



2021 - 2022

ANNUAL PROGRESS REPORT



MAYOR'S OFFICE OF  
HOUSING & COMMUNITY DEVELOPMENT



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# Overview of Plans





## Message From the Director

The work of the San Francisco Mayor's Office of Housing and Community Development (MOHCD) is critical in supporting residents, maintaining community stability, and advancing equitable response and recovery efforts. As San Francisco continues to cope with uncertainty created by the COVID-19 pandemic, MOHCD strengthens its commitment to investing in affordable housing for our communities and providing essential resources to vulnerable residents.

In the second year of the COVID-19 pandemic, vulnerable households who experienced income loss remained at continued risk of eviction. City and State policymakers and agencies aligned local and state programs, providing consistent and streamlined protections for vulnerable tenants. MOHCD's housing stabilization staff launched the San Francisco Emergency Rental Assistance Program (SF ERAP) in a matter of weeks; by expanding existing community organization partnerships, MOHCD was able to distribute more than \$30 million in rental assistance to ~4,000 tenant households.

The MOHCD team continues responding to emergencies that arise from the pandemic as well as persisting in efforts to expand housing opportunities in San Francisco. This past fiscal year, we completed construction on five new 100% affordable housing

developments and added more than 1,000 new affordable homes to our existing pipeline, bringing our pipeline total to more than 11,000 units. We expanded our Asset Management team, which monitors over 25,000 affordable units. Our local tenant preferences continue to prioritize San Franciscans as new affordable housing opportunities become available, and 46 first-time homeowners utilized the Down Payment Assistance Loan Program (DALP) when purchasing a home in San Francisco.

In FY21-22, MOHCD committed \$88 million to 138 community-based organizations. Ongoing collaborations with community leaders and organizations made the accomplishments above possible and enabled MOHCD to meet extraordinary challenges providing services to San Francisco's most vulnerable populations. Program staff worked closely with these organizations during the grant application process, provided technical assistance and created solutions that allowed for greater flexibility in these funding allocations. Residents living in HOPE SF properties received high-speed internet as well as culturally competent tutoring and academic skill-building through a partnership with the MOHCD Digital Equity Team, HOPE SF, the San Francisco Housing Authority, and San Francisco Digital Services.

Throughout FY21-22 and into FY22-23, MOHCD worked in collaboration with the San Francisco Planning Department to draft the General Plan Housing Element update, which is a housing policy roadmap for the remainder of this decade. The Housing Element centers on racial and social equity and includes policies and programs that express a collective vision and values for the future of housing in San Francisco. This update affirms many of the changes MOHCD has made to programs, practices, and policies over the past three years to advance equitable development and services.

Advancing racial equity continues to be a priority for MOHCD. Last year, the office partnered with the Human Rights Commission in the development and launch of the Dream Keeper Initiative, a citywide effort working to address and remedy racially disparate policies. MOHCD continues to execute on our Dream Keeper programs, including the Black Developer Capacity Building Program and Dream Keeper Downpayment Assistance Loan Program (DK-DALP).

MOHCD's Administration and Operations team ensures that our office, investment partners, and grantees are responsible stewards of public funds. Their work is crucial in supporting MOHCD staff who have faced unprecedented challenges over the past few years. Whether helping staff adjust to hybrid work schedules, hiring and onboarding dozens of new staff, or simply taking the time to recognize and celebrate our team's personal and professional milestones, their contributions have been invaluable in helping MOHCD carry out its mission.

It takes many partners – clients, residents, advocates, community-based organizations, affordable housing developers, elected representatives, City staff, lenders, investors, policymakers, and more – to help address our city's urgent need for more affordable housing and support San Francisco's diverse communities. I would like to personally thank the entire MOHCD team for their hard work, innovation, and responsiveness this year and every year.



Eric D. Shaw

Director  
Director, San Francisco Mayor's Office of Housing  
and Community Development

Interim Director  
HOPE SF



# ABOUT MOHCD

## MOHCD's mission is to support San Franciscans with affordable housing opportunities and essential services to build strong communities.

The department is organized into four divisions: Housing, Community Development, Homeownership and Below Market Rate (HBMR) programs, and Fiscal/Administrative. MOHCD also serves as the lead governmental partner for HOPE SF, the nation's first large-scale community development and reparations initiative aimed at creating inclusive, mixed-income, and thriving communities without the mass displacement of existing residents.

The Housing division focuses on creating housing policies and programs that create safe, stable, and affordable housing. Specifically, MOHCD's Housing division:

- » Guides and coordinates the City's policies for affordable housing
- » Administers a variety of Federal, State, and local financing programs to develop new affordable housing and preserve existing units serving low and moderate-income households—In FY21-22, this included \$184 million in loan funding
- » Along with the Community Development division, administers the City's Housing Trust Fund, which will invest \$1.5 billion in affordable housing production and housing programs over the next 30 years
- » Monitors the long-term affordability and physical viability of the MOHCD-assisted affordable housing portfolio in accordance with Federal and local requirements

The Community Development division works with a broad network of community-based partners to create an inclusive and equitable city where all residents can thrive. Specifically, MOHCD's Community Development division:

- » Administers major Federal grant programs, including the U.S. Department of Housing and Urban Development's (HUD) Community Development Block Grant (CDBG) program and Housing Opportunities for Persons with AIDS (HOPWA) program
- » Manages local General Fund money to support a wide range of services—In FY21-22, this included \$67.4 million in grant funding to community-based organizations
- » Manages the Housing Trust Fund to support housing stability services
- » Holds the lead role on the City's digital equity work as the Office of Digital Equity (ODE), in partnership with the Department of Technology
- » Works in close collaboration with the Mayor's Office and the Board of Supervisors to be responsive to emerging needs—in FY21-22, this included increased support to stabilization efforts within the Black community, increased support to immigrant communities and the transgender community
- » Partners with community-based organizations and coalitions to engage residents and stakeholders in community planning activities



The Homeownership and Below Market Rate (HBMR) programs division delivers affordable homeownership opportunities in San Francisco, implements inclusionary programs<sup>1</sup>, and ensures that all City-sponsored affordable housing is accessible to the people it is intended to serve. Specifically, MOHCD's HBMR division:

- » Provides financial resources to advance sustainable homeownership opportunities for low- to middle-income households
- » Governs policies and procedures for the occupancy of Inclusionary and other City- and OCII-sponsored BMR units
- » Administers and monitors the marketing, distribution, and occupancy of all City-sponsored affordable housing and housing lottery preference programs
- » Monitors the long-term affordability and program compliance of affordable housing produced through the Inclusionary Housing Program and other City-sponsored homeownership programs

The Finance and Administration division ensures that the department has the financial, human, and technological resources necessary to manage San Francisco's affordable housing and community development investments and policies. The division works to:

- » Ensure the department's financial obligations are paid swiftly and accurately, following appropriate procedures and internal controls
- » Provide full-cycle accounting and finance support, including collections, disbursements, loan and grant accounting, and financial reporting
- » Support job applicants and employees from pre-employment through separation

- » Be an industry leader in the deployment of new technologies to meet departmental and San Francisco resident needs
- » Provide excellent customer service within the department, to other City partners, and to community stakeholders
- » Create a welcoming environment for visitors and guests
- » Promote equity, efficiency, collaboration, and belonging within the organization

### MOHCD Sources and Uses of Funds

During FY21-22, MOHCD had a total budget of \$369.4 million. For detailed information on sources and uses of funds, please see [Appendix Figure 1](#), FY21-22 Sources of Funds and [Figure 2](#), FY21-22 Uses of Funds. The Appendix also includes [Table 1](#), Housing Trust Fund Expenditures, with additional detail on housing-related expenditures.

<sup>1</sup> Inclusionary mandates require a given share of units in new residential projects be affordable for low- to moderate-income households.

# Organization Chart

MOHCD Director  
**Eric Shaw**

## Policy/Leg, Comms, & Admin

Policy/Legislative Affairs	2
Communications	2
Executive Assistant	1

Deputy Director,  
Finance & Administration

**Benjamin McCloskey**

### Fiscal

Finance Director	1
Senior Accountant	4
Accountant	3
Accountant Clerk	2

### HR & Ops

HR & Ops Manager	1
Receptionist	1
Admin Assistant	1

### IT Special Projects

Project Manager	1
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### HOPE SF

Director	1
Associate Director	1
Program Manager	3
Program Lead	1
Program Lead	1
Program Assistant	2

Deputy Director,  
Community Development

**Brian Cheu**

### Data, Evaluation & Compliance

Director	1
Data Manager - Housing	1
Program Eval/Ops Mgr	1
Data Analytics Manager	1
Compliance/Enviro Coord	1
CD Specialists	3
CD Specialist	1
Data Analyst	1

### Public Services

Program Manager	2
CD Specialists	4
CD Assistant	1

### Housing Services

Director	1
Program Manager	1
CD Specialists	2
CD Assistant	1

### Capital

Senior Project Manager	1
Project Manager	1
Junior Project Manager	1

### Community Building & Neighborhood Planning

Program Manager	2
CD Assistant	1

### Digital Equity

Digital Equity Manager	1
Program Assistant	1
Program Trainee	1

Deputy Director,  
Homeowner & BMR

**Maria Benjamin**

### BMR Homeownership Programs

Director	1
Program Manager	3
Program Analysts	4
Program Specialist	4
Program Assistant	2

### BMR Rental Program & Housing Placement

Director	1
Program Manager	1
Program Manager	1
Program Analyst	3
Program Specialist	3
Program Specialist	3
Program Assistant	1

### Inclusionary Policy

Program Manager	1
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Deputy Director,  
Housing

**Lydia Ely**

### Acquisition/Rehabilitation

Director	1
Senior Project Manager	2
Project Manager	2

### Asset Management

Director	1
Senior Asset Manager	2
Asset Manager	3
Asset Manager	1
Jr Asset Manager	1

### Housing Development

Director	1
Senior Project Manager	2
Project Manager	2

### Joint Development

Director	1
Senior Project Manager	3
Project Manager	1
Loan Admin	1
Jr Loan Admin	1

### Construction Services

Director	1
Sr Construction Manager	4
Construction Manager	1

### Capacity Building/Special Projects

Program Manager	2
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**V** Vacant Position

125

TOTAL  
MOHCD STAFF



# ECONOMIC RECOVERY



Image courtesy of Mercy Housing California.



Image courtesy of Sunset Chinese Cultural District.

## Emergency Financial Assistance

In June 2021, MOHCD partnered with more than a dozen community-based organizations to launch the San Francisco Emergency Rental Assistance Program (SF ERAP) – a large-scale, low-barrier, and community-based program. Additionally, the City partnered with the State of California Department of Housing and Community Development (HCD) CA COVID-19 Rent Relief Program, which operated from March 2021 to March 2022 and was funded with state and federal dollars. Combined, the local and state programs distributed more than \$200 million to more than 20,000 predominately extremely and very low-income tenant households, the majority of whom identify as persons of color. Of these, SF ERAP served more than 5,000 households with more than \$30 million with local and federal dollars.

Additionally, MOHCD continued to provide financial assistance to keep residents in their homes and ensure the safety and continuity of affordable housing operations. This assistance included the extension of the Preservation and Seismic Safety (PASS) Program, through which MOHCD staff worked with borrowers to restructure their non-performing loans, increasing cashflow and supporting non-profit capacity while ensuring the long-term sustainability of each project.

## HUD Cares Act Funding

MOHCD received \$6.3 million in US Department of Housing and Urban Development (HUD) CDBG CARES Act Round 3 funds in FY21-22, which was allocated to programming related to COVID-19 and distributed through city-wide and neighborhood and constituency-specific community-based organizations supporting the following initiatives

- » \$2,200,000 for program implementation of the City's emergency rental assistance initiatives
- » \$1,375,000 for tenant counseling and other related housing stabilization services
- » \$1,200,000 for foreclosure intervention counseling and loss mitigation
- » \$1,000,000 for capital improvement to community facilities to provide COVID-related health and safety upgrades
- » \$500,000 for internet connectivity and digital equity needs related to COVID-19

An aerial photograph of a modern, multi-story residential building with a light-colored facade and numerous windows. In the foreground, a group of people, some wearing hard hats, are walking along a wooden deck that runs alongside a rooftop garden. The garden features green grass, small trees, and various plants. To the right, there is a structure with a perforated metal wall and a flat roof. The sky is clear and blue.

## STATE & FEDERAL ADVOCACY

Image courtesy of Mercy Housing California.

## Ongoing Funding Pressures

For over 20 years, San Francisco's affordable housing developers have relied on the availability of tax-exempt bonds and 4% tax credits, allocated by the State, to finance new construction and preservation projects. In late 2020, the State bond funding program became competitive for the first time and is over-subscribed across the state. In FY21-22, the State's scoring system predominantly favored projects in high resource areas as well as low-cost projects, and as a result most San Francisco projects that applied for funding were rejected.

MOHCD continues to advocate to the State to revise the scoring system and restructure the bond funding system altogether, in cooperation with other Bay Area cities similarly affected. A new scoring system launched in mid-2022 is expected to improve the competitiveness of San Francisco projects for the near future. Finally, MOHCD is consistently advocating for changes at the federal level that will ease the California competition by spreading the State's \$4 billion allocation to a larger number of projects.

In late 2021, the California Department of Housing and Community Development (HCD) launched the California Housing Accelerator program to jumpstart stalled projects that had been awarded State funds but were not competitive for tax exempt bonds and 4% tax credits. Several MOHCD projects received Accelerator awards and closed their financing in FY21-22, including:

- » 180 Jones Street, a 70-unit development for formerly homeless and low-income adults in the Tenderloin
- » 1801 18th Street, a 157-unit affordable family housing project that is a component of San Francisco's HOPE SF initiative



Image courtesy of MOHCD.

- » Star View Court (also known as Parcel C3.1), a 138-unit affordable family housing development on Treasure Island.
- » San Cristina Hotel (1000 Market Street), a rehabilitation of a 58-unit Single Room Occupancy Hotel which houses formerly homeless adults.

MOHCD continues to meet regularly with state and federal officials, along with representatives from other Bay Area cities that are similarly impacted by ongoing funding pressures. In FY21-22, MOHCD leadership held five meetings with various federal officials, including HUD Secretary Marcia L. Fudge, HUD Deputy Secretary Adrienne Todman, HUD Regional Administrator Jason Pu, HUD Field Office Director Eduardo Cabrera, and FCC Commissioner Geoffrey Starks, among others.

A photograph of a modern, multi-story building with a light-colored stone or brick facade. The building features several windows of varying sizes, some with dark frames. The ground floor is a glass-enclosed structure, likely a lobby or entrance. The building is situated on a city street with cars parked along the curb and a few cars driving. A white pickup truck is in the foreground, and a person is walking across the street. The sky is clear and bright, suggesting a sunny day. The overall scene is an urban setting.

**2020-2024**

**CONSOLIDATED PLAN STRATEGIES**

Image courtesy of Tenderloin Neighborhood Development Corporation.

## The Consolidated Plan serves as the application for several federal funding sources and provides additional context for MOHCD's work.

The 2020-2024 Consolidated Plan was completed during FY19-20.

The 2020-2024 MOHCD Theory of Change includes five objectives and five target populations. These five interconnected, multidisciplinary objectives cross program areas and leverage strategies both internally and across city departments. The five objectives are:

- » **Objective 1:** Families and individuals are stably housed
- » **Objective 2:** Families and individuals are resilient and economically self-sufficient
- » **Objective 3:** Communities have healthy physical, social, and business infrastructure
- » **Objective 4:** Communities at risk of displacement are stabilized
- » **Objective 5:** City works to eliminate the causes of racial disparities

Specific goals and activities focus on moving the City's most vulnerable populations towards these five overarching objectives. Many of these goals and activities support multiple objectives and will address multiple needs. Community participation and guidance by City staff enriched the planning process for the Consolidated Plan and allowed San Francisco to achieve a common vision and strategy for investments to support individuals, families, and neighborhoods. MOHCD has structured this annual progress report to reflect core activities based on the following objectives and strategies outlined in the Consolidated Plan.

MOHCD has also identified five target populations based on the findings from the strategic planning community engagement process and on MOHCD's role within the City structure:

1. **Extremely and very low-income households:** Extremely low-income households are defined as households whose incomes are below 30% of the Area Median (AMI) Income. Very low-income households are those whose incomes are below 50% of AMI. The AMI for a San Francisco family of four for FY21-22 was \$138,550. In FY21-22, 30% AMI for a family of four was \$39,950 and 50% AMI for a family of four was \$66,600.

