Coordinated Entry increased engagements more than 10% compared to previous years.
- Adult Coordinated Entry also improved access through its Multidisciplinary Team (MDT), an interagency collaboration between the Human Services Agency, Bay Area Legal Aid, and other nonprofit partners to ensure guests of Adult temporary shelters have met with a Coordinated Entry Access Point for Problem Solving, Assessment, and Prioritization and have applied for all potential public benefits such as Supplemental Security Income (SSI), County Adult Assistance Program (CAAP), CalFresh and Medi-Cal.
- MDT Successes:
 - 18 site visits in 2023 and 2024
 - Reviewed 1,300 client records in the ONE system and cross-referenced with the Human Services Agency for social service supports
 - 38% reduction of clients “unknown to CE”
 - Engaged with 44% of all guests at the shelters visited
 - Approximately 1,000 services provided
 - More people prioritized as Housing Referral Status prior to the MDT
- Coordinated Entry Redesign community group released recommendations to redesign and improve Coordinated Entry
 - Recommendations on CE Governance
 - Establish a new CE committee with clear responsibilities to support the implementation of CE Redesign recommendations. The committee will work in partnership with HSH and the LHCB and be staffed by HSH but community-led.

- Establish a lived experience committee that can be a partner to this and other efforts.
 - Clearly outline decision-making authority in a way that empowers us to work collaboratively on CE
 - Establish a bill of rights monitoring committee to hear grievances.
 - Accomplishments to date:
 - New CE Charter developed and adopted in December 2023
 - New CE Mission, Vision, and Values developed and adopted in August 2024
 - Drafted Client Bill of Rights expected to finalize in October 2024
 - Recommendations for Redesigning how People Connect to CE
 - Establish standardized training requirements, job shadowing, curriculum, technical assistance, and professional development opportunities for all CE staff providers, organized and provided by HSH, to include orientation and onboarding for new staff, core competencies, and skills so all staff understand CE process and resources and use trauma-informed and consistent approaches to correctly assess client needs. Trainings should be standardized and required, but also responsive to emerging needs and should include topics such as cultural competence, motivational interviewing, harm reduction, etc.
 - Utilize monitoring, corrective action plans, and technical assistance to promote accountability in meeting contract requirements and performance expectations.
 - Establish hiring practices that promote the inclusion of staff with similar demographics, identities, and experiences to those impacted by homelessness; specifically, require staff representation that are Black, Latinx/e, trans, people with lived experience, immigrants, and people who are family with and/or live in the community where they are working.
 - Establish a peer training program for people with lived experience to work at Access Points, train Access Point staff, and ensure staff are representative of people served.
 - Increase staffing, support strategies, and salaries, and set baseline expectations to prevent burnout and compassion fatigue. Ensure equitable and livable wages, employee assistance benefits, and workforce housing to staff to ensure they are not experiencing homelessness.
 - Assess and establish clear staff roles and responsibilities with realistic scopes of work.
 - Accomplishments to date:
 - Proposal of standardized training requirements and core curriculum for all Access Point providers
- Recommendations for Redesigning how we assess and match people to housing resources.
 - Develop a trauma-informed, client-tailored conversation that gathers medical vulnerability, housing history, and other information and prioritizes what people say they need.
 - Utilize cross-system data in culturally-sensitive and protective ways, allowing people to opt in/out, ensure protection against misuse and retaliation, and enhance data-sharing across providers to increase warm hand-offs.

- Remove barriers to clients engaging in assessment conversation by increasing communication methods and enhancing care around sensitive questions. Ensure assessment staff undergo training on CE policies and procedures, including the Client Bill of Rights.
- Provide households with a clear explanation of what they can expect to receive and make housing inventory and client status easy to access and understand.
- Develop more inclusive eligibility criteria to reduce screening people out of the housing queue.
- Accomplishments to date:
 - Completed a series of level-setting sessions on assessment and prioritization by March 2024.
 - Convened in-person feedback session and virtual community town halls to ensure ample community feedback on prioritization, August 2024 and ongoing.
 - Undergone and completed extensive data analysis on potential impact of prioritization domains which examined 1,000 assessment records from the ONE System.
 - Achieved broad consensus on prioritization domain definitions and criteria for moving forward in the next phase of analysis utilizing administrative data.

Homeowner Emergency Loan Program (HELP)

The purpose of the MOHCD HELP program is to assist San Francisco homeowners in need of a one-time emergency financial assistance loan due to an unforeseen financial hardship.

HELP Funds may be used for:

- Past due mortgage Payments
- Past due HOA monthly dues
- Past due property taxes
- Special assessments (e.g.p renovation costs passed down to residents)
- BMR homeowners in need of financial assistance to complete necessary repairs in order to sell property

HOPE SF

HOPE SF is an ambitious cross-sector initiative to transform San Francisco’s most distressed public housing sites into vibrant and healthy communities.

It began with a study. In 2005, the HSA released an analysis of at-risk families known as the “Seven Street Corners Study.” The study came out of an effort to create a consolidated youth database with data from the child welfare and juvenile justice systems. When the data was merged and mapped, it revealed that most of these children lived within walking distance of just seven street corners in the city — street corners that overlapped with obsolete public housing sites where families were living geographically, socially, and economically cut off from San Francisco’s robust resources.

In response, Mayor Gavin Newsom set a bold vision of rebuilding dilapidated public housing developments into thriving mixed-income communities that integrated holistic family services, high quality schools, new businesses, public transportation, and green buildings. HOPE SF drew on more than 15 years of learning from HUD’s HOPE VI housing revitalization program. However, unlike the HUD

projects in which only a small percentage of residents returned to redeveloped housing sites, San Francisco committed to the principle that families would not be displaced.

In 2007, the Mayor and Board of Supervisors secured \$95 million in local bond funding, an amount that eclipsed the nationwide HOPE VI funding for that year, to launch HOPE SF. From the beginning, the initiative brought together expertise from the public, nonprofit, and philanthropic sectors, working together to improve the lives of public housing residents and break the cycle of poverty.

Today, the City and County of San Francisco, the San Francisco Foundation, and Enterprise Community Partners collaborate on HOPE SF with the involvement of many community based organizations and longtime residents.

HOPE SF will rebuild four housing developments in three southeastern San Francisco neighborhoods: Hunters View and Alice Griffith in the Bayview, Potrero Terrace and Annex in Potrero Hill, and Sunnydale-Velasco in Visitacion Valley. Located in isolated and mostly undeveloped areas, these sites were originally built to temporarily house shipyard workers during and after World War II.