2. **Households with barriers to opportunities:** Primary barriers to opportunities include limited English proficiency, low digital access or literacy, low educational attainment, criminal record, and immigration status.



3. Households at risk of displacement: San Francisco's increasing income inequality and housing and business costs link to changes in the city's socio-economic composition and displacement of communities of color and the businesses and organizations that serve them and low-income households. Vulnerable groups include people of color, people living with disabilities, low-income households, people experiencing homelessness, seniors, youth, immigrants, LGBTQ+, refugees, linguistically isolated households, veterans, and nonprofit organizations.

4. Households with a legacy of exclusion: MOHCD defines households with a legacy of exclusion as households of Black/African Americans and Native Americans – those who are descendants of American slavery and survivors of Native American genocide. MOHCD recognizes the oppressive and exploitative history of racial injustice, as well as the present-day structural inequities that exist nationally and locally.

5. Households destabilized by systemic trauma: MOHCD recognizes that many institutional systems and practices cause trauma such as institutional racism; exclusionary policies in housing, employment, education and health; discrimination due to gender, sex, or age; intergenerational poverty; and biased criminal justice. MOHCD understands that households destabilized by this systemic trauma need significant support and investment to stabilize, function, or survive.



Image courtesy of Calle 24 Latino Cultural District.

## OBJECTIVE 1

# FAMILIES AND INDIVIDUALS ARE STABLY HOUSED



Image courtesy of Mercy Housing California.

## PRIORITY

## Develop and maintain accessible and affordable housing

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## STRATEGY

### CREATE MORE AFFORDABLE HOUSING

### Housing Ribbon Cuttings and Groundbreakings

MOHCD is proud to participate in various community ceremonies throughout the year, including ground-breaking, grand opening, topping-out, and dedication events. These events celebrate the start of a new venture and give thanks to those who played a part in turning a vision into a reality. They generally involve performances, tribal land recognition, and a robust speaker program, and conclude with a ceremonial

act, such as a turning of the dirt, ribbon cutting, signing of the final beam, or a sculpture unveiling. These ceremonies bring together city agencies, public officials, developers, project partners, and residents to highlight how the project will positively impact the community, as well as recognize the people and policies that made it all possible. MOHCD values these events and the ability to honor the creation, building, or opening of each development it is involved with.

### 100% Affordable Housing

MOHCD completed five 100% affordable housing developments in FY21-22, three of which include permanent supportive housing (PSH) units. MOHCD includes PSH in most of its developments for households that have experienced homelessness, with an emphasis on chronically homeless individuals and families, in support of the Department of Homelessness and Supportive Housing's Five-Year Strategic Framework 2017-2022.

In FY21-22, 1,372 affordable units were either under construction or began construction, 465 of which are designated as permanent supportive housing for people experiencing homelessness. Additionally, there are 473 permanent supportive housing units in active predevelopment that are expected to begin construction in the next four years. These include 298 homes for adults or families, 30 homes for Transitional Aged Youth (TAY), 15 homes for veterans and 130 homes for seniors.

The following pages show developments for families and seniors that were completed or under construction in FY21-22. Please note permanent supportive housing projects excludes any permanent supportive housing projects under development in the Office of Community Investment and Infrastructure (OCII)'s affordable housing pipeline. For additional housing development funding detail, please see [Appendix Table 2](#), Affordable Housing Fund Summary, and [Appendix Table 3](#), Affordable Housing Fund Unit Detail.



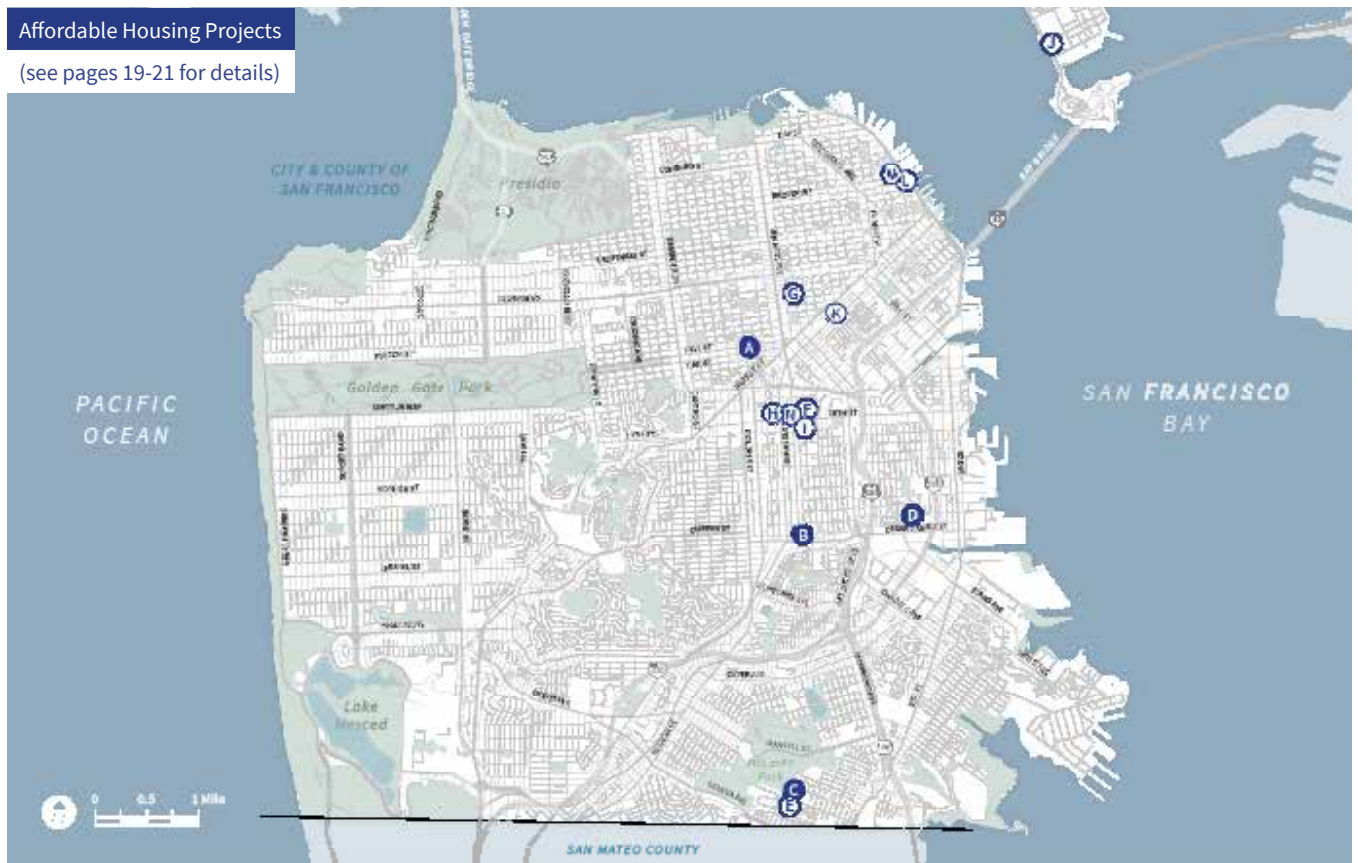
Image courtesy of BRIDGE Housing.



Image courtesy of Mission Housing Development Corporation.

Address	# of Units	Priority Population	Sponsor(s)	Date of Event
<b>Grand Openings (Ribbon Cuttings)</b>				
490 South Van Ness Ave Avanza 490	80	Families/HOPE SF	BRIDGE Housing	July 2021
3001 24th Street Casa de la Mision	44	Seniors	Mercy Housing	September 2021
88 Broadway Street Broadway Cove	125	Families/HOPE SF	BRIDGE and John Stewart Company (JSCo)	November 2021
735 Davis Street	53	Seniors	BRIDGE and JSCo	November 2021
2828 16th Street Casa Adelante (formerly 1990 Folsom)	143	Families/HOPE SF	Tenderloin Neighborhood Development Corporation (TNDC) and Mission Economic Development Agency (MEDA)	May 2022
2060 Folsom Street Casa Adelante	127	Families/Transitional Aged Youth	MEDA and Chinatown Community Development Center (CCDC)	June 2022
<b>Groundbreakings</b>				
921 Howard Street	203	Families	TNDC and Curtis Development	August 2021
2340 San Jose Street Kapuso at the Upper Yard (formerly Balboa Park Upper Yard)	131	Families	Mission Housing Development Corporation and Related CA	November 2021
78 Haight Street	63	Transitional Aged Youth/Adults	TNDC	April 2022
180 Jones Street	70	Adults	TNDC	June 2022

**Affordable Housing Projects**  
(see pages 19-21 for details)



### Affordable Housing Completed in FY21-22

# 489

AFFORDABLE UNITS COMPLETED



**2828 16th Street**  
Casa Adelante (formerly 1990 Folsom)

No. of Units	No. of PSH Units
<b>143</b>	<b>0</b>
Priority Population	Families
Sponsor(s)	TNDC and MEDA
Sources of Capital	1st Mortgage, MOHCD, Tax Credit Equity, GP Equity, Deferred Developer Fee
Sources of Operating \$	Project-based Section 8 Vouchers (PBV)



**3001 24th Street**  
Casa de la Mision

No. of Units	No. of PSH Units
<b>44</b>	<b>44</b>
Priority Population	Seniors
Sponsor(s)	Mercy Housing
Sources of Capital	Tax Credit Equity, Donor Contribution, GP Equity
Sources of Operating \$	Local Operating Subsidy Program (LOSP)



**88 Broadway**  
Broadway Cove

No. of Units	No. of PSH Units
<b>125</b>	<b>0</b>
Priority Population	Families
Sponsor(s)	BRIDGE and JSCo
Sources of Capital	1st Mortgage, MOHCD, Tax Credit Equity, GP Equity, Deferred Developer Fee
Sources of Operating \$	PBV



**735 Davis Street**

No. of Units	No. of PSH Units
<b>50</b>	<b>15</b>
Priority Population	Seniors
Sponsor(s)	BRIDGE and JSCo
Sources of Capital	MOHCD, Tax Credit Equity, GP Equity, Deferred Developer Fee
Sources of Operating \$	LOSP; Senior Operating Subsidy Program (SOS)



**2060 Folsom Street**  
Casa Adelante

No. of Units	No. of PSH Units
<b>127</b>	<b>29</b>
Priority Population	Families/Transitional Age Youth
Sponsor(s)	MEDA and CCDC
Sources of Capital	1st Mortgage, MOHCD, HCD-AHSC, FHLB-AHP, Tax Credit Equity, GP Equity, Deferred Developer Fee
Sources of Operating \$	LOSP

**Affordable Housing Under Construction in FY21-22**

1,372

AFFORDABLE UNITS UNDER CONSTRUCTION



**55 Cravath Street, Treasure Island**  
Maceo May

No. of Units	No. of PSH Units
<b>105</b>	<b>103</b>
Priority Population	Veterans
Sponsor(s)	CCDC and Swords to Plowshares
Sources of Capital	1st Mortgage, MOHCD, HCD-VHHP, Tax Credit Equity, GP Equity, Deferred Developer Fee
Sources of Operating \$	Veterans Affairs Supportive Housing (VASH); PBV; Continuum of Care (CoC)



**681 Florida Street**

No. of Units	No. of PSH Units
<b>130</b>	<b>39</b>
Priority Population	Families
Sponsor(s)	Mercy Housing
Sources of Capital	1st Mortgage, MOHCD, HCD-MHP, FHLB-AHP, Tax Credit Equity, Inclusionary Housing Land Dedication, GP Equity, Deferred Developer Fee
Sources of Operating \$	LOSP



**78 Haight Street**

No. of Units	No. of PSH Units
<b>63</b>	<b>32</b>
Priority Population	Families
Sponsor(s)	TNDC
Sources of Capital	MOHCD, State No Place Like Home, FHLB-AHP, Federal and State 9% tax credits
Sources of Operating \$	LOSP



**921 Howard Street**

No. of Units	No. of PSH Units
<b>203</b>	<b>0</b>
Priority Population	Families
Sponsor(s)	TNDC and Curtis Development
Sources of Capital	1st Mortgage, MOHCD, HCD-MHP, HCD Accelerator, Deferred Developer Fee
Sources of Operating \$	PBV



**180 Jones Street**

No. of Units	No. of PSH Units
<b>70</b>	<b>35</b>
Priority Population	Families/Transitional Age Youth
Sponsor(s)	MEDA and CCDC
Sources of Capital	1st Mortgage, MOHCD, HCD-AHSC, FHLB-AHP, Tax Credit Equity, GP Equity, Deferred Developer Fee
Sources of Operating \$	LOSP

### Affordable Housing Under Construction in FY21-22



555 Larkin Street/  
500 Turk Street

No. of Units	No. of PSH Units
<b>108</b>	<b>0</b>
Priority Population	Families
Sponsor(s)	TNDC
Sources of Capital	1st Mortgage, MOHCD, HCD-AHSC, Tax Credit Equity, GP Equity, Deferred Developer Fee
Sources of Operating \$	PBV



290 Malosi Street  
(Sunnydale Block 6)

No. of Units	No. of PSH Units
<b>167</b>	<b>0</b>
Priority Population	Families
Sponsor(s)	Mercy Housing and Related CA
Sources of Capital	1st Mortgage, MOHCD, Tax Credit Equity, GP Equity, Deferred Developer Fee
Sources of Operating \$	PBV



1064-8 Mission Street

No. of Units	No. of PSH Units
<b>258</b>	<b>256</b>
Priority Population	Adults/Seniors
Sponsor(s)	Mercy Housing and Episcopal Community Services
Sources of Capital	MOHCD (including No Place Like Home), Tax Credit equity, GP Equity
Sources of Operating \$	LOSP



4840 Mission Street

No. of Units	No. of PSH Units
<b>137</b>	<b>0</b>
Priority Population	Families/HOPE SF
Sponsor(s)	BRIDGE Housing
Sources of Capital	1st Mortgage, MOHCD, Tax Credit Equity, GP Equity, Deferred Developer Fee
Sources of Operating \$	PBV



2340 San Jose Street  
Kapuso at the Upper Yard  
(formerly Balboa Park Upper Yard)

No. of Units	No. of PSH Units
<b>131</b>	<b>0</b>
Priority Population	Families/HOPE SF
Sponsor(s)	MHDC and Related CA
Sources of Capital	1st Mortgage, MOHCD, HCD-AHSC, Tax Credit Equity, GP Equity, Deferred Developer Fee
Sources of Operating \$	PBV

## Middle-Income Housing

The work that MOHCD initiated in 2015-2016 to create housing opportunities for households earning between 61% and 150% of area median income (MOHCD AMI) continued in FY21-22. Due to changes in the regulations for federal Low-Income Housing Tax Credits, MOHCD has since been able to expand its support to households earning up to approximately 105% of MOHCD AMI while continuing to utilize tax credits as a source of capital funding for several projects.

In FY21-22, new middle-income housing at 88 Broadway (family housing) and 735 Davis (senior housing) was completed and construction started on 921 Howard, an 18-story project that will provide 203 units to middle income households with a range of incomes between 75-120% MOHCD AMI, with an average income of 90% AMI. Additional sites under construction in FY21-22 include Balboa Park Upper Yard (2340 San Jose) and 4840 Mission Street, both of which will complete construction in FY22-23 and will provide rental homes primarily serving families with dependent children.

In collaboration with the San Francisco Unified School District, MOHCD continues to support the development of affordable educator housing at Shirley Chisholm Apartments at 1351 42nd Avenue (the Francis Scott Key Annex site). The project started construction in FY22-23 and is slated for completion in 2024. Finally, 36 Amber Drive, a sweat-equity project developed in partnership with Habitat for Humanity, completed lease-up in FY21-22. This project provides homeownership opportunities for families seeking 2- and 3-bedroom condominiums in District 8's Diamond Heights.

Additionally, an important part of MOHCD's middle income strategy is the acquisition of existing properties vulnerable to market pressures and ultimate conversion to permanent affordable housing with rents at an average of 80% AMI, and available to

families earning up to 120% AMI through the Small Sites Program (SSP). SSP funding was augmented by the release of a Notice of Funding Availability (NOFA) for properties located within a one-mile radius of 50 1st Street through the Downtown Neighborhoods Preservation Fund, as well as with support from Preservation and Seismic Safety (PASS) Program that provides low-cost and long-term financing for the acquisition, rehabilitation and preservation of affordable housing. A program redesign was underway in FY21-22 culminating in revised underwriting guidelines and a new scoring rubric, finalized in FY22-23. To date, these acquisition and preservation programs have deployed over \$217 million in funding to preserve 50 projects with 39 commercial spaces, and 519 residential units for low and moderate-income households.