By tripling density, HOPE SF will replace 1,900 public housing units one-for-one and add low-income and market-rate units, ultimately building more than 5,300 homes at multiple levels of affordability. Construction is phased so that residents can remain on site and take part in the transformation of their communities.

Alice Griffith

Originally built in 1962 adjacent to the now-demolished Candlestick Park, Alice Griffith received a \$30.5 million HUD Choice Neighborhood Award in 2012 and is part of the Hunters Point Shipyard/Candlestick Point Neighborhood Development plan. In 2019, all original residents had been rehoused, achieving nearly 90% retention. Two more affordable projects, including 30 public housing replacement units, are planned. Five Point, the Master developer, is responsible for developing market rate, inclusionary and workforce units. When completed, there will be expanded transit, retail and office space, a research and development campus, and over 300 acres of open space. The proposed total number of units will be 1,150.

Hunters View

Hunters View, originally built in 1956, was the first HOPE SF site to undergo revitalization. Perched on a grassy hill above the old naval shipyard, it has spectacular views of the San Francisco Bay. Of the original families, 70% were retained through the transition between public housing and mixed-income development. Amenities include open spaces, a community center, a childcare facility, a wellness center, a sound studio, and playgrounds. Phase III broke ground in 2023, with completion slated for early 2025. The proposed total number of units will be 600.

Potrero Terrace and Annex

Home to nearly 1,300 people, Potrero Terrace and Potrero Annex — together known as Potrero — are two of the oldest public housing developments in San Francisco. Located at the southeastern edge of the Potrero Hill neighborhood, they were hastily constructed in 1941 and 1955. HOPE SF will rebuild both sections of the 38-acre site into a unified mixed-income development with buildings of varying

heights and a park. Phase 1 — construction of the first 72 units was completed in February 2019. The proposed total number of units will be 1,400-1,600.

Sunnydale/Velasco

Sunnydale, San Francisco's largest public housing community, is undergoing a transformation into a mixed-income development with new affordable and market rate housing, updated street and utility infrastructure, and open spaces. Located at the foot of McLaren Park, the 50-acre site will also include an exciting neighborhood hub and the city's first recreation center in decades, a Boys & Girls Club, and early childhood education centers. The proposed total number of units will be 1,400-1,770.

Opportunities for All

Opportunities for All is a mayoral initiative to address economic inequality by ensuring that all young people can be a part of San Francisco's thriving economy. The initiative serves thousands of high school-aged youths, who are ready and interested in working, as well as provides opportunities for youth who might need additional support, as part of Mayor Breed's efforts to provide paid internships for youth in San Francisco.

Opportunities for All connects young people to employment, training, and post-secondary opportunities. Youth work an average of four weeks and earn \$18.93 (2023) per hour for up to 20 hours a week, receive mentorship, and engage in career exploration by visiting local businesses to help them identify careers of interest and begin to plan for their future. Opportunities for All builds on existing work-based learning programs and funding. As a widely accepted best practice, work-based programs are celebrated for preparing young people for work, keeping them engaged in school and promoting self-efficacy.

Opportunities for All works with the SFUSD, OEWD, and DCYF to align efforts and recruit youth participants. This initiative also develops a framework where non-profit service providers and employers have shared understanding and language around work expectations for youth, track youth progress, and provide tools that help youth plan for their future.

San Francisco Financial Justice Project

San Francisco is the first city and county in the nation to launch a Financial Justice Project to assess and reform how fees and fines impact our city's low-income residents and communities of color. Fines, fees, and financial penalties can trap low-income residents in a maze of poverty and punishment and prevent people from succeeding. The Project works with community groups, city and county departments and the courts to advance reforms that work better for people and for government. Working with their partners, it has eliminated or adjusted dozens of fees and fines to lift a financial burden off of struggling residents. The Project is housed in the San Francisco Office of the Treasurer & Tax Collector.

A Sector-Based Approach to Workforce Development

The Workforce Development Division of OEWD connects employers with skilled talent and job seekers in San Francisco with employment opportunities in growing sectors, including information and communication technology; healthcare; hospitality; construction; and industries of opportunity, such as early childcare and education, transportation, appliance repair, among others. The Workforce Division provides no-cost employment and training services, from job search assistance and access to computers

to sector-specific job readiness and occupational skills training at community-based neighborhood job centers throughout the City.

Construction Training Programs

CityBuild Academy (CBA)

The CityBuild Academy aims to meet the demands of the construction industry by providing comprehensive pre-apprenticeship and construction administration training to San Francisco residents. CityBuild began in 2006 as an effort to coordinate City-wide construction training and employment programs, and it is administered by OEWD in partnership with City College of San Francisco, various community non-profit organizations, labor unions, and industry employers.

Construction Administration & Professional Service Academy (CAPSA)

The Construction Administration and Professional Service Academy (CAPSA) is a semester-long program offered at the City College of San Francisco. The program prepares San Francisco residents for entry-level careers as professional construction office administrators.

Healthcare Training Program

Launched in January 2010, the HealthCare Academy is a sector-based approach to improve the responsiveness of the workforce system to meet the demands of the growing industry. Through a dual-customer approach, the HealthCare Academy provides employers with skilled workers while expanding employment opportunities for local residents.

The healthcare industry and healthcare occupations have been identified both nationally and locally as a priority for workforce investment due to stable and/or increasing demand for new workers, succession planning, and skills development in response to new technologies and treatment options. As the health care sector encompasses occupations in such a wide variety of settings and requires various levels of education and skill, it presents excellent opportunities for a broad spectrum of local jobseekers.

The HealthCare Academy engages with industry partners to identify key needs of the industry, including generating and consulting on skill requirements, program planning, training curriculum, partnership opportunities, and program oversight of any workforce programs related to the health care sector. Collaborative partners include the San Francisco Hospital Council; the Department of Public Health and affiliated hospitals; Service Employees International Union – United Health Care Workers West (SEIU-UHW West); University of California Berkeley's Center for the Public Health Practice; California Health Workforce Initiative; and industry employers such as University of California San Francisco (UCSF) Medical Center, California Pacific Medical Center, Dignity Health, Kaiser Permanente, San Francisco Community Clinics Consortium, San Francisco Chinese Hospital, and Homebridge.