## New Project Funding and Acquisitions

### NOTICE OF FUNDING AVAILABILITY

To support the development of new affordable housing in FY21-22, MOHCD issued one Notice of Funding Availability (NOFA) for Families including Families Experiencing Homelessness. In April 2022, MOHCD announced the availability of acquisition and predevelopment funding for the development of new, permanent affordable housing for families, with at least 50% of units provided for families experiencing homelessness. Funding for these activities comes from the Our City Our Home Fund (OCOH) and from The San Francisco Housing Trust Fund (HTF).

Selected developer teams had to meet minimum qualifications outlined in the NOFA and were scored by a selection panel consisting of two community members and 10 city staff with expertise in the areas of development, affordable housing finance, affordable housing construction management, community development, commercial space development, housing access and marketing, and housing and services for homeless households.





Image courtesy of Mercy Housing California.

The NOFA aligned with MOHCD's ongoing racial equity work and its five-year Consolidated Plan, and included four racial equity goals:

1. Align each development program with the implementation of city policies on anti-displacement, racially inclusive communities, and creating stable housing for vulnerable populations
2. Ensure development teams are working within a culturally competent approach through the development process
3. Create opportunities for growth of smaller and Black, Brown, Indigenous and other people of color, (BIPOC)-led organizations in development role or as members of the development team
4. Select partners that can work with MOHCD to deploy city resources, tools and expertise to create developments that are responsive to populations disproportionately impacted by systemic racism

## STRATEGY

### PRESERVE AFFORDABLE HOUSING

#### Acquisition and Preservation Programs

In FY21-22, MOHCD made loans totaling approximately \$33.8 million to assist a nonprofit acquire and rehabilitate seven properties with four commercial spaces and 56 residential units under its acquisition and preservation programs, including the Small Sites Program and the Preservation and Seismic Safety Program. These acquisition programs were created to protect long-term affordable housing in properties throughout San Francisco that are vulnerable to market pressure and resulting property sales, increased evictions and rising tenant rents. Acquired properties are converted to permanent affordable housing with rents at an average of 80% AMI, and available to families earning up to 120% AMI. To date, these acquisition and preservation programs have deployed over \$217 million in funding to preserve 50 projects with 39 commercial spaces, and 519 residential. See [Appendix Tables 6 and 7](#) for Acquisition and Preservation Program revenues and commitments through FY21-22.

- » Small Sites Program. Established in 2014 and funded by local sources, the Small Sites Program is an acquisition and rehabilitation loan program for multi-family rental buildings of 5 to 40 units. MOHCD issued an updated Notice of Funding Availability in September 2019 for approximately \$40 million to fund acquisitions, \$2 million toward capacity building and will issue an additional NOFA in FY22-23 for future acquisitions and additional capacity building support. On September 9th, 2022, San Francisco's Citywide Loan Committee approved the proposed reform of the program's guidelines which seek to update program and funding requirements in response to current market conditions, align with the City's Preservation Goals of Community Stabilization,

Geographic Equity, Housing Affordability, and Maximizing the City's Impact. The new guidelines also expand on the long-term Small Sites Program goal of preventing the displacement of San Franciscans, through investments in nonprofit ownership and implementation of MOHCD rent stabilization policies. MOHCD's Preservation team is working in partnership with Enterprise to help build sponsor capacity through joint training opportunities for existing sponsors along with eight new QNP sponsors expanding the City's racial and geographic equity goals. See [Appendix Table 6, Inclusionary Small Sites Summary](#), for more detail.

- » Preservation and Seismic Safety (PASS) Program. Authorized by voters in 2016 and funded by approximately \$260.7 million in general obligation bonds, the Preservation and Seismic Safety Program provides low-cost and long-term first mortgage financing to fund the acquisition and preservation of affordable housing, and seismic retrofits to existing buildings. The first series of bonds totaling \$72.4 million was issued in February 2019, and the second series of bonds totaling \$102.6 million was issued in December 2020. In partnership with Chinatown Community Development Corporation (CCDC) the PASS program financed the acquisition of the Through Line Apartments in March 2022, a scattered site rehab comprised of 88 residential units across three sites, with 30 units reserved for seniors. In FY21-22, PASS loans closed on an additional five projects comprised of 120 residential units and 12 commercial spaces. MOHCD's financing provided critical funds for both acquisition and rehabilitation and will ensure that these buildings are permanently operated as affordable housing.
- » Portfolio Rehabilitation Projects. MOHCD funds and supports the rehabilitation of its existing portfolio of affordable housing projects. These projects serve a variety of low-income populations: families, seniors, disabled individuals, veterans, chronically homeless people, transitional-age youth, and people with HIV/AIDS, among others. In

performing its duties, MOHCD works to ensure that all projects financed by MOHCD provide safe and sanitary housing at affordable rents for intended low-income target populations and are financially sound and sustainable. Four substantial rehabilitation projects are underway as of FY21-22, including the San Francisco Housing Authority Scattered Sites, the Ambassador and Ritz Hotels, South Park Scattered Sites, and the San Cristina Hotel. These projects have a combined 423 units across 11 sites.

## HOPE SF

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

The Partnership for HOPE SF exists as a partnership between the City and County of San Francisco, the San Francisco Foundation, and Enterprise Community Partners, in collaboration with the San Francisco Housing Authority, the Office of Community Investment and Infrastructure, and the Infrastructure Task Force. The Partnership for HOPE SF was established in 2011 by civic and philanthropic leaders who came together to support the City in creating new practices to achieve the ambitious vision of racially and economically inclusive communities.

## REAL ESTATE DEVELOPMENT AND INFRASTRUCTURE

To-date, more than \$350 million in City funds has



been committed to HOPE SF, including investments in infrastructure improvements, general construction, and the development of community spaces.

**A** Alice Griffith. Across the first four phases, 333 units of affordable housing have been completed, resulting in the successful rehousing all the former public housing households at Alice Griffith, bringing the overall retention rate to 82%. Phases 5 and 6, which will provide another 30 public housing replacement units, will begin predevelopment in upcoming years, pending completion of infrastructure improvements by the master developer. Development partners for Alice Griffith include the San Francisco Housing Development Corporation, McCormack Baron Salazar, and Tabernacle Community Development Corporation.

**B** Hunters View. Hunters View was the first public housing project to be redeveloped in the HOPE SF program. Construction Phases 1 and 2, completed in 2013 and 2017, included the development of two new parks, new roads, sidewalks, and public utilities; dedicated social and supportive services offices, including a childcare center and wellness center; and 286 units of affordable housing, featuring 214 public housing replacement units and 69 additional affordable units, all of which have been fully occupied since 2018. 70% of the residents who lived on-site in November 2005 have been successfully re-housed in their community. This retention rate is 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.

Phase 3, which will bring another 118 affordable units to the community, including 53 public housing replacement units, began infrastructure development in 2022 and affordable housing construction is scheduled to start in spring 2023. Due to global market conditions, all market rate projects are on hold. Development partners for Hunters View include the John Stewart Company, Devine & Gong, Inc., and Ridge Point Non-Profit Housing Corporation.

- © Potrero Hill. Infrastructure construction for Phase 2, which includes Block B and a future market rate project known as Block A, is ongoing and set to finish in spring 2023. In January 2019, for the first time in three generations, new construction at Potrero Hill was completed, with 1101 Connecticut delivering 72 state-of-the-art affordable units, 53 of which were set aside for Potrero public housing families. 157 units of affordable housing at Block B are set to break ground in FY22-23. Of those 157 units, 108 will be set aside for residents of Potrero's public housing. Predevelopment of the next phase of Potrero HOPE SF will begin in the Annex with design and planning work to start in December 2022. BRIDGE Housing Corporation serves as the lead development partner for Potrero Hill.
- © Sunnydale. In Spring 2022, the second affordable housing development at Sunnydale, known as Block 6 at 290 Malosi, completed construction of 167 affordable units. This included 125 replacement units for Sunnydale public housing families. To date, 222 affordable units have been completed at Sunnydale, with 75% of them designated as public housing replacement units for Sunnydale residents. All 222 units are fully occupied as of March 2022.

Infrastructure construction for the Block 1 community center, the Herz Recreation Center adjacent to Block 1, and Block 3A and Block 3B affordable housing commenced in June 2022. The

next affordable housing development known as Sunnydale 3B is set to start construction in March 2023 and will create 90 affordable units, 68 of which will be for Sunnydale public housing families. Sunnydale 3B will also provide seven retail business space opportunities for local enterprises and entrepreneurs. Construction of 80 units of affordable housing, an early childhood education center, a health and wellness center, a grocery store, and a food hall at Sunnydale 3A is slated for Spring 2023.

Predevelopment for the next infrastructure phase and two affordable housing developments, known as Sunnydale Blocks 7 and 9, is underway with housing construction estimated to begin in 2025. The first public housing replacement project at Sunnydale, known as Casala, completed construction of 55 units and fully leased up in Fall 2019 with 41 replacement units for Sunnydale public housing families. Development partners for Hunters View include the Mercy Housing California and Related California.

#### HOPE SF RIGHT TO RETURN PROGRAM

In December 2019, Mayor Breed signed into legislation the HOPE SF Right to Return legislative amendment expanding the rights of current and former households to occupy public housing replacement and affordable units on redeveloped public housing sites at Alice Griffith, Hunters View, Potrero, and Sunnydale. HOPE SF, the City's signature anti-poverty and equity initiative, is the nation's first large-scale reparations initiative aimed at creating vibrant, inclusive communities without mass displacement of the original residents. The HOPE SF master plans consist of many components to reach initiative goals including one-for-one replacement of all demolished public housing units, development of new affordable housing, and private residential projects on market rate parcels.

The original Right to Return legislation ensured that current public housing residents in good standing

have a right to return to a public housing replacement unit. The legislative amendment expanded the relocation rights of both current and former HOPE SF residents to live in and benefit from their revitalized community by providing an affordable housing lottery preference for new tax credit units built on HOPE SF public housing sites, and preference for available SF Housing Authority project-based voucher assisted units, once all former public housing residents have been rehoused in a new unit on- or off-site. MOHCD is implementing and administering the requirements of this preference. In Fall 2021, HOPE SF welcomed nine former Sunnydale tenants to 290 Malosi, a replacement housing project at Sunnydale HOPE SF, utilizing their Right to Return preference.

### Rental Assistance Demonstration Program (RAD)

San Francisco's Rental Assistance Demonstration (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. In FY20-21, MOHCD completed the conversion of all 3,480 troubled public housing units under the RAD program.

Since 2017, MOHCD has also 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 six existing HOPE VI projects out of the public housing program under RAD, providing loan funds in support of substantial rehabilitation and resident support.

Two remaining HOPE VI projects – Plaza East and North Beach Apartments -- will seek RAD conversion in FY23-24. MOHCD is also funding the conversion of a five-site, 70-unit former public housing project that commenced rehabilitation in early 2022. While not technically a RAD project, the scattered sites transaction incorporates 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.

## PRIORITY

**Make housing more affordable**

## STRATEGY

**INCREASE AFFORDABILITY OF RENTAL HOUSING****Operating and Services Contracts**

As part of the City and County of San Francisco's effort to address the needs of people who are experiencing homelessness, the City has prioritized the development of non-profit owned and operated permanent supportive housing for formerly homeless adults and families. In 2006, the Local Operating Subsidy Program (LOSP) was established by MOHCD in partnership with the Department of Homelessness and Supportive Housing (HSH) to support the creation of permanent supportive housing on a large scale. The operating subsidy leverages capital financing by integrating homeless units into Low Income Housing

Tax Credit projects by providing funds to eliminate operating deficits.

In FY21-22, LOSP expenditures were \$13,547,780 in support of 1,713 LOSP permanent supportive housing units, and \$11,326,651 was budgeted for supportive services for 2,260 permanent supportive housing units, including LOSP units, in partnership with the HSH.

One development entered into a new LOSP contract in FY21-22 for 145 permanent supportive housing units. This development is Tahanan at 833 Bryant, serving adults. Expenditures for two large new projects, 1064 Mission and Mission Bay Block 9, were moved from FY21-22 to FY22-23, reflecting updated dates of occupancy and operational expenditures. MOHCD and HSH are increasing funding for PSH projects to increase base wages of staff working in key positions such as desk clerk, janitor and maintenance tech, to standardize and stabilize operations at permanent supportive housing sites. These increases will start in CY23-24 and will benefit 40 PSH sites which receive operating funding through LOSP contracts.



Image courtesy of Mercy Housing California.

LOSP Expenditures and Budget Projections

Budget Year	LOSP Expenditures	PSH Homes	LOSP Homes
FY21-22	\$13,547,780	2,260	1,713
FY22-23	\$26,146,434 (Projected)	3,360	2,856
FY23-24	\$25,969,285 (Projected)	3,673	3,098
FY24-25	\$29,385,792 (Projected)	3,806	3,233

Please see [Appendix Table 4](#), Local Operating Subsidy Program (LOSP) Summary for additional detail on that program.

Additionally, in FY21-22, MOHCD received spending approval from the Board of Supervisors for \$52 million in state funds for approximately 250 units utilizing a Senior Operating Subsidy (SOS). The SOS Fund is used exclusively for the purpose of providing project-based subsidies to new senior affordable housing developments funded by the City so that rents for designated units are set and maintained at the maximum rent level that is affordable to senior households with an income of 15% or 25% AMI.

In FY21-22, LOSP expenditures were \$455,855 in support of 53 SOS permanent supportive housing units.

SOS Expenditures and Budget Projections

Budget Year	SOS Expenditures	LOSP Homes
FY21-22	\$455,855	53
FY22-23	\$784,799 (Projected)	88
FY23-24	\$815,364 (Projected)	88
FY24-25	\$1,267,998 (Projected)	118

Please see [Appendix Table 5](#), Senior Operating Subsidy (SOS) Summary for additional detail on that program.



Image courtesy of Chinatown Community Development Center.

**STRATEGY**

**INCREASE OPPORTUNITIES FOR SUSTAINABLE HOMEOWNERSHIP**

Homeownership Assistance Programs

MOHCD provides downpayment loan assistance to help individuals and families earning up to 175% of AMI with a deferred down payment loan up to \$375,000 to purchase a market rate home. In FY21-2022, MOHCD distributed over \$17 million through the Housing Trust Fund and 2015 GO Bond including funds set aside to specifically serve Black and African American residents, active members of the Police-Fire-Sheriff’s departments, and San Francisco Unified School District (SFUSD) educators. In addition, MOHCD provides the “Teacher Next Door” program, offering up to \$40,000 of assistance to SFUSD middle-income educators with a forgivable loan for the purchase of their first home.

MOHCD assisted more than 300 low to moderate-income households to purchase their first home in San Francisco in FY21-22. 233 households purchased below market-rate (BMR) homes and ten households received down-payment assistance to purchase and close on a BMR home, three of which were San Francisco Unified School District (SFUSD) educators who received Teacher Next Door forgivable loans. An additional 67 households received down payment assistance to purchase their first market rate home, including:

- » 46 purchased through the Downpayment Assistance Loan Program, five of which also received Teacher Next Door Forgivable loans
- » Six purchased through the City Second Loan Program
- » Two purchased through the Dream Keeper Downpayment Assistance Loan Program and received a Wealth Building forgivable grant, one of which also received a Legacy In Town forgivable loan
- » Five SFUSH educator households purchased through the Educator Downpayment Assistance Loan Program and received Teacher Next Door forgivable loans
- » Two SFUSD educator households received a Teacher Next Door forgivable loan
- » Six first responder households purchased through the First Responders Downpayment Assistance Loan Program, one of which also received a Teacher Next Door forgivable loan

In total, the down payment assistance programs distributed \$19.9 million in deferred and forgivable loans in FY21-22.

## Post-Purchase Homeowner Services

MOHCD provides services that not only assist in the purchase of a household's first home, but also help homeowners protect their investments and stay in their homes. MOHCD's Homeowner Emergency Loan Program (HELP) assists households in danger of foreclosure due to unaffordable HOA special assessments or mortgage arrears. In FY21-22, MOHCD assisted five households with the HELP program and is anticipated to assist more distressed households as the moratorium on residential foreclosures ended. MOHCD's comprehensive loan servicing team assisted over 140 homeowners in the refinance of their mortgage in FY21-22. Additionally, MOHCD staff processed over \$12.7 million in loan payoffs from homeowners in its portfolio recycling those funds to assist future homebuyers.

MOHCD also monitors program compliance, to ensure that precious housing resources are going where they should, and to enforce program rules in collaboration with the City Attorney's Office, Planning Department, the Office of Short-Term Rentals and the Assessor-Recorder's Office. In FY21-22, MOHCD conducted monitoring activities of its portfolio of over 2,100 single family homeowners and corrected 16 homeowners who were out of program compliance for minor reasons. In total, MOHCD collected over \$350,000 in settlement funds from homeowners violating the owner occupancy requirement of MOHCD programs.

Key investments in non-profit partners support shared stewardship of the BMR and DALP programs. HomeownershipSF, a collaborative of HUD-approved housing counseling agencies, provided homeownership counseling and monthly workshops on a variety of topics of interest to homeowners, including assistance with negotiating mortgage forbearances and other resources for families out of work.



## STRATEGY

**INCREASE ACCESS TO RENTAL AND HOMEOWNERSHIP HOUSING****Housing Access**

In FY21-22, MOHCD granted \$3.7 million to 12 community-based organizations to help low- and moderate-income residents access affordable rental housing. During FY21-22, with COVID-19 still posing a significant health threat, these agencies continued to provide virtual and telephone services as well as slowly beginning to safely offer in-person services. Services include housing education and counseling, financial education and counseling, and assistance in applying for affordable housing opportunities. These projects served 11,984 residents, with a particular emphasis on vulnerable populations including monolingual non-English speakers, people with disabilities, seniors, people experiencing homelessness, veterans, disconnected LGBTQIA+ individuals, transitional age youth, re-entry populations, and survivors of domestic violence.

**Affordable Housing Lotteries**

In FY21-22, MOHCD concluded the lease up and sales process through 173 housing lotteries in which 124,637 applications were submitted for 2,157 affordable homes. This included 1,796 applications by low- to moderate-income hopeful homeowners for 167 ownership units and 122,841 very low- to low-income household applications for 1,990 rentals.

**DAHLIA - Database of Affordable Housing Listings, Information & Applications**

In 2016, San Francisco launched a redesigned affordable housing application system with a new web portal called DAHLIA (Database of Affordable Housing, Listings, Information, and Applications), in partnership with the technology B Corp Exygy. DAHLIA aggregates all affordable units into one website and utilizes a short, standardized application to ensure a low barrier-to-entry for residents in need of affordable housing. In total, 97% of San Francisco's affordable housing applications are now completed online—with more than 99% submitted digitally during the pandemic. Utilizing a user-centric design and development as well as agile development methods, DAHLIA has enabled MOHCD to be more responsive to the needs of applicants and leasing agents.

In partnership with the Department of Technology, in FY21-22 MOHCD continued to make improvements to DAHLIA to meet the needs of all users, including applicants, project sponsors, and leasing and sales agents. The creation of the DAHLIA Partners Leasing Portal greatly improves the ability of leasing agents to move quickly and thoroughly through lottery lists while giving each applicant the opportunity to access housing resources. Virtual lotteries, informational sessions, and virtual unit tours can now be accessed through DAHLIA, providing greater accessibility to applicants.

Additionally, MOHCD continues best business practices to accommodate those who may have difficulty applying for affordable housing listings electronically. Non-profit agencies throughout the City offer application assistance clinics and one-on-one sessions to help apply electronically. See [Appendix Table 8, Demographics of New BMRTenants and Homeowners](#) for more information on DAHLIA applicants.

## Preference Lottery Programs - Displaced Tenant Housing Preference & Neighborhood Resident Housing Preference

MOHCD administers a number of housing preference programs to protect community diversity and stem displacement. The Displaced Tenant Housing Preference (DTHP) program addresses increased eviction rates in the City's rent-controlled housing by providing housing lottery priority in 20% of affordable units in new and existing City-sponsored housing developments. During the fiscal year, MOHCD housed a total of 532 tenants and facilitated homeownership for 233 residents who had been evicted from their rent-controlled homes.

To further protect existing San Francisco residents, the Neighborhood Resident Housing Preference (NRHP) gives a housing lottery preference to residents of the supervisorial district (and people living within a half mile radius of a project) for up to 40% of available units in new City-sponsored affordable projects. The goal of the program is to protect community diversity, stem displacement, and allow neighborhood residents to participate in the benefits that come with new and rehabilitated housing. In the same year, 218 households were able to secure new affordable housing in their own neighborhood using NRHP. Please see [Appendix Table 9](#), Neighborhood Resident Housing Preference Detail for more information on NRHP.

## Certificate of Preference Program

The Certificate of Preference (COP) program gives a lottery preference to persons displaced in the 1960's-1970's by the former Redevelopment Agency's urban renewal programs in all City-sponsored and Office of Community Investment and Infrastructure (OCII)-sponsored affordable housing developments. In 2021, Governor Gavin Newsom signed Assembly Bill 1584 to allow descendants of people displaced by redevelopment efforts to receive priority in affordable housing opportunities created by OCII. On January 1st, 2022, MOHCD expanded the Certificate of Preference Program to the direct descendants of those displaced by the Redevelopment Agency. To date, MOHCD has issued 51 certificates to these children and grandchildren. There are currently 914 COP holders in contact with MOHCD; 310 have already used their certificate at least one time. During the reporting period, 12 COP holders used their certificate to secure affordable housing, and an additional nine COP holders secured housing via waitlist opportunities. See [Appendix Table 10](#), Housing Preference Programs for more detail on COP, DTHP and NRHP.

PRIORITY

## Provide services to maintain housing stability

STRATEGY

### REDUCE RATE OF EVICTIONS

#### Eviction Prevention and Housing Stabilization

Preventing the displacement of San Franciscans from their homes is both affordable housing preservation and cultural preservation. When San Franciscans are displaced from their homes, particularly low-income and longtime San Franciscans, they are left to contend with finding housing in one of the most expensive rental markets in the country. They typically move far away from their workplaces and social networks, or into a situation with even more severe housing problems, such as overcrowding, unsafe or unsanitary conditions, and severe rent burden. Displacement can also have a direct and long-lasting detrimental impact on a household’s mental and financial wellbeing.

MOHCD funds community-based organizations (CBOs) to deliver essential anti-displacement services to residents, including:

- » Eviction legal assistance, including implementation of the Tenant Right to Counsel
- » Tenants’ rights counseling, education and outreach
- » Tenant-landlord mediation and technical assistance to housing providers
- » Emergency rental assistance and ongoing deep and shallow tenant-based subsidies

MOHCD funding in these services has increased significantly since 2012 to help meet the demand. In FY21-22, MOHCD provided a total of \$34,273,720 in grant funds for the following anti-displacement services:

Anti-Displacement Service Provided	Households
Full-Scope Legal Representation	1,293
Limited-Scope Legal Representation	850
Tenants’ Rights Counseling, Education, & Outreach	2,566
Mediation	324
Tenant-Based Subsidies	690

In response to the devastating impact that COVID-19 has had on San Francisco renters’ ability to pay their rent, MOHCD partnered with more than a dozen community-based organizations to launch the San Francisco Emergency Rental Assistance Program (SF ERAP) – a large-scale, low-barrier and community-based program. Additionally, the City partnered with the State of California Department of Housing and Community Development (HCD) CA COVID-19 Rent Relief Program, which operated from March 2021-March 2022 and was funded with state and federal dollars. Combined, the local and state programs distributed more than \$200 million to more than 20,000 extremely and very low-income tenant households of color. Of these, SF ERAP served approximately 5,000 households with more than \$30 million.

Additionally, MOHCD administers San Francisco’s Season of Sharing Program, a long-running rental assistance program designed to provide financial assistance for unforeseen household emergencies. Season of Sharing serves low-income families with minor children, pregnant persons, veterans, seniors, adults with disabilities, former foster youth, and survivors of domestic violence. The program’s direct

financial assistance is funded by private donations via the Chronicle Season of Sharing Fund, while the cost of City administration is funded by the City. In FY21-22, San Francisco's Season of Sharing deployed more than \$1.9 million in direct financial assistance to more than 800 households.

## Tenant Right to Counsel

In FY21-22, MOHCD entered its third 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).

Mayor Breed committed to fully fund the TRC program led by the Eviction Defense Collaborative (EDC) in collaboration with eight other legal services organizations. In combination with ERAP, TRC provides a comprehensive safety net for tenants hit hard by the pandemic. As a result of Mayor Breed's series of mayoral orders early in the pandemic and subsequent local and state eviction moratoria, San Francisco tenants have been protected from most types of evictions except for evictions based on violence, threat of violence, health/safety issues and Ellis Act.

As demonstrated by MOHCD's February 2020 Tenant Right to Counsel Program implementation report to the Board of Supervisors Land Use Committee, two-thirds of full-scope clients stay in their homes, as compared to one-third of limited-scope clients. Among Black tenants who received full-scope representation, 80% stayed in their homes – the highest success rate among racial groups.

## Monitoring Evictions From MOHCD-

## Supported Housing

The Administrative Code requires MOHCD to annually report the number of tenants receiving eviction notices, unlawful detainer notices filed in court, and the number of tenants who have been evicted from housing for which MOHCD has a loan agreement or lease with an affordable housing provider. In Fiscal Year FY21-22, the percent of residents evicted from MOHCD-sponsored developments was 0.51%. Please see [Appendix Table 11](#), Evictions from MOHCD-Assisted Housing for additional information.

### STRATEGY

## **INCREASE ACCESS TO SERVICES FOR RESIDENTS OF PUBLIC AND PUBLICLY SUBSIDIZED HOUSING, RAD PROJECTS, HOPWA SUBSIDIZED HOUSING, AND SINGLE ROOM OCCUPANCY HOTELS**

### Place-Based Services in Housing

The RAD and HOPE SF revitalization programs increase tenant engagement activities and tenant services substantially. This program area funds on-site service delivery to residents in affordable housing and former public housing, such as the RAD, HOPE VI, and HOPE SF projects comprised of 20 senior/disabled households and 16 family properties serving over 6000 households.

### RAD SERVICES MODEL

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

Community Building – Community organizing and

events; Increased information and opportunities; Deeper resident and neighborhood partnerships; Implement peer leadership activities; Development of Health and Wellness, Educational, and Economic Mobility activities  
 Deeper foundational and ongoing work that builds upon Community Engagement. As residents and community members become accustomed to providers, staff can begin recruiting peers and engaging them in leadership and skill building activities. 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 teach and expose the community to new choices. One-on-one support is available for residents regarding any needs but especially related to housing stabilization. An important element is for onsite providers to have a relationship with offsite city service providers.

#### HOPE SF RESIDENT SERVICES AND COMMUNITY BUILDING

There are 5,000 original public housing residents living across the four HOPE SF sites, 45% of which identify as Black or African American, 21% as Latinx, 16% as Pacific Islander, 11% as Asian, and 7% as White. All HOPE SF projects aim to center residents first, change systems, and shift power to ensure San Francisco is a racially and economically inclusive city.

Each of the four HOPE SF sites continue to integrate intensive resident services and community building activities, executed by on-site service providers in

collaboration with neighboring CBOs and city-wide programming. Services teams focus their efforts on preparing HOPE SF residents for the transition to non-profit management, continuing to stabilize the tenant populations, and developing pathways towards economic mobility. Across the HOPE SF portfolio, providers continue to coordinate the training and placement of residents in construction jobs occurring on site.

Additional community-building service connection and on-site programming focuses on financial literacy, resident leadership, housing stability, economic advancement, public safety, health and wellness, tenant education, and workforce development. In 2020, the Partnership for HOPE SF collaborated with residents to put forth a strategy for holistic wealth building for HOPE SF communities. The first draft of this framework was developed in FY20-21 October 2020-January 2021 and was created with input from approximately 250 surveys taken by residents of HOPE SF and conducted by Young Community Developers. In FY21-22, the Insight Center led a series of learning sessions to orient the cohort of resident consultants to the wealth framework. The result was the launch of a Guaranteed Income Pilot designed to meet the community's basic needs.

In FY21-22, households in Sunnydale and Potrero public housing units converted to project-based voucher subsidies under new property management as part of SFHA's Accelerated Conversion. Households were supported by services teams to ensure a smooth conversion and continued housing stability. Similarly, as those households relocate to newly built replacement and affordable housing units, they will continue to be supported by services teams to ensure continued housing retention in their new homes.

All four HOPE SF sites continue to build on past success of the Peer Health Leadership program and pilot Health & Wellness Centers, with four DPH-led on-site wellness centers in operation. Similarly, HOPE SF sites continue to deepen their educational

strategies executed in collaboration with on-site educational liaisons, HOPE SF schools, and resident families.

**Hunters View:** The Bayview YMCA continues to support housing stability activities, as well as leading community building and resident engagement activities at the site.

**Alice Griffith:** MOHCD continues to support and intensify resident focused programs. The Bayview Hunters-Point Multi Services team will continue to link residents with senior programs, family support programming, youth and education programming, afterschool activities, health and wellness activities, and workforce development opportunities. Bayview Association for Youth continues to provide education supports to Alice Griffith residents through the HOPE SF Education Liaison program.

**Potrero Annex/Terrace:** BRIDGE Housing continues to provide community building activities and foster individual participation in planning sessions. These activities included leadership development and safety workshops, healthy living and parenting groups, gardening/sustainability programs, social activities. Potrero Hill Family Support Center (Urban Services YMCA) works with residents to assess, connect and support them in workforce, family support, and educational opportunities. The Potrero Hill Neighborhood House supports case management and workforce development of transitional-aged youth.

**Sunnydale:** Mercy Housing, the Bayview YMCA, APA/Visitation Valley Strong Families, and Sunnydale Teen Center work collaboratively to provide outreach, family support, service connections, health and wellness, and educational activities and community convenings to Sunnydale residents.

## Supportive Housing for Persons Living With HIV/AIDS

Through this program area, MOHCD funds supportive services, case management, and operating costs for long-term facilities that serve persons living with HIV/AIDS (PLWHA) and provides deep rental subsidies and housing advocacy/case management services for persons with HIV/AIDS. MOHCD's FY21-22 funding of \$8.8 million went to 11 projects with six different community-based organizations and helped 479 individuals secure or maintain stable housing and supportive services. This includes CARES Act funding, which supported nine projects to combat the transmission of COVID-19 amongst clients served by each community-based organization.

In partnership with the community, MOHCD published a new 5-Year HIV Housing Plan in June 2021. Contributors to this plan included the HIV Housing Workgroup comprised of a Steering Committee comprised of City staff who advise on behalf of the services they provide, as well as focus groups composed of members of the 50 Plus HIV/AIDS Community and HIV Housing Service providers across San Francisco; and Community Partner Networks, including the Long-Term Care Council Task Force, the HIV Advocates Networks, the HIV/AIDS Provider Network, the Getting to Zero Initiative, the HIV and Aging workgroup, the SF HIV Frontline Workers Organizing Group (FOG), and the SF Rent Board.

The HIV Housing Plan seeks to improve the overall housing experience of people living with HIV/AIDS through more coordinated efforts amongst housing providers and HIV medical providers. The following goals, strategies, and objectives represent the recommendations of the HIV Housing Workgroup. They are reflective of the Getting to Zero Initiative's Strategic Plan to reduce HIV infections by ensuring stable housing for PLWHA.

- » Goal 1: Maintain current supply of housing/facilities (32) dedicated to supporting PLWHA

Metric: Continued operation of 32 facilities dedicated to supporting PLWHA

- » Goal 2: Increase supply of housing units dedicated to supporting PLWHA by adding 35 new units over the next 5 years

Metric: Increase the development of affordable rental units for PLWHA by 35 units within the next 5 years

- » Goal 3: Increase resources available for subsidizing, creating and keeping housing more affordable for PLWHA

Metric: Increase the total number of rental subsidies dedicated to PLWHA (456) by 30% within the next 5 years

- » Goal 4: Expand access to services for PLWHA that help increase housing stability

Metric: Expand the total number of PLWHA (409) served through MOHCD HIV housing service programs by 30% within the next 5 years

- » Goal 5: Improve efficiency and quality of the housing and service delivery system

Metric: Create and maintain an HIV housing access system in coordination with MOHCD's DAHLIA Housing Portal

## Domestic Violence Services

Survivors of domestic violence are a vulnerable population for whom MOHCD sponsors housing, case management, and legal services support. Although domestic violence services fall primarily under the purview of the Commission on the Status of Women, in FY21-22, MOHCD assisted two shelter programs (Asian Women's Shelter and Gum Moon Women's Residence), as well as two legal services projects (Asian Pacific Islander Legal Outreach and Bay Area Legal Aid) that serve survivors of domestic violence. The programs assisted 90 individuals in their effort to secure safe, permanent housing and provided legal services to 606 individuals.