Hospitality Training Program

The Hospitality Initiative, launched in 2011, was designed to effectively coordinate training and employment resources that support the growth of a diverse and well-qualified hospitality workforce in San Francisco. The Hospitality Initiative prepares San Francisco residents for training and employment opportunities in the hospitality sector; fulfills the hiring needs of hospitality sector employers with qualified candidates that are job ready, possess the skills and abilities to perform job duties, and hold knowledge and passion for the industry; educates workforce system service providers and jobseekers

about the hospitality industry; and provides stakeholders with relevant and current information on labor market information, relevant training resources, career development, and job placement. Industry partnerships play a critical role in establishing sector programming. Collaborative partners include the San Francisco Hotel Council and affiliated members, the Golden Gate Restaurant Association and affiliated members, San Francisco Travel, Moscone Convention Center, City College of San Francisco, San Francisco Unified School District, Unite Here Local 2 labor organization, community-based organizations, community-based training providers, and industry employers.

Technology Training Program

Launched in 2012, the TechSF Academy provides education, training, and employment assistance to locals who are interested in entering San Francisco's tech sector. The TechSF Academy provides no-cost, sector-specific job readiness and occupational skills training to San Francisco residents who are interested in the tech industry and ensures participants are trained in high-demand technical skills and career readiness supports. By partnering with educators, community-based training organizations, and employers, the TechSF Academy ensures that participants can upskill and find a job in a competitive, high-wage industry, while ensuring that trainings meet local employer demand.

The TechSF Academy aims to ensure that a highly skilled and diverse talent pool connects to, and thrive in, opportunities in tech while meeting industry talent needs. Careers in tech are not solely isolated to the tech sector. TechSF Academy believes that the skills learned in its training programs can open doors to working in a tech job in many different industries.

The TechSF Academy provides opportunities for anyone interested in a career in technology. From the exploratory tech learner to the well-versed programmer who is looking to gain a competitive edge, the TechSF Academy has opportunities to step outside your comfort zone.

The TechSF Apprenticeship Accelerator offers job seekers the unique opportunity to acquire essential experience and training to get established in a career in tech. Additionally, TechSF On-Ramp programs support youth and high-barrier individuals with career exploration and fundamental tech skills to start a workforce journey.

Lastly, the TechSF Academy provides the opportunity to connect directly with employers through exposure and networking events.

Smart Money Coaching Program

The Smart Money Coaching program by the Office of Financial Empowerment provides free, confidential, one-on-one, personalized financial guidance. A certified financial coach helps households to address financial challenges and goals, including reducing debt, establishing and improving credit score, opening a safe and affordable bank account, and increasing savings. Smart Money Coaching has locations throughout San Francisco and is available to anyone living, working or receiving services in San Francisco. This initiative is funded through MOHCD, HSA, DAAS, and the Treasurer's Office. These services are available at over twenty sites on a regular basis, including HOPE SF and RAD housing sites, the San Francisco Main Library, and at nonprofit partners of MOHCD and other city departments.

Tenant Right to Counsel: San Francisco's Eviction Defense System

In FY 2023-2024, MOHCD entered its fourth year of implementation of a City ordinance that resulted from the June 5, 2018 passage of ballot initiative Proposition F, the No Eviction Without Representation Act. Prop F established a policy that all residential tenants facing eviction have a right to full-scope legal representation. This program is called the Tenant Right to Counsel (TRC) and requires eviction legal assistance projects to provide full-scope legal representation to the maximum extent possible (rather than self-help, legal advice and counsel, and limited-scope representation). TRC and the larger eviction defense system is led by the Eviction Defense Collaborative (EDC) in collaboration with eight other legal services organizations. Almost all eviction legal services have been full-scope legal representation as a result of our eviction defense system's available capacity, as full-scope legal representation has been shown to be the most effective way of keeping vulnerable tenants in their homes.

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 department of 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 Director and Deputy Director for Housing meet monthly with the leadership of the department of Homelessness and Supportive Housing to discuss strategy and align programs.

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.

MOHCD convenes a quarterly "Houser" meeting with over 100 representatives of affordable housing development organizations for an in-depth discussion of program and policy issues.

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, the Controller's Office of Public Finance and the Office of Community Investment and Infrastructure as successor to the San Francisco Redevelopment Agency (OCII). Representatives from the SF Housing Authority also attend for review of joint SFHA/MOHCD projects. 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 submits funding and general policy recommendations to the Loan Committee.

Staff from MOHCD, OCII, the Department of Homelessness and Supportive Housing (HSH) also meet on a monthly basis to coordinate the development and operation of the City's permanent supportive housing pipeline and portfolio. This 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.

MOHCD coordinates closely with the Department of Aging and Adult Services to strategize on senior housing needs.

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 through efforts to implement the Housing Element and Executive Orders. To overcome the impediment of utilizing assisted housing programs, MOHCD has developed and fully implemented a centralized online housing notification and application system called DAHLIA. This centralizes how people learn about affordable housing opportunities. It also simplifies and centralizes 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 applicant's criminal record. MOHCD also works with HSH on the continued implementation of Housing First leasing strategies for permanent supportive housing for homeless households.

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 2023-24, 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 of the ESG activities.

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 monitoring of each project that received CDBG, and HOPWA funds. Monitoring may include both internal and on-site reviews, reviews of the agency's audited financial statements, and reviews of the agency's self-assessment. 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. When possible and appropriate visits were performed to determine client eligibility, compliance with Federal and local requirements and program progress. When on site-visits were not possible, desk reviews would be done. 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 2023-24, MOHCD continued to dedicate a full-time staff person to focus exclusively on fiscal and compliance monitoring for all of its federally funded grants.

Capacity Building for MOHCD/OEWD Staff and Delegate Agencies

In 2023-2024, 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. During the spring of 2024, MOHCD released an RFP that resulted in approximately \$1.27M being distributed in grants to 17 community-based organizations to support their capacity building in areas such as financial management and board development.

Monitoring for Housing Activities

Single Family (Owner-Occupied) Properties

MOHCD closely monitored its X single-family owner-occupied MOHCD-funded properties 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. In 2023-2024, MOHCD staff brought X households into compliance and referred X additional non-program compliant homeowners to the City Attorney's Office for the collection of in legal settlements from noncompliant homeowners.

Multifamily Properties

MOHCD monitors the compliance of 410 City-assisted multifamily rental projects, including 130 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.

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 2023-2024 CAPER is available to the public for review and comment between September 9, 2024 and September 23, 2024. The City published a notice on the MOHCD, OEWD and HSH websites on August 29, 2024 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 B for the proof of publication for the notice of availability of the Draft 2023-2024 CAPER for public review and comment. 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.