## OBJECTIVE 2

# FAMILIES AND INDIVIDUALS ARE RESILIENT AND ECONOMICALLY SELF-SUFFICIENT



Image courtesy of Success Centers.

## PRIORITY

**Increase opportunities through improved language access and core skills development**

## STRATEGY

**PROVIDE SKILL DEVELOPMENT AND TRAINING RESOURCES**

### Skill Development and Service Connection

Through this program area, community-based organizations provide a range of essential skill development training and service connection resources, focused on reaching the most vulnerable residents and providing opportunities for economic advancement. Skill development includes:

1. Life skills classes and training, including digital literacy;



2. Academic support and skills development leading to receiving a high school diploma, GED, and/or enrollment in post-secondary programs;
3. English as a Second Language (ESL) training; and
4. Workplace skills training that removes barriers to employment and leads to further training opportunities through OEWD's sector academy and other job training programs.

Service connection is designed to connect people with supportive services, addressing the whole range of an individual's or family's needs and helping residents build their capacity and move toward self-sufficiency. In FY21-22, MOHCD invested \$10.3 million in this program area, serving 7,986 residents who received skill development training or service connection assistance.



Image courtesy of DevMission.

#### STRATEGY

### IMPROVE FINANCIAL LITERACY AND PERSONAL FINANCE MANAGEMENT

#### Financial Education

Projects funded through this program area provide ongoing one-on-one financial coaching and education, credit repair, access to safe and affordable banking services, predatory lending alternatives through high quality financial products and services, and integration of these services to improve housing stability (through on-time rent payment and other services). These services provide low-income residents with the skills and resources to improve their financial security and achieve greater economic self-sufficiency. In FY21-22, MOHCD provided a total of \$500,000 in funding and supported seven community-based organizations that provided 1,125 residents with financial counseling, education and coaching.

#### STRATEGY

### IMPROVE DIGITAL LITERACY

#### Digital Equity Response

MOHCD holds the lead role on the City's digital equity work as the Office of Digital Equity (ODE) is approaching its 6th year of operation. The digital equity initiative exemplifies MOHCD's commitment to equity, its broad reach across many neighborhoods and communities, and its crucial role in ensuring housing stability and access to economic self-sufficiency to San Francisco's most underserved residents.

The City's 2019-2024 Digital Equity Strategic Plan sets forth a vision for all San Franciscans to thrive with full and equitable access to digital technology. The Plan presents three goals:

1. Expand affordable, high-quality internet access through strategic partnerships;
2. Launch digital literacy innovation programs; and
3. Establish central leadership and accountability for measurable change.

These unifying goals brought together stakeholders and the community and initiated coordinated programs across multiple departments. Through the City's nationally recognized Fiber to Housing program, 7,979 households have been connected across more than 40 housing communities. MOHCD awarded more than \$950,000 in Digital Equity Grants to eight CBOs, which support the development of a variety of programs and services, including:

- » Essential digital literacy training for formerly incarcerated individuals and transitional age youth involved in the justice system;
- » Community-based tech support for affordable housing residents, providing onsite device distribution, digital coaching and digital navigator programs to support vulnerable populations;
- » An intergenerational digital hub for youth and seniors in Chinatown;
- » A digital access platform for unhoused individuals in need of essential services; and
- » Career-focused digital skill training for people with disabilities.

In response to the COVID-19 pandemic, MOHCD partnered with the San Francisco Housing Authority and HOPE SF to organize and administer a \$300,000 combined grant for youth academic services and mental health services to serve youth at both Potrero and Sunnydale sites. These serve to provide culturally competent tutoring and academic skill-building while addressing gaps resulting from previous mental health programs that led to low youth uptake.

With COVID-19 making distance learning, telehealth, and telecommuting the new normal, bridging the digital divide has become more urgent than ever. Since the start of shelter-in-place, MOHCD and its grantees have worked to support the technology needs of residents and community partners. FY21-22 highlights include:

- » Through advanced policy analysis, ODE designed and initiated mass marketing and informational campaigns for the Affordable Connectivity Program, an FCC benefit program that helps ensure that households can afford the broadband they need for work, school, healthcare and more.
- » Distributed Wi-Fi routers to 686 households and addressed 286 technical support tickets from affordable housing residents
- » Piloted the Digital Skills and Entrepreneurship Playbook for aspiring entrepreneurs and existing business owners to teach digital literacy and entrepreneurship skills so residents can launch their own e-commerce businesses supporting financial independence and community health
- » Funded and supported the development of the "SF Service Guide"; an online directory of human services to help San Franciscans find the services they need via smartphone, tablet, or computer.

## PRIORITY

## Provide equitable access to civil legal services for immigration and other critical issues

## STRATEGY

### INCREASE ACCESS TO CIVIL LEGAL SERVICES

#### Access to Civil Legal Services

According to the Legal Services Corporation's 2021 Justice Gap Measurement Survey, 74% of low-income households experience at least one civil legal problem per year, but only 19% are able to obtain adequate legal help. The legal system pervades all aspects of life: family, community, work, health, safety, etc. Most Americans are left to fend for themselves without the help of a legal professional in urgent, complex and high-stakes civil legal matters. However, thousands of San Franciscans access various City-funded civil legal services every year.

The programs that MOHCD funds address immigration status and other legal issues facing recent immigrants to this country, family law and domestic violence issues, employment rights, benefits advocacy, consumer rights and legal protections, and housing issues including habitability and discrimination. This is a portfolio of work that has grown significantly in recent years, particularly as immigrant communities have needed greater support and assistance. The immigration legal services portfolio has responded to the urgent legal and social service needs of immigrant communities by providing a full range of legal services, including counseling, form/application processing, affirmative

legal representation and removal defense at USCIS and the U.S. Immigration Court. MOHCD's investment in these services totaled nearly \$9 million in FY21-22 across numerous projects, providing counseling to approximately 3,000 clients.

A separate portfolio, Eviction Prevention and Housing Stabilization, provides universal access to eviction defense through the Tenant Right to Counsel (TRC) Program. In FY21-22, MOHCD invested a total of \$12.8 million in this program area, which served 5,878 residents, providing full legal representation to 1,387, and legal counsel and advice to 4,491.

Three of these projects are large collaboratives, for which MOHCD is both a primary funder and a key partner in their formation and development.

- » The San Francisco Immigrant Legal Defense Collaborative (SFILDC) is a diverse collective of 15 organizations that provide both affirmative legal representation and intensive deportation defense. In FY21-22 these agencies provided representation to 861 individuals faced with detention and deportation.
- » The San Francisco Immigrant and Legal Education Network (SFILEN) is another collaborative of 12 community-based organizations that provide counseling and affirmative legal representation, assistance with filing legal applications, and community education. In FY21-22, SFILEN provided legal counseling and full legal representation to 952 individuals.
- » The Immigration Hotline project is a collaborative of six agencies that provide a 24/7 emergency phone hotline for those facing immediate and urgent immigration issues, as well as those needing information about their rights and the rapidly changing legal and policy landscape. In FY21-22 these agencies responded to 1,512 calls and facilitated 55 community education workshops.

## OBJECTIVE 3

# COMMUNITIES HAVE HEALTHY PHYSICAL, SOCIAL AND BUSINESS INFRASTRUCTURE



Image courtesy of Mercy Housing California.

## PRIORITY

## Enhance community facilities and spaces

## STRATEGY

### ENSURE NONPROFIT SERVICE PROVIDERS HAVE HIGH QUALITY, STABLE FACILITIES

#### Improvements to Community Facilities and Public Space

MOHCD is the primary City agency that funds the rehabilitation or new construction of non-profit facilities that serve low-income families and individuals. In addition to protecting and expanding services, capital funds are used to ensure that these facilities are accessible to all and meet health and safety standards. These improvements are supported by Community Development Block Grant (CDBG)



Image courtesy of Mercy Housing California.

funds, the SoMa Community Stabilization Fund, and the Housing Trust Fund's Complete Neighborhood program.

In FY21-22, MOHCD's capital program awarded seven organizations a total of \$1.2 million from CDBG formula funds to make significant improvements or repairs to their facilities. Additionally, with CDBG CARES Act Round 3 funds, MOHCD made seven awards of capital funding to support specific COVID-related capital improvements totaling \$923,134. Finally, MOHCD awarded a capital grant through general funds to support the San Francisco Gay Men's Chorus for \$175,000.

#### PRIORITY

## Support community-driven comprehensive strategies

#### STRATEGY

### SUPPORT NEIGHBORHOOD-BASED PLANNING EFFORTS

and

### SUPPORT LOCALLY-BASED COMMUNITY BUILDING

## Community Building and Neighborhood Planning

The goal of this program area is to promote the development of social capital and sustainable healthy communities, and to support neighborhood-based capacity building efforts that encourage strategic planning and resident engagement to address collective needs and priorities. The outcome related to these investments is an overall strengthening of service connections for community members. In FY21-22, MOHCD contributed more than \$1 million to support 11 projects. These projects engaged nearly 9,000 residents to be more actively and consistently involved in their communities. In addition, MOHCD awarded \$115,000 across 12 community action grants to neighborhood projects through community-led processes.

OBJECTIVE 4

# COMMUNITIES AT RISK OF DISPLACEMENT ARE STABILIZED



Image courtesy of Mission Housing Development Corporation.

PRIORITY

**Address inequitable impacts of economic growth through anti-displacement measures for residents and businesses**

STRATEGIES

**IMPLEMENT POLICIES AND PROGRAMS THAT PRIORITIZE CURRENT RESIDENTS**

and

**REDUCE DISPLACEMENT OF RESIDENTS AND BUSINESSES**

## SoMa Community Stabilization Fund / Central SoMa Plan

The Rincon Hill Area Plan was approved in 2005, effectively rezoning the area in the South of Market (SoMa) for residential development. The San Francisco Board of Supervisors approved an amendment to the Planning Code establishing the SoMa Community Stabilization Fund (SoMa Fund). This legislation imposed a SoMa impact fee on residential development in the Rincon Hill Area Plan to provide community stabilization benefits in SOMA including affordable housing, economic development, community cohesion and infrastructure improvements. The legislation also created the SoMa Community Stabilization Fund Community Advisory Committee (the CAC), composed of seven members representing the SoMa community, to advise MOHCD and the Board of Supervisors on the administration and expenditure of the SoMa Fund.

In December 2018, the Board of Supervisors adopted the Central SoMa Plan, which will generate additional fees allocated to the Fund for social and cultural programming as well as community facilities. Development associated with this Plan is expected to bring an infusion of \$45 million in development fees. In FY21-22, the Committee invested more than \$1 million in various services intended to reduce displacement including Rental Housing Counseling, Small Sites Identification and Tenant Education, Small Business Events, COVID Emergency Assistance for Small Businesses, Small Business Acceleration, Youth and Family Support, Community Action Grants, and Capacity Building. To-date, approximately \$25 million has been expended from the SoMa Community Stabilization Fund.

### PRIORITY

## Ensure economic growth offers benefits to existing communities

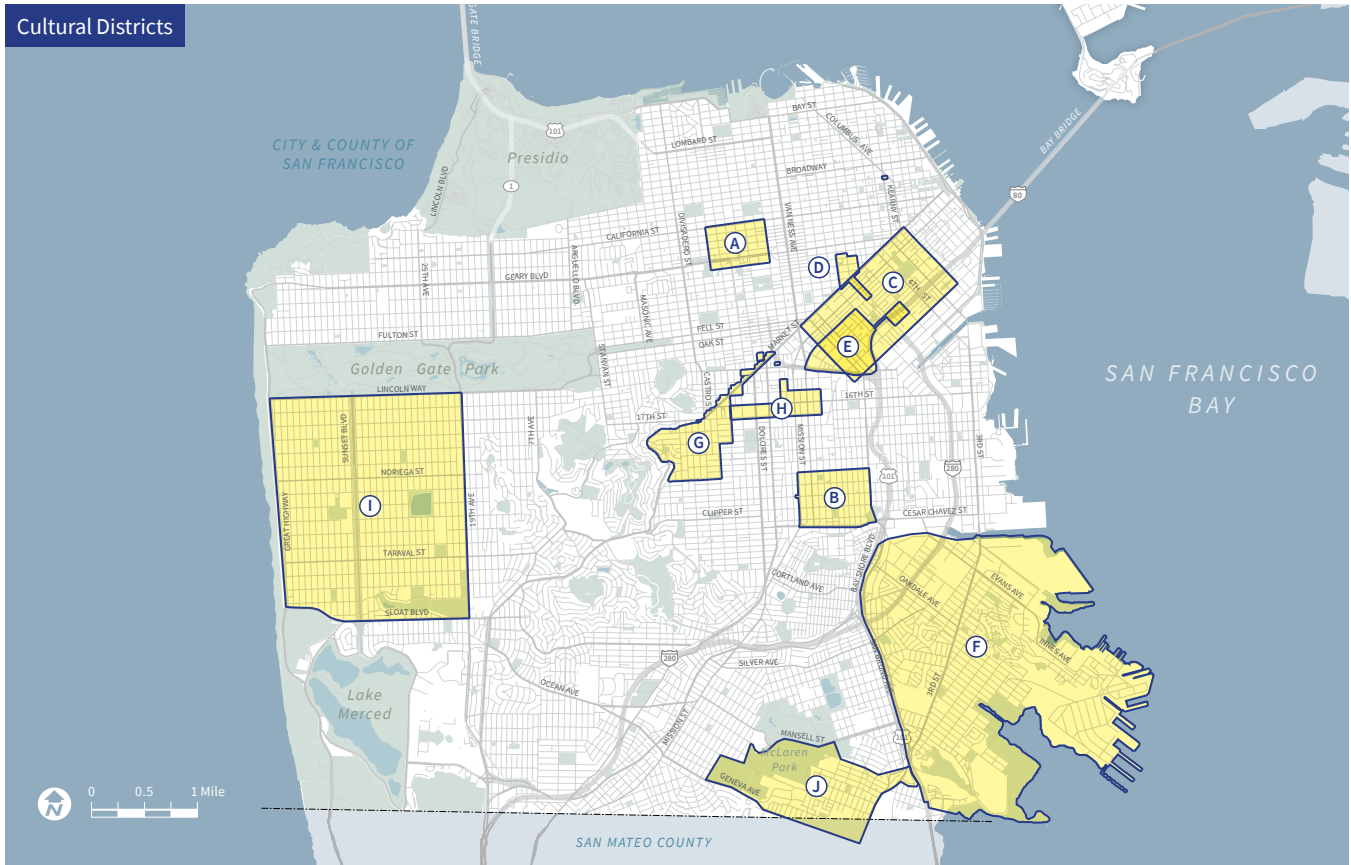
### STRATEGY

## IMPLEMENT PROGRAMS THAT PROVIDE DIRECT BENEFITS RESULTING FROM NEIGHBORHOOD-BASED ECONOMIC GROWTH TO LOCAL COMMUNITIES

### Cultural Districts

In May of 2018, San Francisco legislation formalized the creation of a place-based program that recognizes community-defined areas as Cultural Districts. The Cultural Districts Program is aimed at amplifying racial and social equity given that its founding legislation states that its purpose is to “support cultural communities and ethnic groups that historically have been discriminated against, displaced and oppressed”. MOHCD maintains this commitment and continues to support culturally responsive solutions developed by the people most impacted by social inequities.

The Cultural Districts program is administered by MOHCD and supported by an inter-departmental steering committee, including the Office of Economic and Workforce Development (OEWD), the Planning Department, and the Arts Commission. These departments work together to streamline City and community partnerships to coordinate resources aimed at stabilizing these communities which face displacement. Each of the nine legislated Cultural District operating in FY21-22 maintains a community-based



advisory board, dedicated staffing, and funding for its operations. Each District works toward its community-defined vision for self-determination, while also building connections across all Districts by collectively sharing policy strategies for strengthening community infrastructure. The Districts, in order of official recognition by the Board of Supervisors, include:

- Ⓐ Japantown Cultural District (2013)
- Ⓑ Calle 24 Cultural District (2014)
- Ⓒ SoMa Pilipinas – Filipino Cultural District (2016)
- Ⓓ Transgender Cultural District (2017)
- Ⓔ Leather & LGBTQ Cultural District (2018)
- Ⓕ African American Arts & Cultural District (2018)
- Ⓖ Castro LGBTQ Cultural District (2019)
- Ⓗ American Indian Cultural District (2020)
- Ⓘ Sunset Chinese Cultural District (2021)
- ⓵ Pacific Islander Cultural District (2022)\*

In FY21-22, each District continued to serve as a conduit of information, resources and support coordination in response to the pandemic. Some Districts focused on supporting small businesses in coordination with OEWD, some created open air spaces for community and provided funds to distribute food and mental health support, others became citywide leaders in the testing and vaccination effort, while others created COVID response collaboratives that coordinated multiple agencies to distribute food and support. In FY21-22, more than \$340,000 in mini grants were provided for housing support, small businesses aid, and employment support. Additionally, all Cultural Districts partnered with the COVID Command Center and other City departments to provide culturally competent outreach and services and help to distribute Personal Protective Equipment (PPE) to residents and frontline workers within each Cultural District.

\* Recognized by Board of Supervisors in FY22-22



While the pandemic continues to impact community gatherings such as annual events and festivals, the Cultural Districts continued their work on City-mandated Cultural History and Housing Economic Sustainability Strategies (CHHESS) reports. Created through a robust community engagement process coupled with a broad set of City data, each report is approved by the full Board of Supervisors. The CHHESS serves as each District’s strategic plan and guides its work. City departments and community partners work together to create and meet the benchmarks outlined in the CHHESS related to the areas outlined below.



Image courtesy of Calle 24 Latino Cultural District.

Legislated Scope	Strategies
Historic & Cultural Preservation	Preserve and develop cultural and historic buildings, businesses, organizations, traditions, arts, events and District aesthetics
Tenant Protections	Protect tenants from displacement and promote affordable housing and homeownership
Arts and Culture	Attract and support artists and cultural enterprises
Economic and Workforce Development	Promote jobs, tourism and economic opportunities that stabilize the district's economy
Land Use	Create city regulations and programs that support businesses and industries that advance the Cultural District
Cultural Competency	Promote culturally competent and appropriate City services, policies and narratives

## OBJECTIVE 5

# THE CITY WORKS TO ELIMINATE THE CAUSES OF RACIAL DISPARITIES



Image courtesy of HomeRise.

MOHCD is committed to the principles of racial equity and the elimination of racial disparities. MOHCD recognizes the oppressive history of racial injustice, especially in housing and community services, the structural inequities that remain today, and the trauma those inequities perpetuate. We achieve racial equity when race no longer determines one's socioeconomic outcomes.

## PRIORITY

**Ensure racially equitable access to programs and services, in coordination with other City departments**

## STRATEGY

**DEVELOP SPECIFIC FUNDING, POLICIES AND PRACTICES TO ENSURE EQUITABLE ACCESS TO MOHCD AND OEWD PROGRAMS**

## PRIORITY

## Instill racial equity and trauma-informed values and practices in the work of MOHCD and its partners

## STRATEGIES

### INCORPORATE CULTURAL COMPETENCY/HUMILITY, TRAUMA-INFORMED SYSTEMS, AND OTHER EQUITY TRAINING AND RESOURCES FOR MOHCD'S PARTNERS

and

### INCORPORATE RACIAL EQUITY PRINCIPLES IN MOHCD'S HIRING AND PROMOTION PRACTICES

and

### IMPLEMENT RACIAL EQUITY AND TRAUMA-INFORMED VALUES AND APPROACHES THROUGHOUT MOHCD

## Racial Equity

Through its policies, programs and practices, MOHCD works in partnership with the City's communities, organizations, and people that have been most harmed by racial inequity. The goal is to create thriving neighborhoods, celebrate diverse cultures, and build intergenerational wealth. Under the leadership of Mayor Breed, and in partnership with city and community leaders, MOHCD seeks to advance opportunities and improve programmatic outcomes for Black, Brown, and low-income residents. In 2020, MOHCD published a comprehensive internal-facing Racial Equity Action Plan that aligns MOHCD's mission, policies, and procedures to reflect an

ongoing commitment to an organizational culture of inclusion and belonging. MOHCD has successfully implemented many practices to improve hiring and staff support systems, and in FY21-22, MOHCD assessed programs, contracts, and procurements to ensure they advance the City's racial equity goals.

Operationalizing outward-facing racial equity practices involves working closely with partner organizations to monitor the impact of MOHCD's investments, build partner capacity, and create channels to give and receive feedback. MOHCD has also undertaken a comprehensive set of revisions to its underwriting and development policies with the goal of creating more equity and opportunity for emerging developers, and in particular, Black-led developers. In FY22-23, this effort will provide additional development resources to support emerging developers.

## PROCUREMENT PROCESSES

MOHCD revised its procurement processes for community development and housing grants and loans to firmly align its investments with the department's commitment to racial equity and with the City's economic recovery strategic plan. MOHCD also created a new procurement process in line with the goals of the City's recovery strategy and provided additional technical assistance to grantees to assure accessibility, including technical assistance workshops, office hours and/or help desk email support.

The annual procurement process itself included questions requiring applicants to provide a detailed description of how their proposed projects would specifically respond to the new challenges that COVID-19 created for the populations they served. It also required applicants to address racial equity and disparities experienced by their communities, and to describe how their programs would address those disparities. Finally, community reviewers were integrated into the process to ensure that proposals would be reviewed by those with deep ties within the target communities.

MOHCD began collecting racial and ethnic data from affordable housing developers seeking development opportunities, as well as grants and loans. The loan evaluation and procurement processes now assess developers' racial equity plans as well as their success in housing historically underserved populations.

The MOHCD funding portfolio was optimally aligned with the goals of the Economic Recovery Task Force while remaining grounded in the MOHCD HUD Consolidated Plan through these three overarching objectives:

1. **Housing Stabilization:** Addressing immediate housing needs related to pandemic and recovery.
2. **Anti-Displacement:** Protecting stability of immigrant communities and families through access to legal services. Supporting neighborhood and community-based networks to strengthen service connections.
3. **Economic Self-Sufficiency:** Reaching the most vulnerable residents and providing opportunities for economic advancement.

This alignment resulted in:

- » Funding effectively allocated and leveraged to increase equity;
- » Expanded investments within the disability community to alleviate inequities exacerbated by the pandemic; and
- » Increased funding for programs serving the Black and African American community.

Additionally, in FY21-22 MOHCD issued 18 separate Requests for Proposals responsive to neighborhood needs, including support for the HOPE SF resident services, place-based digital equity support, SoMa social services and business support, transgender direct assistance, and emergency rental assistance.

## BLACK-LED ORGANIZATIONS

MOHCD set out to amplify Black and African American voices in strategic planning and resource allocation in FY19-20. In Spring 2020, MOHCD launched the African American Community Stabilization (AACS) Fund and co-designed a Request for Proposals specifically for Black-led, Black-serving organizations in San Francisco. As a result of that RFP, in FY20-21 and FY21-22 MOHCD committed over \$1 million to nine Black-led organizations focused on community services, collaboration, and digital equity. Through this cohort-based model, MOHCD offered direct training, technical assistance, and connections to other City departments for additional support services.

Additionally, MOHCD included \$1 million in the Organizational Capacity Building RFP to support the AACS Fund's goal of targeted investment in Black-led and Black-serving organizations in San Francisco. This capacity-building opportunity was made available specifically for current MOHCD grantees with a focus on Board Development, Leadership Development, Financial Systems and Management, and Program Development and Operational Infrastructure. MOHCD received 18 proposals and awarded \$1 million across 14 projects in FY21-22.

## Dream Keeper Initiative

The goal of the Dream Keeper Initiative is to improve outcomes for San Francisco's Black and African American youth and their families and provides family-based navigation support to ensure that the needs of all family members are addressed cohesively and comprehensively. The Dream Keeper Initiative's coordinated approach aims to break the cycle of poverty and involvement in the criminal justice system for the families participating in City programs and ensures that new investments, including homeownership, are accessible to San Francisco's Black and African American communities. In 2021, MOHCD began intertwining its racial equity goals with the Dream Keeper Initiative with a focus on six strategic areas:

- » Providing a pathway for low to moderate-income Black/African American households to reach the goal of homeownership;
- » Enhancing the capacity of Black/African American-serving housing development agencies through program evaluation and new funding opportunities;
- » Ensuring that the needs of Black/African Americans across a broad intersection of cultural communities are met;
- » Strengthening policies and community partnerships through the HOPE SF initiative;
- » Building wealth and stability in underserved senior communities through home rehab; and
- » Improving the way MOHCD communicates resources and opportunities to the Black/African American community.

#### DREAM KEEPER DOWNPAYMENT ASSISTANCE LOAN PROGRAM

In FY21-22, MOHCD launched the Dream Keeper Downpayment Assistance Loan Program (DK-DALP). During the reporting period, MOHCD hosted six Dream Keeper Homeownership information sessions engaging more than 300 Black and African American potential homeowners to begin preparing to purchase their first home. The homeownership program not only provides down payment assistance, but participants can expect continuous support throughout the process including but not limited to monthly Dream Keeper Circle meetings where participants network and learn from each other's experiences in the housing market. In FYI 21-22, two DK-DALP homebuyers closed on their first home and four were in contract to purchase.

Also launched in FY21-22, the Senior Home Repair Program (SHRP) focuses on improving the habitability of homes purchased despite the devastation of

red-lining in primarily Black neighborhoods. MOHCD partnered with Rebuilding Together SF to provide application assistance and project management to provide new roofs, heating systems, and access to internet services as well as improve accessibility for seniors.

#### BLACK DEVELOPER CAPACITY BUILDING PROGRAM

MOHCD, in collaboration with ULI San Francisco, was awarded a Breakthrough Grant to advance programs to support emerging and established Black housing developers. The resulting Bay Area Developers of Color Cohort program launched in FY22-23 and aims to support the development and production of affordable housing by mission-driven, BIPOC-led development teams; leverage additional public and private resources for the development of affordable housing developed with BIPOC-led development teams; and support an expanded pool of BIPOC developers in San Francisco and the broader San Francisco Bay Area. Over the next two years, ULI SF and the City and County of San Francisco will work together to engage and support developers of color, as well as research and revise the city's request for proposals process, underwriting guidelines and other internal procedures and policies to be more inclusive and equitable.

#### DREAM KEEPER PARTNERSHIP IMPACT GRANT

In FY21-22, MOHCD issued an RFP for \$75,000 in grant funding to support programmatic partnerships to advance best practices in creating responsive systems that improve economic, housing and social opportunity for Black and African American residents. Successful proposals demonstrated a deep understanding of issues facing the Black and African American community in San Francisco, the role of systems change in advancing positive outcomes for underserved Black and African American residents, and the importance of cross sector and cross agency collaboration to advance equity. The San Francisco Foundation, a grantmaking public charity, was selected as the grantee for this Impact Grant.

## STAFF INVESTMENTS

As part of the Dream Keeper Initiative, MOHCD created six new staff positions to improve programmatic results and create proactive and responsive frameworks to address the needs of Black and African American residents.

- » **Communications and Outreach Associate:** Understand the communication needs and gaps within San Francisco's BIPOC community, specifically Black residents, and work in partnership with MOHCD program staff, new and existing local partners, and the communities we serve to develop and implement culturally competent strategic communications.
- » **Cultural Districts Specialist:** Lead Cultural Districts program development and planning through the lens of intersectionality with and within the Black and African American community.
- » **Dream Keeper Homeownership Program Manager:** Provide equitable access to homeownership focusing on under-served communities; sustaining/repairing homes of seniors who live in previously red-lined communities.
- » **Black Developer Capacity Building Program Manager:** Support, strengthen, and expand the capacity of existing and new Black-led and Black-serving housing developers by increasing their participation and amplifying their roles in new construction and preservation activities.
- » **HOPE SF Community Partnerships Liaison:** Ensure that HOPE SF residents are receiving the highest quality of services set to be provided by our contracted service providers.
- » **HOPE SF Policy Lab Associate:** Support the development of reparative and anti-racist policy and legislation to advance the HOPE SF initiative.

## Trauma-Informed Systems

MOHCD was invited by the Department of Public Health, the City's lead agency on Trauma-Informed Systems (TIS), to become an early-adopter agency of Trauma-Informed Systems and practices. As an early-adopter agency, several MOHCD staff were trained to be TIS trainers and all MOHCD staff completed TIS 101 training. Furthermore, MOHCD has implemented TIS training and practices across all former public housing projects and rehabilitated under the Rental Assistance Demonstration program as well as MOHCD's work with community-based organizations in the South of Market neighborhood. In FY21-22, MOHCD continued to support TIS systems, policies and procedures including offering training for affordable housing staff, community-based agency staff, and City staff.

A woman with long dark hair, wearing a bright blue suit, is speaking at a black podium. She has her hands raised in a gesturing motion. The podium features a circular seal with the text "THE CITY AND COUNTY OF DENVER" and a central figure. In the foreground, the back of a person's head wearing a white hat with a blue band is visible. A blue text box is overlaid on the right side of the image.

**POLICY, LEGISLATIVE  
& MONITORING UPDATES**

# Policy, Legislative and Monitoring Updates

## FY21-22 State and Federal Advocacy

In FY21-22, MOHCD's policy and legislative work continued to focus on maintaining housing stability for residents affected by COVID-19 and increasing resources for affordable housing production and preservation. As federal investment in COVID relief waned, the State prioritized affordable housing through Project Homekey which supported the City and County of San Francisco's acquisition and rehabilitation of privately-owned residential hotels to convert to permanent supportive housing for people experiencing homelessness.

For the third consecutive year, the statewide availability of tax-exempt bonds failed to meet growing demand. Tax-exempt bonds, in conjunction with 4% tax credits, are used to finance the majority of affordable housing projects. San Francisco received allocations for only one new construction project with 291 units in FY21-22, despite submitting applications for bonds for 11 separate projects totaling 1,243 units. Since federal tax code limits the amount of tax-exempt bond debt that may be issued by the State, MOHCD has been advocating at the federal level for the expansion of tax-exempt bonds to keep up with the demand for affordable housing and at the State level for new regulations that will prioritize projects that deliver permanent affordability and proximity to jobs and transit. MOHCD supported local affordable housing projects by allowing the projects' surplus cash from pre-pandemic years to cover revenue loss or increased operating expenses incurred in 2020. Looking ahead, in FY22-23, MOHCD's policy advocacy will focus on State legislation that funds all



Image courtesy of African American Arts and Culture Center.

typologies of affordable housing and that can reduce the pre-development timeline and uncertainties. MOHCD will continue to advocate to Federal and State policymakers to ensure that San Francisco can secure bond and tax credit funding for the critical affordable housing projects for households in need, including families, seniors, and those experiencing homelessness.

In FY22-23, several new pieces of legislation from the California State will support MOHCD's work. AB 2011 will provide ministerial approval for certain market rate buildings that provide higher levels of affordable inclusionary units. SB 948 will reduce project costs for affordable housing projects by created a pooled statewide reserve to mitigate impacts on tenants in the unlikely event of a total loss of rental assistance and reduce development costs. SB 649 creates a state policy supporting local tenant preferences for lower income households at displacement risk, confirming San Francisco's existing policy.



## FY21-22 Local Policy

MOHCD participated in several noteworthy interagency efforts to assess needs and identify policy priorities. In partnership with HSA and other agencies, MOHCD contributed to the 2022 Aging and Disability Affordable Housing Community Needs Assessment. MOHCD worked closely with the Planning Department to develop policy actions to support affordable housing production, protect tenants, and preserve affordable units. In addition, MOHCD presentations to the Board of Supervisors in FY21-22 included the following.

- » In October 2021, staff presented the department's Sexual Orientation and Gender Identity (SOGI) data to the Government Audit and Oversight Committee.
- » In December 2021, MOHCD joined the Planning Department at the Land Use and Transportation Committee to present the Jobs/Housing Fit report, an annual report that analyzes data on past and future job growth and housing production within San Francisco, comparing net change in housing demand worker households (by income) with new housing by affordability level.
- » In January 2022, MOHCD presented to the Public Safety and Neighborhood Services Committee on housing programs and opportunities for seniors.
- » In April 2022, MOHCD joined UCSF and other City agencies to speak about the housing needs and affordable housing options for pregnant people.
- » In April, MOHCD and OCII presented a status report on the expansion of the Certificate of Preference program.
- » In June 2022, MOHCD addressed the status of BMR vacancies and the process for filling BMR units at the Land Use Committee.