Does this Jurisdiction have any open Brownfields Economic Development Initiative (BEDI) grants?	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 2023-2024, MOHCD inspected 21 HOME-funded properties. MOHCD designates all units as HOME-assisted units in any project that receives HOME funding. The 21 HOME inspections that MOHCD conducted in FY 2023-2024 were all of the inspections that were required in that program year, per 24 CFR 92.504(d). MOHCD scheduled and conducted the inspections in accordance with the procedures that we established in compliance with 24 CFR 92.251. The procedures call for MOHCD to conduct inspections of HOME-funded properties within the first year after project completion and thereafter at least every three years or more frequently based on the rating that a property received from the previous inspection. All 21 projects had been inspected in FY 2021-2022 or FY 2022-2023 and were inspected again in FY 2023-2024 based on the rating that they had received for their previous inspections. There were no new projects that were being inspected for the first time.

Project Name	Building Number	Street	Sponsor	No. of Units	Inspection Date	Inspection NotesFY24
149 Mason Street Apartments	149	Mason	Glide	56	5/29/2024	Tenant files: a few missing signatures; Units: one unit with cracked bathroom tiles but resident had not reported, everything else typical wear & tear; Building: cracked floor tiles in elevator; stained ceiling panel & floor repair in laundry room, some facade cleaning needed
La Playa Apartments	770	La Playa	Progress Foundation	14	5/31/2024	Tenant file: one doc missing signatures; Units: normal one faucet needs attention, otherwise wear & tear/replacements (and nothing had been reported by tenants to be needed until during inspection) and a few rusty exterior spots; Building: two areas with signs of

Project Name	Building Number	Street	Sponsor	No. of Units	Inspection Date	Inspection NotesFY24
						minor infestation, several items rusty enough to need replacement/treatment
Casa Quezada	35	Woodward	Dolores Street Community Services	52	5/31/2024	The physical inspection of the building only had minor findings. Tenant Files in some instances lacked income calculations/supportive documentation on stated income. Annual inspections have not been dated or signed by tenants when performed. Some instances of annual inspections have not taken place for most current year. Income Recertification notices not in file. There were missing initial income certifications as well as current and/or timely recertifications. Zero income affidavits were not preset where applicable. The Unit Inspections resulted mainly in minor findings except for the instance of one door not latching shut when closed and one unit's access was obstructed due to collecting and uninhabitable.
555 Larkin Street aka 500 Turk	555	Larkin	Tenderloin Neighborhood Development Corporation	121	6/5/2024	There are discrepancies noted in tenant files, such as missing recertification notices and inspection sheets, which need immediate updates for compliance. Property issues include graffiti removal, cleaning, and repairs to ensure a safe and well-maintained environment for tenants and visitors.
Madonna Residences	350	Golden Gate	Mercy Housing California	70	6/6/2024	Tenant files reflect that annual recertifications are not completed timely. Missing annual inspections. Building had minor findings. Two tenant units had safety hazards - one had towel and dishes on top of stove and the other had 2 additional small fridges, a washing machine and an air conditioning unit.

Project Name	Building Number	Street	Sponsor	No. of Units	Inspection Date	Inspection NotesFY24
Bishop Swing Community House	275	10th	Episcopal Community Services	135	6/11/2024	The tenant files were consistently missing recert notices and annual inspections. A couple of instances where the TIC were not signed by tenant, Tenant D.O.B. not consistent with backup documentation. Bldg inspections showed trash chute push button issues, a few doors had issues with closing speed. Units had main issues around sanitation regarding backed up/stained toilets, sticky residue/dirty floors, gnats an a couple of instances cockroaches, dirty filters above stove. Many units had tenant's belongings blocking the front door.
Vera Haile Senior Housing	129	Golden Gate	Mercy Housing California / St. Anthony's	90	6/12/2024	Overall, the property is performing well. Minor findings in tenant files include occasional missing recertification and rent increase notices. The building and inspected units are generally in acceptable condition, although there is a common issue of dirty air vents in the kitchens and bathrooms that should be addressed.
St. Peter's Place	420	29th	Bernal Heights Neighborhood Center	20	6/13/2024	Some of the roof equipment showed signs of rust/corrosion. Dryer vent runs through ceiling - ceiling tile around vent was damaged. Two of the units had dirty bathroom vents, another had issues with heater control in bedroom. One unit's bathroom wall near tub had possible mold. Tenant files missing annual inspections and recertification notices.

Project Name	Building Number	Street	Sponsor	No. of Units	Inspection Date	Inspection NotesFY24
Broadway Sansome Family Housing	235 -295	Broadway	Chinatown Community Development Center	75	6/13/2024	Tenant files missing recertification notices, missing annual recerts for 2024, late certification and recertifications, missing zero income affidavits, missing supportive documentation on annual income, deposit for unit 713 was more than two times the rent. Site inspection found garbage bins inadequate in size to collect refuse. Portable hot water pipes rusted with evidence of leak as well as one of the laundry machines evidence of leaking. Elevator permits either expired or not present. Trash chute doors not properly closing. Many of the units had front doors that wouldn't close on their own. Mainly minor Unit findings. Unit 207 was the most findings with material covering walls and ceilings throughout unit, kitchen debris, obstructed windows, leaky faucet head in kitchen. Case management has been involved with head of household due to unit conditions as result of mental health challenges.
Hunters View (Phase 1)	112	Middle Point	John Stewart Company / Ridgpoint / Devine & Gong	107	6/13/2024	The development overall is in good or satisfactory condition. The exterior of all buildings needs to be washed. Some units had none functioning smoke detectors, others had blocked windows and paths of travel. No units or common areas were in a state of disrepair. The tenant files had minor issues, including missing rent change notifications, late income recertifications and unsigned documents.

Project Name	Building Number	Street	Sponsor	No. of Units	Inspection Date	Inspection NotesFY24
Willie B. Kennedy Senior (Rosa Parks II) Housing	1239	Turk	Tenderloin Neighborhood Development Corporation	98	6/17/2024	Missing annual inspections, zero income affidavits, missing updated lease, incorrect income calculations, late recerts, 30 day notice less than 30 days, missing signatures on recert. General building is in good condition. 2 patio areas have been locked to tenants due to water issues with tenant gardening. Recommend property management to remove gardening as an option to avoid water issues but still maintain space for tenant usage. Tenant Units are in general good condition with minor findings. Two units did have collecting in bathrooms making space for bathing inaccessible.
Kelly Cullen Community	220	Golden Gate	Tenderloin Neighborhood Development Corporation	174	6/20/2024	Several tenant files missing annual inspections as well as recertification notices. One file missing SS card, one file appears income calculated incorrectly, one missing annual recertification, one lease missing owner signature. One TIC reflected incorrect unit number.
990 Polk	990	Polk	Tenderloin Neighborhood Development Corporation	110	6/20/2024	The file inspection revealed a few missing inspection forms and recertifications, necessitating immediate completion and documentation. Additionally, maintenance issues such as graffiti removal, posting elevator permits, and addressing cleanliness concerns in the kitchen and bathroom were identified.
95 Laguna Senior	95	Laguna	Mercy Housing California	79	6/24/2024	Building had minor findings. Tenant units only 4 finding. Two of which are for vents needing to be cleaned. 1 where electrical outlet needed to be remounting as protruding from wall. 2nd was unit's dining table blocking entry door. Tenant files mainly missing recertification, recertification notices and annual inspections.