## 2015 Proposition A General Obligation Bond

Implementation of the voter-approved 2015 General Obligation Bond funding was nearing completion in FY21-22. Highlights through June 30, 2022 include:

- » Third and final issuance sold in October 2019
- » Approximately 90% of funds from all three issuances encumbered or spent
- » 712 housing units completed, including Potrero Parcel X, Sunnydale Parcel Q, 1296 Shotwell, 88 Broadway, and 2828 16th Street (formerly 1990 Folsom)
- » 405 housing units in construction, including Sunnydale Block 6, 500 Turk/555 Larkin, and Kapuso at the Upper Yard (formerly Balboa Park Upper Yard)
- » Down payment assistance provided to 87 households
- » Teacher Next Door loans provided to 56 households

## 2016 General Obligation Bond – Preservation and Seismic Safety Program

Financing funded by the voter-approved repurposing of seismic safety bonding authority to include acquisition and preservation of affordable housing continued in FY21-22. Highlights through June 30, 2022 include:

- » Issued \$174 million in two issuances to fund loans under the program
- » Provided an aggregate amount of \$65 million in first mortgage financing to acquire, rehabilitate and preserve as permanently affordable housing a total of 408 residential units and 29 commercial spaces
- » Balance of issuance fully committed to identified projects

## 2019 Proposition A General Obligation Bond

Implementation of the 2019 Affordable Housing Bond was fully underway in FY21-22. Highlights through June 30, 2022 include:

- » The first issuance closed in March 2021 at \$254.1 million
- » Over 58% of funds from the first issuance are encumbered or spent, supporting projects at Sunnydale and Potrero HOPE SF sites, 4840 Mission, 921 Howard, 2550 Irving, and 4200 Geary.
- » Total proceeds are projected to aid in developing over 2,400 affordable housing units



Image courtesy of Bayview YMCA.

## Downtown Neighborhood Preservation Fund

Ordinance 137-16, effective August 28, 2016, created the Downtown Neighborhood Preservation Fund (DNPf). Receipts into the fund will total \$40 million as described in the legislation. Through June 30, 2022, a total of \$17.6 million has been received. In FY18-19, \$5.9 million was loaned for the Small Sites acquisition and preservation project at 1201 Powell St. In FY19-20, \$3 million was loaned for the predevelopment of multifamily housing at 266 4th St. The remaining funds, as well as future anticipated funds, are currently committed to projects in MOHCD's housing pipeline. Timing of future revenues is uncertain, as the market-rate project funding for DNPf is currently in legal and financial flux. Please see [Appendix Table 7 DNPf Summary of expenditures since the Fund's inception..](#)

STUDENT HOUSING MONITORING



California College of Arts

Property Address	75 Arkansas
Master Lease	August 06, 2018 plus 9 years
Total Number of Units	3 Two-Bedroom Units 27 Four-Bedroom Units
Number of Students Enrolled at Least Half-time	Number of Students in Good Standing
82	82



California College of Arts

Property Address	188 Hooper Street
Master Lease	Owned by CCA
Total Number of Units	254 Studios 2 One-Bedroom Units 15 Three-Bedroom Units 9 Four-Bedroom Units
Number of Students Enrolled at Least Half-time	Number of Students in Good Standing
561	561

Student Housing Monitoring

In 2021, the California College of Arts discontinued offering student housing at 1321 Mission Street. Comprised of 80 private units and 120 dorm rooms, the project was subsequently used as temporary emergency housing due to the COVID-19 pandemic and then purchased by the City and County of San Francisco to be used as permanent supportive housing.

MOHCD currently monitors two Student Housing Projects. Planning Code Section 415.3(F)(2) exempts Student Housing projects from the Inclusionary Housing requirements if certain criteria are met.

Project sponsors must submit to MOHCD an annual monitoring fee and report that addresses the following:

- » The Post-Secondary Institution continues to own or control the Student Housing Project for a minimum of 5 years, evidenced by a lease or contractual agreement.
- » Occupants of the living space in the Student Housing project are students in good standing enrolled at least half time or more in the post-secondary Educational Institution or Institutions.

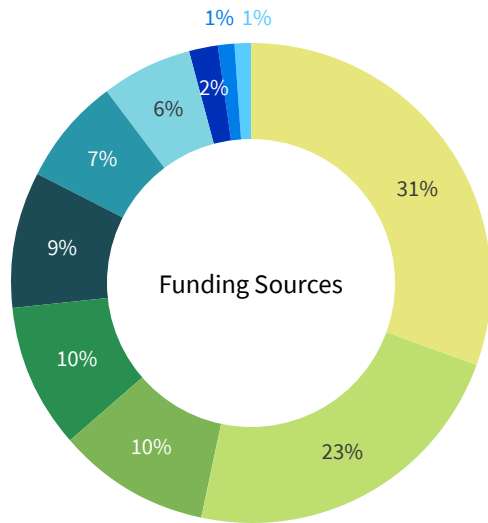
A young man wearing a black beanie, a black face covering, and a yellow and black puffer jacket stands next to a smiling woman. The woman has her hair in dreadlocks, wears a nose ring, a yellow scarf, a denim jacket, and a white tank top. She is holding a cardboard box with an AMDA logo. The background is a solid teal color.

## APPENDICES

### WHY MOHCD COLLECTS DATA

MOHCD collects data on race, ethnicity, sexual orientation and gender identity, in order to ensure the programs and services we fund are addressing the needs of the vulnerable communities we serve, and to report anonymous information to key funders like HUD.

**FIGURE 1.**  
FY21-22 FUNDING SOURCES UTILIZED

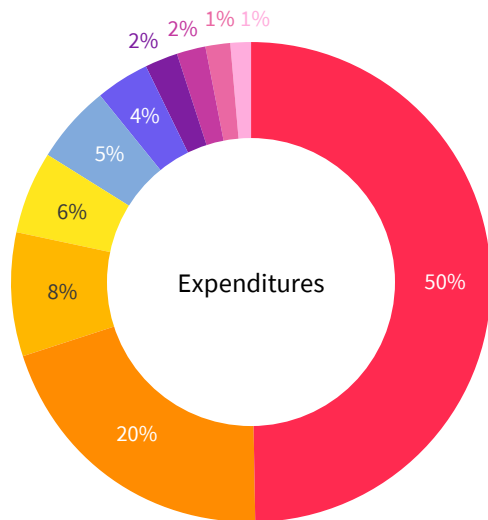


Funding Source	\$ Amount
General Obligation Bond	\$112,926,938
General Fund	\$84,307,708
Federal Grants	\$37,903,123
Impact fees	\$35,827,989
Housing Trust Fund	\$33,784,111
General Fund - ERAF	\$27,043,549
Federal COVID Stimulus	\$23,027,943
Other	\$6,941,035
Non-Federal Grants & Gifts	\$3,957,194
Former SFRA Housing Assets	\$3,660,374

TOTAL FUNDING **\$369,379,964**

Note: The above amounts include some OEWD grants to CBOs fiscally managed by MOHCD

**FIGURE 2.**  
FY21-22 CATEGORIES OF EXPENDITURES



Expenditure	\$ Amount
Multifamily Housing Grants & Loans	\$183,996,387
Grants to Nonprofit Organizations	\$75,579,201
Rental Assistance Programs	\$30,091,539
Homeowner Loans	\$20,708,189
Salaries & Fringe	\$19,040,303
LOSP Program	\$14,312,823
Services of Other Departments	\$7,827,708
Land Acquisition	\$7,313,423
Departmental Non-Personnel*	\$5,548,599
Debt Service	\$4,961,791

TOTAL EXPENDITURES **\$369,379,964**

\* Includes maintenance of property

The above amounts include some OEWD grants to CBOs fiscally managed by MOHCD

TABLE 1. HOUSING TRUST FUND EXPENDITURES

Downpayment Assistance Loan Program	
Program Area	FY 2021-22 Expenditures
Downpayment Assistance Loan Programs	\$4,842,261
First Responders Downpayment Assistance	\$2,187,493
Subtotal	\$7,029,754
Housing Stabilization Programs	
Program Area	FY 2021-22 Expenditures
Existing Homeowner Loans	\$116,996
Eviction Defense/Prevention and Tenant Housing Stabilization	\$8,437,579
Small Site Acquisition/Rehab	\$1,792,264
Subtotal	\$10,346,839
Complete Neighborhoods Infrastructure	
Program Area	FY 2021-22 Expenditures
Grants for neighborhood improvements	\$188,428
Subtotal	\$188,428
Affordable Housing Development	
Program Area	FY 2021-22 Expenditures
Multifamily Housing Loans and Grants	\$8,269,501
Multifamily Housing Loans and Grants - COP funded	-
Debt Service & Issuance	\$3,412,899
Subtotal	\$11,682,400
Program Delivery	\$4,593,004
<b>TOTAL Housing Trust Fund Expenditures</b>	<b>\$33,840,425</b>

Note: The above excludes \$8.8M of General Fund ERAF spent on HTF Debt Service.

TABLE 2. AFFORDABLE HOUSING FUND SUMMARY

Source of Funds:	Inclusionary	Jobs-Housing	Market/Octavia	Eastern Neighborhoods Mission & SOMA	Eastern Neighborhoods Alternative Inclusionary	Van Ness & Market Residential SUD	Expedited Condominium Conversion Program	180 Jones Fund*
Code Reference:	PC-415/PC-419	PC-413	PC-416.5	PC-423.5	PC-417	PC-424	Subdiv 1396.4	"Admin 10.100-375"
Ending Balances 6/30/21	\$88,958,339	\$33,676,179	\$12,409,603	\$7,334,677	\$3,840,931	\$14,719,745	\$8,939,871	\$ -
adjustments to prior year ending balance	\$178,841	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Balances 7/01/21	\$89,137,180	\$33,676,179	\$12,409,603	\$7,334,677	\$3,840,931	\$14,719,745	\$8,939,871	\$ -
Fee Payments	\$4,190,753	\$3,554,063	\$ -	\$826,188	\$ -	\$ -	\$262,963	\$ -
Other Revenues	\$2,039,941	\$3,918,856	\$66,615	\$39,391	\$ -	\$79,016	\$49,180	\$ -
less Expenditures	(\$19,680,918)	(\$7,064,991)	\$ -	\$ -	\$ -	\$ -	\$ -	(\$2,662,472)
less Loan Encumbrances	(\$1,308,642)	(\$1,521,141)	\$ -	(\$649,365)	\$ -	\$ -	(\$849,591)	(\$8,587,528)
Ending Balances 6/30/22	\$74,378,314	\$32,562,966	\$12,476,218	\$7,550,891	\$3,840,931	\$14,798,761	\$8,402,424	(\$11,250,000)
FY21-22 Project Expenditure Details								
180 Jones		\$520,402						\$2,662,472
4200 Geary	\$190,656							
4840 Mission Street	\$947,553							
78 Haight Parcel U	\$1,376,416							
921 Howard	\$9,261,711							
Treasure Island C3.1	\$2,104,234							
Upper Yard**	(\$3,296,202)							
735 Davis	\$2,021,316	\$3,798,684						
Kelsey Civic Center	\$1,960,594							
2976 23rd Street	\$181,716							
1950 Mission	\$766,206							
490 South Van Ness	\$1,979,699							
Administrative Expenditures	\$4,932,922							
TOTAL Expenditures	\$19,680,918	\$7,064,991	\$ -	\$ -	\$ -	\$ -	\$ -	\$2,662,472

\* \$12,450,000 revenue received for 180 Jones Fund in July 2023 will be reflected in next year's report  
 \*\* (\$3,296,202) FY21-22 expenditures for Upper Yard due to change in funding source of previous year disbursements

TABLE 3. AFFORDABLE HOUSING FUND LOAN EXPENDITURES

FY 2020-21 Affordable Housing Fund Loan Expenditures						
	Inclusionary	Jobs Housing	180 Jones Fund	Total Expenditures	# of Units Assisted	Type of Housing
180 Jones		\$520,402	\$2,662,472	\$3,182,874	70	Family, Formerly Homeless
4200 Geary	\$190,656			\$190,656	98	Seniors
4840 Mission Street	\$947,553			\$947,553	137	Family, Public Hsg Replacement
78 Haight Parcel U	\$1,376,416			\$1,376,416	63	Family, Public Hsg Replacement
921 Howard	\$9,261,711			\$9,261,711	203	Small Sites Program
Treasure Island C3.1	\$2,104,234			\$2,104,234	138	Family, Formerly Homeless
Upper Yard**	(\$3,296,202)			(\$3,296,202)	131	Family, Public Hsg Replacement
735 Davis	\$2,021,316	\$3,798,684		\$5,820,000	53	Families
Kelsey Civic Center	\$1,960,594			\$1,960,594	112	Formerly Homeless
2976 23rd Street	\$181,716			\$181,716	14	Family, Public Hsg Replacement
1950 Mission		\$766,206		\$766,206	157	Family, Public Hsg Replacement
490 South Van Ness		\$1,979,699		\$1,979,699	81	Small Sites Program
Administrative Expenditures	\$4,932,922			\$4,932,922	0	
<b>Total</b>	<b>\$19,680,916</b>	<b>\$7,064,991</b>	<b>\$2,662,472</b>	<b>\$29,408,379</b>	<b>1,257</b>	



TABLE 4. LOCAL OPERATING SUBSIDY PROGRAM (LOSP) SUMMARY

FY 2020-21 Local Operating Subsidy Program (LOSP) Expenditures							
Project Name	Address	Sponsor(s)	Target Population	Total Units	Total PSH Units	PSH Units with LOSP Operating Contract	LOSP Budgeted
1036 Mission Family Housing	1064-1066 Mission	ECS & Mercy Housing CA	Adults & Seniors	258	256	256	\$3,006,623
10th & Mission Family Housing	1390 Mission	Mercy Housing CA	Families	136	44	44	\$549,715
1100 Ocean	1100 Ocean	Mercy Housing California	Families & TAY - families	71	25	19	\$440,022
1180 Fourth Street	1180 Fourth Street	Mercy Housing California	Adults and Families	150	50	50	\$677,117
149 Mason Street Apartments	149 Mason Street Apartments	Glide	Adults	56	56	55	\$966,215
1950 Mission St	1950 Mission Street	BRIDGE Housing and Mission Housing Development Corporation	Families	157	40	40	\$455,364
2060 Folsom St	2060 Folsom	MEDA & CCDC	Families & TAY	127	29	29	\$416,329
455 Fell Street Apartments	455 Fell Street Apartments	Mercy Housing CA	Families	108	33	33	\$537,319
Casa Adelante	681 Florida (formerly 2070 Bryant)	TNDC	Adults & Families	130	39	39	\$220,782
735 Davis Senior	735 Davis Senior	Bridge Housing and John Stewart Company	Seniors	53	15	15	\$273,974
990 Polk	990 Polk	TNDC	Seniors	110	50	30	\$227,982
Arlington Hotel	472 Ellis	Mercy Housing California	Adults	154	105	38	\$66,076
Armstrong Place	5600 3rd Street	Bridge Housing	Seniors	116	23	23	\$238,083
Arnett Watson Apartments	650 Eddy Street	HomeRise	Families	83	83	79	\$1,148,894
Bayview Hill Gardens	1075 LeConte	Mercy Housing California	Families	73	72	22	\$60,102
Bishop Swing Community House	275 10th Street	Episcopal Community Services	Adults	135	134	75	\$121,113
Broadway Sansome Family Housing	235-295 Broadway	Chinatown Community Development Center	Families	75	37	37	\$527,228
Casa de la Mision	3001-3021 24th Street	Mercy Housing	Seniors	45	44	44	\$753,239
Casa Quezada	35 Woodward Street	Dolores Street Community Services	Adults	52	52	52	\$732,221
Edith Witt Senior Community	66 9th Street	Mercy Housing California	Adults	107	27	11	\$170,226
Edward II	3151-3155 Scott Street	Community Housing Partnership	TAY	25	24	24	\$577,447
Folsom + Dore Apartments	1346 Folsom	Tenderloin Neighborhood Development Corporation	Adults & Families	98	40	20	\$100,008
Hotel Essex	684 Ellis	Community Housing Partnership	Adults	84	84	44	\$187,120