Project Name	Building Number	Street	Sponsor	No. of Units	Inspection Date	Inspection NotesFY24
Veterans Commons	150	Otis	Swords To Plowshares / Chinatown Community Development Center	76	6/24/2024	Notes are unavailable.
Eddy & Taylor Family Housing	222	Taylor	Tenderloin Neighborhood Development Corporation	113	6/25/2024	Building had minor findings. Tenant units had various dirty bathroom vents and tenant housekeeping issues. Some of the tenant files were missing recertifications and/or recertification notices. Had a few questions regarding income as some appear to list incorrect income.
John Burton Advocates for Youth Housing Complex	800	Presidio	Booker T. Washington Community Service Ctr / JSCo	50	6/26/2024	Tenant files missing adequate recertification notices, 30 day increase letter was sent less than 30 days, Initial TIC's missing owner/rep signature. The Building itself was in general good condition. Handicap accessible door needs fixed as only one of the doors automatically open with push button. 2nd floor stairwell has a long crack along its seam that needs fixed. Tenant Units were in general good condition. A number of windows were difficult to operate. Unit 504 has two long cracks along wall seams that need sealed.
Arnett Watson Apartments	650	Eddy	HomeRise	83	6/26/2024	The property is facing minor documentation lapses with missing annual recertification and move-out inspection reports. Additionally, there were a few cleanliness and maintenance items include flies in the courtyard, trash in planters and playground nets, graffiti, and feces at the entrance, alongside various repairs needed in the community room, kitchen, and bathrooms.

Project Name	Building Number	Street	Sponsor	No. of Units	Inspection Date	Inspection NotesFY24
1036 Mission	1036	Mission	Tenderloin Neighborhood Development Corporation	83	7/1/2024	Notes are unavailable.
Casa Adelante: 1296 Shotwell	1296	Shotwell	Chinatown Community Development Center and Mission Economic Development Agency	94	7/9/2024	Notes are unavailable.
290 Malosi (Sunnydale Block 6)	290	Malosi	Mercy Housing and Related	167	7/16/2024	The condition of the tenant files was much improved from the previous inspection in 2023. Findings this year include missing recertification notices and missing or unsigned initial and annual inspection reports. In addition, two households (of 16 examined) had past due annual income recertifications and also had completed the recerts. for the previous year late. All standard property management documentation was present, including standard tenant lease, waiting list, operating procedures manual, maintenance log and routine preventive maintenance schedule. The elevator permits had expired at the time of this inspection. The project sponsor had taken action to renew them but has been unable to do so because of a backlog at the CA Department of Industrial Relations. Two units were cited for being overcrowded with tenant belongings, which impeded the path of travel. Two other units were cited for having foil under burners at the stove, which is considered a fire hazard. The project sponsor

Project Name	Building Number	Street	Sponsor	No. of Units	Inspection Date	Inspection NotesFY24
						<p>reported to us that the window cranks/hardware that were installed during construction have had very low durability, needing to be replaced for many units, due to plastic components. The general contractor has provided an extra supply of the same type of hardware, which is available for replacements, but the sponsor has ordered a more durable product to be used for the long term. Otherwise, the property remains in very good condition and is well maintained. The maintenance personnel, including a new maintenance supervisor as of May '24, appear to be skilled and effective and demonstrated good relations with tenants. Property manager reports serious problems with SFHA, which provides RAD PBVs and Section PBVs for many of the units.</p>

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 (*supply exact number*) 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.

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.

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.

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 continues to improve through MOHCD's 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 used HOME program funding in Fiscal Year 2023-2024 for predevelopment activities so there were no tenants to report characteristics for in IDIS.

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.

In July of 2023, MOHCD awarded approximately \$20 million to six properties who scored the highest under a NOFA for capital improvements and repairs in existing affordable housing units serving low-income households and including homeless households. The six awardees (collectively 387 units in 8 buildings) were selected as the result of a competitive process that including criteria such as the extent of need for immediate or short-term improvements and work that addresses conditions that threaten health and or/safety of the building’s occupants or replaces building components or systems that contribute to a building’s inefficient use of energy. Up to half of the awards are expected to be funded with CDBG funds, with \$10 million of City funds forming the bulk of the funding.

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.

Number of Households Served Through:	One-year Goal	Actual
Short-term rent, mortgage, and utility assistance payments	93	95
Tenant-based rental assistance	180	178
Units provided in transitional housing facilities developed, leased, or operated with HOPWA funds	28	32
Units provided in permanent housing facilities developed, leased, or operated with HOPWA funds	232	232
Total	533	537

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 2023-2024 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.

Short staffing, staffing turnover and staffing recruitment continue to be major challenges to program implementation. 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.

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.

For fiscal year 2023-2024, 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 2023-2024 is summarized as follows:

County	Funding Per Action Plan	FY 23-24 Expenditures
San Francisco	\$6,532,254	\$8,210,650
San Mateo	\$878,507	\$878,507
Total – San Francisco EMSA	\$7,410,761	\$9,089,157

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

Grantee and Community Overview

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, in 2019 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.

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 2023 is less than that available in 2007, although costs have increased in every area of housing over the past 10 years.

The projection released by HUD in 2022 indicated that this new formula has resulted in a small reduction in HOPWA funding to San Francisco of as much as approximately \$25,000 per year. 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. Notably, U.S. Congress is cutting back on several social service funded programs such as HOPWA and therefore additional reductions in funding may be eminent.

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 2022-2023 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 2023-2024 Action Plan anticipated \$7,762,761 in HOPWA funding from annual formula allocation of \$7,410,761 and program income of \$352,000.

Expenditures during FY 23-24 totaled \$8,210,650 of which \$8,094,687 was funded from annual formula funds and \$115,963 from program income received during FY 2023-2024.

	Funding Per Action Plan	FY 23-24 Expenditures
Capital Improvement Projects	\$861,373	\$100,382
Rental Assistance Program	\$3,615,650	\$3,427,770
Supportive Services and Operating Costs	\$1,811,264	\$4,357,730
Housing Information/Referral Services	\$48,000	\$48,000
Grantee Administration and Other Activities	\$195,967	\$276,768
Total	\$6,532,254	\$8,210,650

The priorities and objectives of the HOPWA program as reflected in the 2023-2024 Action Plan included:

- Rental Assistance Program (170 tenant based rental assistance subsidies)

During 2022-2024, \$3.4 million was spent on rental assistance (42% of total expenditures). The program provided monthly rental subsidies and housing advocacy services to 172 households during FY 2023-24. In addition, case management services and employment assistance/training were provided to 50 clients through the Second Start Program. Partial rent subsidies for the 50 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 residential care facilities for people with HIV/AIDS and two other facilities for people with HIV/AIDS (134 units of transitional short-term housing facilities).

During 2023-2024, \$4.4 million was spent on supportive services and operating subsidies at the 7 transitional facilities (53% of total expenditures) with 106 unduplicated residents assisted. 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 2023-2024, \$100,382 was spent on one capital improvement project approved in prior years. Three projects are in progress with completion projected in the next three years. 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.

Barrier and Trends Overview

The following barriers were encountered during the program year:

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-retroviral, 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.

Additionally, several individuals exiting assisted care and long-term medical care facilities have limited incomes making it difficult to find and obtain independent housing. Because of the lack of funding and assisted care provider availability, these individuals who need in home health support are unable to secure such services and therefore must remain in long term facilities thereby reducing the total number of available beds.

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, 628-652-5926, manuel.s.vasquez@sfgov.org

San Mateo Priorities, Allocations and Accomplishments

San Mateo County’s share of HOPWA funding for FY 2023-24 totaled \$878,507 and was fully expended during the fiscal year.

Categories	Funding Per Action Plan	FY23-24 HOPWA Expenditures
Rental Assistance Program	\$721,969	\$721,969
Supportive Services	\$106,000	\$106,000
Project Sponsor Administrative Exp	\$50,538	\$50,538
Total	\$878,507	\$878,507

From the total amount of the award, \$721,969 or 82% 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. \$106,000 or 12% of funding was used to support services that assist clients in gaining access to local, State and Federal government benefits and 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 remain high. According to July 2024 County-Level Historic Estimates reports from Apartmentlist.com (<https://www.apartmentlist.com/research/category/data-rent-estimates>), San Mateo’s median rent for a single bedroom unit was \$2,473 and for two bedrooms was \$3,045. This high rent cost is prohibitive to the majority of our clients.

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.

- Rental Assistance Program

91 households were assisted during this fiscal year with short-term/emergency rental assistance; 13 of these households also received housing placement services. The 2023-2024 Action Plan anticipated that 90 households would be served during the fiscal year. Also, 161 households received housing information services during the year.

One hundred percent (100%) 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 year.

- Supportive Services:

For the 2023-2024 Action Plan, we projected that 400 persons would receive Supportive Services. 429 individuals received Supportive Services, specifically assistance in gaining access to local, State, and Federal government benefits and services. These Supportive 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 2023 San Mateo County STD/HIV Program Client Satisfaction Survey had a sample size of 47. In general, 98% are very satisfied or satisfied with their social work and 95% are very satisfied or satisfied with their benefits counseling services. 80% responded that the benefits counselor or social worker improved their access to medical care with 16% stating “I don’t know”. 51% said the support services they received at the clinic reduced their risk of homelessness with 21% stating “I don’t know”.

Barrier and Trends Overview

The following barriers were encountered during the program year:

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. Additionally, recent inflation has led some otherwise mostly stable people to need assistance because of the increases in everyday costs, which are expected to continue into the foreseeable future.

Housing Affordability/Availability

The high cost and unavailability of housing in San Mateo County continue to be barriers to stable housing for our clients. Per “Home for All, San Mateo County,” (<https://homeforallsmc.org/challenge/>) a renter of a one-bedroom unit needs to earn \$115,160 per year to be able to pay rent and other living expenses. The average, annual gross income for the people who received MHA financial services last year was \$14,200, or \$1,183 per month, clearly nowhere near the amount needed to rent in San Mateo County.

Credit History

Landlords check apartment applicants’ credit histories before renting. Many of our clients have no, or poor, credit histories. Some people request assistance because their adequate credit histories and credit ratings are in danger of deteriorating due to unpaid bills, frequently unpaid medical bills. If not addressed, these renters are in danger of not being able to find housing if they have to leave the apartment or house that they are renting.

Need for More Board and Care Facilities

There is a continuing need of more, and affordable, board 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 either.

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

APPENDIX A: ESG Attachment

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

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

ESG Contact Name

Prefix
First Name
Middle Name
Last Name
Suffix
Title

ESG Contact Address

Street Address 1
Street Address 2
City
State
ZIP Code
Phone Number
Extension
Fax Number
Email Address

ESG Secondary Contact

Prefix	Mr
First Name	Benjamin
Last Name	McCloskey
Suffix	
Title	Deputy Director - Finance and Administration
Phone Number	6286525955
Extension	
Email Address	benjamin.mccloskey@sfgov.org

2. Reporting Period—All Recipients Complete

CAPER

100

Program Year Start Date 07/01/2023
Program Year End Date 06/30/2024

3a. Subrecipient Form – Complete one form for each subrecipient

Subrecipient or Contractor Name: SAN FRANCISCO

City: San Francisco

State: CA

Zip Code: 94102, 4604

DUNS Number: 070384255

UEI:

Is subrecipient a victim services provider: N

Subrecipient Organization Type: Unit of Government

ESG Subgrant or Contract Award Amount: 164235

Subrecipient or Contractor Name: COMPASS FAMILY SERVICES

City: San Francisco

State: CA

Zip Code: 94102, 2853

DUNS Number: 832017953

UEI:

Is subrecipient a victim services provider: N

Subrecipient Organization Type: Other Non-Profit Organization

ESG Subgrant or Contract Award Amount: 199943

Subrecipient or Contractor Name: DOLORES STREET COMMUNITY SERVICES

City: San Francisco

State: CA

Zip Code: 94110, 2321

DUNS Number: 617708888

UEI:

Is subrecipient a victim services provider: N

Subrecipient Organization Type: Other Non-Profit Organization

ESG Subgrant or Contract Award Amount: 55000

Subrecipient or Contractor Name: EPISCOPAL COMMUNITY SERVICES
City: San Francisco
State: CA
Zip Code: 94103, 2726
DUNS Number: 151172095
UEI:
Is subrecipient a victim services provider: N
Subrecipient Organization Type: Faith-Based Organization
ESG Subgrant or Contract Award Amount: 270943

Subrecipient or Contractor Name: HAMILTON FAMILY CENTER
City: San Francisco
State: CA
Zip Code: 94117, 1326
DUNS Number: 806779633
UEI:
Is subrecipient a victim services provider: N
Subrecipient Organization Type: Other Non-Profit Organization
ESG Subgrant or Contract Award Amount: 246943

Subrecipient or Contractor Name: LA CASA DE LAS MADRES
City: San Francisco
State: CA
Zip Code: 94103, 2474
DUNS Number: 036202661
UEI:
Is subrecipient a victim services provider: Y
Subrecipient Organization Type: Other Non-Profit Organization
ESG Subgrant or Contract Award Amount: 165000

Subrecipient or Contractor Name: LARKIN STREET YOUTH SERVICES
City: San Francisco
State: CA
Zip Code: 94109, 6434
DUNS Number: 147566517
UEI:
Is subrecipient a victim services provider: N
Subrecipient Organization Type: Other Non-Profit Organization
ESG Subgrant or Contract Award Amount: 112000

Subrecipient or Contractor Name: Catholic Charities CYO of the Archdiocese of San Francisco
City: San Francisco
State: CA
Zip Code: 94105, 1614
DUNS Number: 074654880
UEI:
Is subrecipient a victim services provider: N
Subrecipient Organization Type: Faith-Based Organization
ESG Subgrant or Contract Award Amount: 212943

Subrecipient or Contractor Name: HOMELESS CHILDREN'S NETWORK
City: San Francisco
State: CA
Zip Code: 94124, 1443
DUNS Number: 138011509
UEI:
Is subrecipient a victim services provider: N
Subrecipient Organization Type: Other Non-Profit Organization
ESG Subgrant or Contract Award Amount: 55000

Subrecipient or Contractor Name: Mission Area Health Associates
City: San Francisco
State: CA
Zip Code: 94110, 1323
DUNS Number: 030967392
UEI:
Is subrecipient a victim services provider: N
Subrecipient Organization Type: Other Non-Profit Organization
ESG Subgrant or Contract Award Amount: 55943

Subrecipient or Contractor Name: The San Francisco Particular Council of the Society of St Vincent De Paul
City: San Francisco
State: CA
Zip Code: 94103, 3926
DUNS Number: 078773173
UEI:
Is subrecipient a victim services provider: N
Subrecipient Organization Type: Other Non-Profit Organization
ESG Subgrant or Contract Award Amount: 50000

CR-65 - Persons Assisted

4. Persons Served

4a. Complete for Homelessness Prevention Activities

Number of Persons in Households	Total
Adults	30
Children	0
Don't Know/Refused/Other	0
Missing Information	0
Total	30

Table 15 – Household Information for Homeless Prevention Activities

4b. Complete for Rapid Re-Housing Activities

Number of Persons in Households	Total
Adults	40
Children	15
Don't Know/Refused/Other	0
Missing Information	0
Total	55

Table 16 – Household Information for Rapid Re-Housing Activities

4c. Complete for Shelter

Number of Persons in Households	Total
Adults	2,581
Children	325
Don't Know/Refused/Other	13
Missing Information	12
Total	2,906

Table 17 – Shelter Information

4d. Street Outreach

Number of Persons in Households	Total
Adults	0
Children	0
Don't Know/Refused/Other	0
Missing Information	0
Total	0

Table 18 – Household Information for Street Outreach

4e. Totals for all Persons Served with ESG

Number of Persons in Households	Total
Adults	2,651
Children	340
Don't Know/Refused/Other	13
Missing Information	12
Total	3,016

Table 19 – Household Information for Persons Served with ESG

5. Gender—Complete for All Activities

	Total
Male	1,866
Female	932
Transgender	57
Don't Know/Refused/Other	51
Missing Information	110
Total	3,016

Table 20 – Gender Information

6. Age—Complete for All Activities

	Total
Under 18	340
18-24	399
25 and over	2,231
Don't Know/Refused/Other	34
Missing Information	12
Total	3,016

Table 21 – Age Information

7. Special Populations Served—Complete for All Activities

Number of Persons in Households

Subpopulation	Total			Total Persons Served – Prevention	Total Persons Served – RRH	Total Persons Served in Emergency Shelters
Veterans	56	2	0			54
Victims of Domestic Violence	498	3	6			489
Elderly	123	4	0			119
HIV/AIDS	89	3	1			85
Chronically Homeless	745	3	7			735

Persons with Disabilities:						
Severely Mentally Ill	735	3	9			723
Chronic Substance Abuse	504	2	3			499
Other Disability	1,326	12	16			1,298
Total (Unduplicated if possible)	3,016 (Unduplicated)	30	55			2,931

Table 22 – Special Population Served

CR-70 – ESG 91.520(g) - Assistance Provided and Outcomes

8. Shelter Utilization

Number of New Units - Rehabbed	0
Number of New Units - Conversion	0
Total Number of bed-nights available	1,316,190
Total Number of bed-nights provided	1,224,056
Capacity Utilization	93%

Table 23 – Shelter Capacity

9. Project Outcomes Data measured under the performance standards developed in consultation with the CoC(s)

Performance measures and outcomes for only the 2023-2024 ESG projects are listed below:

- Number of individuals/households served by homelessness prevention and rapid re-housing activities:
 - Total individuals: 85
 - Total households: 68
- Number of individuals/households served by emergency shelter activities:
 - Total individuals: 2,931
 - Total households: 2,452
- Number and percentage of individuals/households who transitioned to permanent housing:
 - 156 (5%)/213 (8%)

CR-75 – Expenditures

11. Expenditures

11a. ESG Expenditures for Homelessness Prevention

	Dollar Amount of Expenditures in Program Year		
	2021	2022	2023
Expenditures for Rental Assistance	0	0	0
Expenditures for Housing Relocation and Stabilization Services - Financial Assistance	212,943	212,943	0
Expenditures for Housing Relocation & Stabilization Services - Services	0	84,237	322,829
Expenditures for Homeless Prevention under Emergency Shelter Grants Program	0	0	0
Subtotal Homelessness Prevention	212,943	297,180	322,829

Table 24 – ESG Expenditures for Homelessness Prevention

11b. ESG Expenditures for Rapid Re-Housing

	Dollar Amount of Expenditures in Program Year		
	2021	2022	2023
Expenditures for Rental Assistance	124,465	90,833	245,886
Expenditures for Housing Relocation and Stabilization Services - Financial Assistance	58,197	0	0
Expenditures for Housing Relocation & Stabilization Services - Services	63,224	70,307	0
Expenditures for Homeless Assistance under Emergency Shelter Grants Program	0	0	0
Subtotal Rapid Re-Housing	245,886	161,140	245,886

Table 25 – ESG Expenditures for Rapid Re-Housing

11c. ESG Expenditures for Emergency Shelter

	Dollar Amount of Expenditures in Program Year		
	2021	2022	2023
Essential Services	815,948	483,915	708,512
Operations	148,939	355,569	147,487
Renovation	0	0	0
Major Rehab	0	0	0
Conversion	0	0	0
Subtotal	964,887	839,484	855,999

Table 26 – ESG Expenditures for Emergency Shelter

11d. Other Grant Expenditures

	Dollar Amount of Expenditures in Program Year		
	2021	2022	2023
Street Outreach	0	0	0
HMIS	47,727	44,884	44,884
Administration	119,306	14,301	119,351

Table 27 - Other Grant Expenditures

11e. Total ESG Grant Funds

Total ESG Funds Expended	2021	2022	2023
	6,312,959	1,590,749	1,587,951

Table 28 - Total ESG Funds Expended

11f. Match Source

	2021	2022	2023
Other Non-ESG HUD Funds	0	0	0
Other Federal Funds	0	0	0
State Government	0	0	0
Local Government	1,590,749	1,356,989	1,587,950
Private Funds	0	0	0
Other	0	0	0
Fees	0	0	0
Program Income	0	0	0
Total Match Amount	1,590,749	1,356,989	1,587,950

Table 29 - Other Funds Expended on Eligible ESG Activities

11g. Total

Total Amount of Funds Expended on ESG Activities	2021	2022	2023
	9,450,648	3,181,498	\$3,175,900

Table 30 - Total Amount of Funds Expended on ESG Activities

APPENDIX B: Notice of Availability of Draft 2023-2024 CAPER for Public Review and Comment

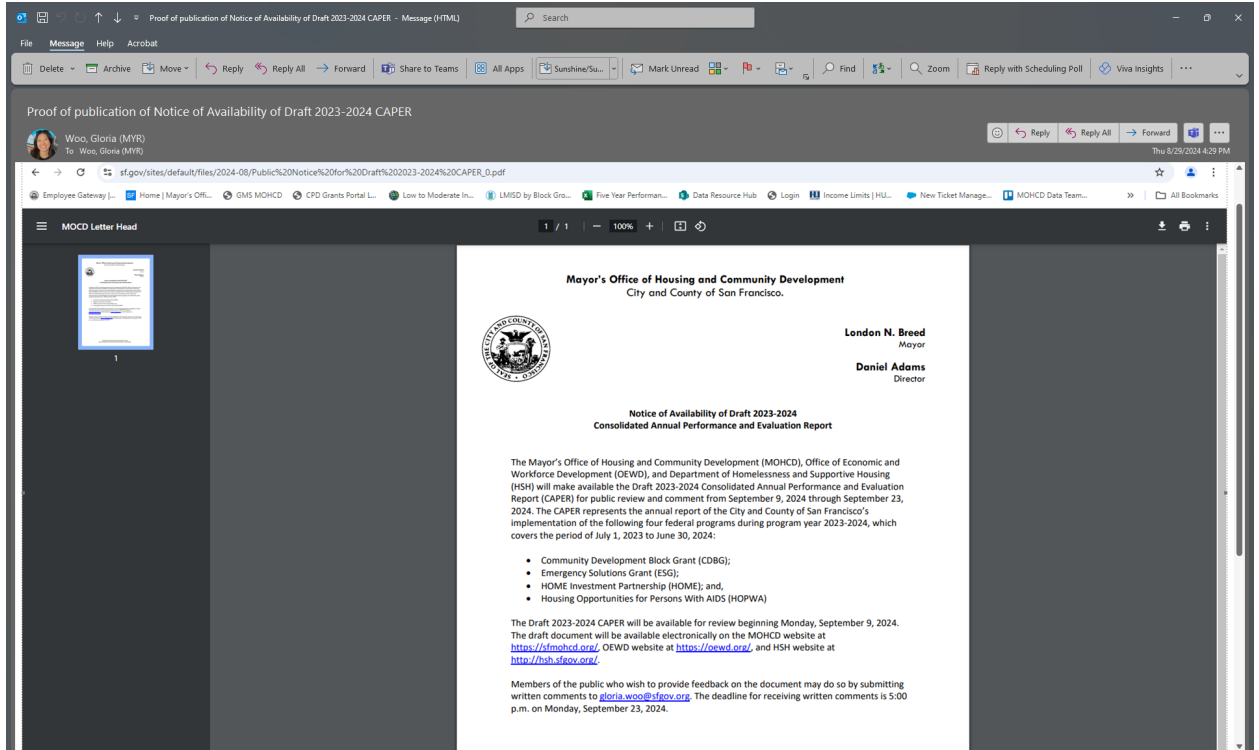
Notice of Availability of Draft 2023-2024 Consolidated Annual Performance and Evaluation Report

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) will make available the Draft 2023-2024 Consolidated Annual Performance and Evaluation Report (CAPER) for public review and comment from September 9, 2024 through September 23, 2024. 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 2023-2024, which covers the period of July 1, 2023 to June 30, 2024:

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

The Draft 2023-2024 CAPER will be available for review beginning Monday, September 9, 2024. 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 <http://hsh.sfgov.org/>.

Members of the public who wish to provide feedback on the document may do so by submitting written comments to gloria.woo@sfgov.org. The deadline for receiving written comments is 5:00 p.m. on Monday, September 23, 2024.



Notice of Availability of Draft 2023-2024 CAPER - Message (HTML)


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Notice of Availability of Draft 2023-2024 CAPER

San Francisco Mayor's Office of Housing and Community Development <gloria.woo@sfgov.org>
To: Woo, Gloria (MFR)

If there are problems with how this message is displayed, click here to view it in a web browser.



Notice of Availability

Draft 2023-2024 CAPER

Leer en Español 用 繁體中文 查看 en Français

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[Notice of Availability](#)