FY 2020-21 Local Operating Subsidy Program (LOSP) Expenditures							
Project Name	Address	Sponsor(s)	Target Population	Total Units	Total PSH Units	PSH Units with LOSP Operating Contract	LOSP Budgeted
John Burton Advocates for Youth Housing Complex	820 Presidio	Booker T. Washington Community Service Ctr / JSCo	TAY and Adults	50	25	25	\$448,587
Kelly Cullen Community	220 Golden Gate	Tenderloin Neighborhood Development Corporation	Adults	174	172	80	\$360,847
Mission Bay South Block 9	410 China Basin	BRIDGE Housing Corporation and Community Housing Partnership	Adults	141	140	140	\$1,571,977
Mission Creek Senior Community	225 Berry	Mercy Housing California	Seniors	140	51	51	\$793,543
Monterey Boulevard Apartments	403 Monterey	Bernal Heights Neighborhood Center	Families	4	4	4	\$87,047
Mosaica Family Apartments	680 Florida	Tenderloin Neighborhood Development Corporation	Families	93	20	20	\$226,845
Mosaica Senior Apartments	655 Alabama	Tenderloin Neighborhood Development Corporation	Seniors	24	11	11	\$69,810
Parkview Terraces	871 Turk Street	Chinatown Community Development Center / Bayside Communities	Seniors	101	20	20	\$254,090
Plaza Apartments	988 Howard	Tenderloin Neighborhood Development Corporation	Adults	106	106	53	\$131,336
Railton Place	242 Turk	The Salvation Army	Adults	40	40	40	\$307,337
Rene Cazenave Apts (Transbay Block 11A)	25 Essex	HomeRise	Adults	120	119	68	\$164,438
Richardson Apartments (Parcel G)	365 Fulton	HomeRise	Adults	120	120	64	\$596,458
The Coronet	3595 Geary	Bridge Housing	Seniors	150	25	25	\$129,512
Vera Haile Senior Housing	129 Golden Gate	Mercy Housing California / St. Anthony's	Seniors	90	18	3	\$28,989
Zygmunt Arendt House	850 Broderick	Community Housing Partnership	Seniors	47	46	30	\$674,295
<b>Total</b>				<b>3,803</b>	<b>2,279</b>	<b>1,713</b>	<b>\$18,298,309</b>

TABLE 5. SENIOR OPERATING SUBSIDY (SOS) PROGRAM SUMMARY

Project Name	Address	Sponsor(s)	Target Population	Total Units	Units with SOS Operating Contract	SOS Budgeted
FY 2021-22						
Casa Adelante	1296 Shotwell	Chinatown Community Development Center / Mission Economic Development Agency	Seniors	94	40	\$366,145
735 Davis Senior	735 Davis Senior	Bridge Housing and John Stewart Company	Seniors	53	13	\$89,710
				147	53	\$455,855
FY 2022-23						
Casa Adelante	1296 Shotwell	Chinatown Community Development Center / Mission Economic Development Agency	Seniors	94	40	\$380,173
735 Davis Senior	735 Davis Senior	Bridge Housing and John Stewart Company	Seniors	53	13	\$92,736
1005 Powell	1005 Powell St	Chinatown Community Development Center	Seniors	64	35	\$311,890
				211	88	\$784,799
FY 2023-24						
Casa Adelante	1296 Shotwell	Chinatown Community Development Center / Mission Economic Development Agency	Seniors	94	40	\$394,552
735 Davis Senior	735 Davis Senior	Bridge Housing and John Stewart Company	Seniors	53	13	\$96,446
1005 Powell	1005 Powell St	Chinatown Community Development Center	Seniors	64	35	\$324,366
				211	88	\$815,364
FY 2024-25						
Casa Adelante	1296 Shotwell	Chinatown Community Development Center / Mission Economic Development Agency	Seniors	94	40	\$410,334
735 Davis Senior	735 Davis Senior	Bridge Housing and John Stewart Company	Seniors	53	13	\$100,304
1005 Powell	1005 Powell St	Chinatown Community Development Center	Seniors	64	35	\$337,341
4200 Geary	4200 Geary	Tenderloin Neighborhood Development Corporation	Seniors	98	30	\$420,009
				309	118	\$1,267,988
Totals				309	118	\$3,324,006

TABLE 6. INCLUSIONARY SMALL SITES PROGRAM SUMMARY

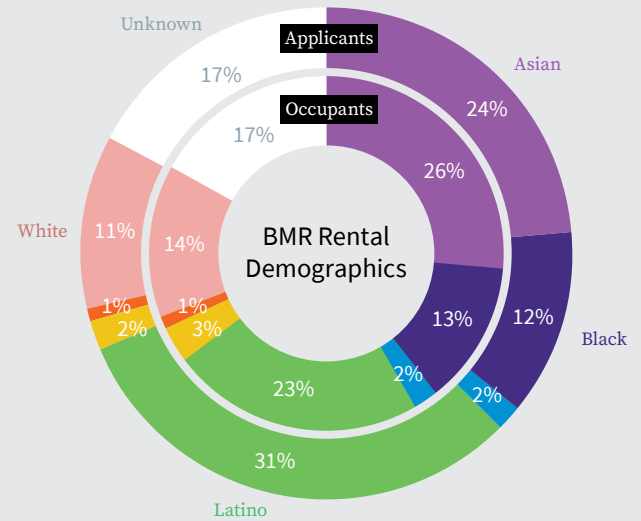
Fee Revenue & Interest Received													
	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	TOTAL
6,745	153,668	918,694	3,070,553	2,461,460	8,573,592	3,993,720	1,489,673	2,264,847	\$2,892,297	515,012	442,958	\$26,783,219	
Expenditures													
Project Expenditure	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	TOTAL				
380 San Jose Ave	\$1,050,839	\$380,714							\$1,431,553				
642-646 Guerrero St	\$1,481,708	\$118,306							\$1,600,014				
70-72C Belcher St	\$1,581,460	\$118,087			\$424,663				\$2,124,210				
1684-1688 Grove St	\$1,102,025	\$161,151	\$11,794						\$1,274,970				
1500 Cortland Ave	\$176,556	\$677,165	\$408,279						\$1,262,000				
1015 Shotwell	\$2,579,602	\$401,398							\$2,981,000				
2217 Mission	\$2,264,152		\$181,709	\$162,139					\$2,608,000				
462 Green	\$1,509,536	\$21,303	\$408,653	\$726,508					\$2,666,000				
3840 Folsom	\$859,604	\$258,472	\$174,123						\$1,292,199				
2976 23rd St	\$721,724	\$13,472	\$8,884	\$544,204	\$181,716				\$1,470,000				
568-570 Natoma St	\$266,333	\$64,855							\$331,188				
29-35 Fair Ave	\$1,165,381	\$268,992	\$74,627						\$1,509,000				
534-536 Natoma St	\$1,251,475	\$148,266	\$75,259						\$1,475,000				
60 28th St	\$100,000								\$100,000				
1411 Florida		\$66,736							\$66,736				
Encumbrance Balance June 30, 2019	\$687,396	\$2,406,846	\$2,669,180	\$2,293,321	\$2,004,578	\$909,990	\$290,527	\$108,811					
Balance Available										\$4,482,538			

TABLE 7. DOWNTOWN NEIGHBORHOODS PRESERVATION FUND SUMMARY

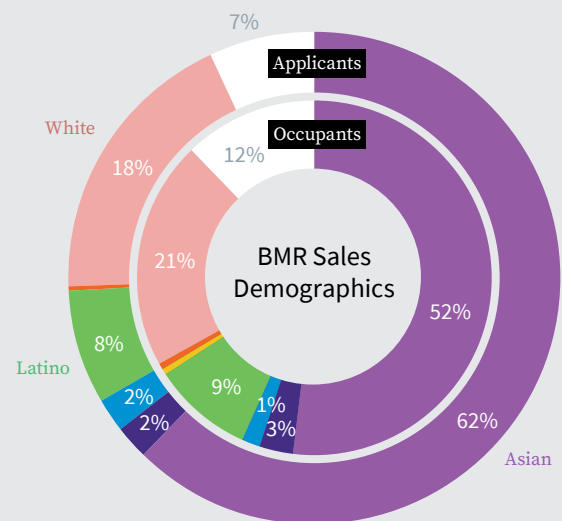
Fee Revenue & Interest Received						
	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	TOTAL
	\$17,672,361	\$408,345	\$371,668	\$95,740	\$83,028	\$18,631,141
Funds Disbursed & Encumbered						
Number and Type of Housing Unit	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	TOTAL
1201 Powell Street 17 units; predominantly 1 bedroom senior units	-	\$5,925,856	-	-	-	\$5,925,856
266 4th Street 70 units, mix of studios, 1-bedroom and 2-bedrooms, for families	-	-	\$3,000,000	-	-	\$3,000,000
Balance available						\$9,705,285

TABLE 8. BELOW MARKET RATE (BMR) DEMOGRAPHICS

Demographics for BMR Rentals*			
749 units (new and re-rental)	Applicants**	Occupants**	
Asian	38,521	195	
Black	19,101	99	
Indigenous	3,117	14	
Latino	33,732	255	
Middle Eastern/West Asian or North African	4,634	15	
Pacific Islander	1,821	8	
White	20,288	93	
Unknown	24,343	139	
Total	145,557	818	
Unduplicated Count	134,319	749	



Demographics for BMR Sales*			
233 units (new and resale)	Applicants**	Occupants**	
Asian	1,054	155	
Black	62	6	
Indigenous	30	5	
Latino	189	19	
Middle Eastern/West Asian or North African	10	0	
Pacific Islander	12	1	
White	417	46	
Unknown	247	17	
Total	2,021	249	
Unduplicated Count	1,866	233	



\* Listings in which the last unit was leased/sold, or re-rental/sale units that were leased/sold, in FY21-22

\*\* Duplicated counts - persons who identified with more than one race/ethnicity are counted under multiple race/ethnicity categories

**TABLE 9. NEIGHBORHOOD RESIDENT HOUSING PREFERENCE (NRHP) PROGRAM SUMMARY**

FY 2020-21 Neighborhood Resident Housing Preference (NRHP) Program						
Eligible Projects	Project Name	District	Lottery Date	NRHP Units	NRHP Applicants	Total Applicants
Ownership	2177 3rd Street	10	5/12/2020	3	13	162
	Elevant	5	1/12/2021	2	6	59
	MIRA SF	6	11/8/2019	60	71	526
	The Westerly - 2800 Sloat	4	3/26/2020	2	47	241
	<b>Total</b>			<b>67</b>	<b>137</b>	<b>988</b>
Inclusionary Rental	Konrad on the Park	2	1/15/2021	4	357	3,813
	<b>Total</b>			<b>4</b>	<b>357</b>	<b>3,813</b>
Multifamily Rental	1990 Folsom-Casa Adelante	9	11/18/2020	41	1,119	7,925
	2060 Folsom Street – Casa Adelante	9	9/16/2020	23	1,206	7,230
	290 Malosi	10	7/28/2021	16	177	1,966
	691 China Basin Apartments	6	12/15/2020	28	1,455	7,993
	735 Davis	3	10/13/2020	14	757	3,299
	Avanza 490	9	6/22/2020	24	1,093	8,786
	La Fénix at 1950	9	8/11/2020	28	1,289	9,006
	<b>Total</b>			<b>174</b>	<b>7,096</b>	<b>46,205</b>

Projects by Supervisor District			
District	Projects	Total NRHP Units	Total NRHP Applicants
District 1	0	0	0
District 2	1	4	357
District 3	1	14	757
District 4	1	2	47
District 5	1	2	6
District 6	2	88	1,526
District 7	0	0	0
District 8	0	0	0
District 9	4	116	4,707
District 10	2	19	190
District 11	0	0	0
<b>Total</b>	<b>12</b>	<b>245</b>	<b>7,590</b>

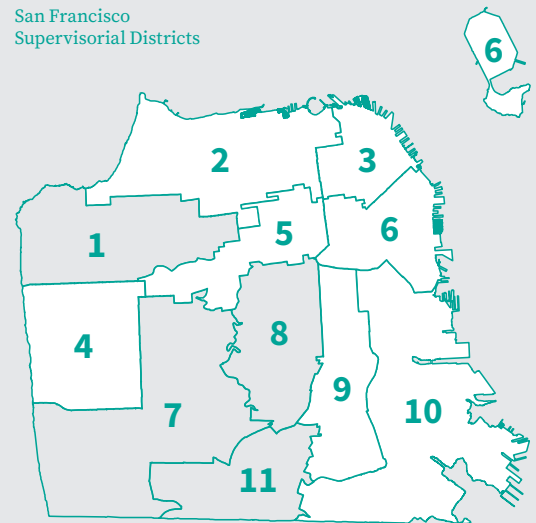


TABLE 10. HOUSING PREFERENCE PROGRAM SUMMARY

Certificate of Preference (COP)		FY 2021-22
New COP Certificates Issued		64
COP Placements to Rental Housing		12
COP Placements to Ownership Housing		0
COP Placements through Waitlist Opportunities		9
<b>Total Housed</b>		<b>21</b>

Displaced Tenants Housing Preference (DTHP)	
DTHP Certificates Issued	
Ellis Act Eviction	46
Owner Move-In Eviction	26
Fire Victim Displacee	8
Rent Burden	0
<b>Total Issued</b>	<b>80</b>
DTHP Placements to Rental Housing	46
DTHP Placements to Ownership Housing	8
<b>Total Housed</b>	<b>54</b>

Neighborhood Resident Housing Preference (NRHP)	
New Developments with NRHP	
8 Rental Developments / 178Units	
24 Ownership Developments / 67 Units	
Total Applications for NRHP-eligible Projects	51,006
NRHP Applicants in Completed Projects	7,590
NRHP Placements to Rental Housing	178
NRHP Placements to Ownership Housing	40

	Unit Type				
	Total Listings	Total Units	COP Units	DTHP Units	NRHP Units
New Rental	13	585	585	113	178
New Sale	6	174	174	34	67
Re-Rental	70	173	173	121	0
Re-Sale	59	59	59	48	0
<b>Total</b>	<b>148</b>	<b>991</b>	<b>991</b>	<b>316</b>	<b>245</b>

Lottery Preference Program			
	COP	DTHP	NRHP
# of Units Available	991	316	245
# of Applications	177	454	7,590
# of Unique Certificate Holders	83	174	N/A
# of Occupants Who Rented	12	46	178
# of Occupants Who Purchased	0	8	40

TABLE 10. HOUSING PREFERENCE PROGRAM SUMMARY (continued)

Where they came from and where they were housed

Supervisor District	COP			DTHP			NHRP		
	Applicants	Successful Applicants	Occupants	Applicants	Successful Applicants	Occupants	Applicants	Successful Applicants	Occupants
District 1	0	0	0	8	2	0	1	0	0
District 2	0	0	1	7	2	4	33	0	4
District 3	3	1	1	18	8	7	822	15	14
District 4	0	0	0	15	6	1	52	2	2
District 5	19	3	7	24	7	0	875	20	2
District 6	14	1	0	10	3	17	952	47	61
District 7	4	1	0	12	2	1	18	1	0
District 8	1	0	0	14	2	1	28	0	0
District 9	3	0	2	25	6	19	4,487	115	116
District 10	19	6	1	15	4	4	194	16	19
District 11	0	0	0	17	9	0	103	1	0
Outside of SF	20	0	-	9	3		25	1	0
<b>Total</b>	<b>83</b>	<b>12</b>	<b>12</b>	<b>174</b>	<b>54</b>	<b>54</b>	<b>7,590</b>	<b>218</b>	<b>218</b>

TABLE 11. EVICTIONS FROM MOHCD-ASSISTED HOUSING

Number of Housing Developments	353
Number of Affordable Units	23,013
Number of Households (HHs) in the Units During the Period	26,037

Households Receiving Eviction Notices	% of Households	Unlawful Detainer Actions Filed in Court	% of Households	Total Number of Evictions	% of Households
<b>535</b>	2.05%	<b>169</b>	0.65%	<b>56</b>	0.22%

\* Includes data from 353 reports, out of 362 expected. The number of evictions is significantly lower than prior years because there was a ban on most forms of eviction during most of calendar year 2020.












**FIGURE 3.**  
**COMMUNITY DEVELOPMENT PERFORMANCE MEASURES**

Program Areas

 Access to Civil Justice	 HIV Supportive Housing
 Access to Housing	 Community Building
 Access to Opportunity	 Financial Capability
 Eviction Prevention and Housing Stabilization	 Capital Improvements


Investment Area

Housing Stabilization

<p><b>Strategy</b> </p> <p>Pre-Eviction Housing Law Services</p> <p><b>Performance Measure</b> Individuals receiving legal representation</p> <table border="1"> <thead> <tr> <th>FY 21-22 Goal</th> <th>Actual</th> <th>% of Goal</th> </tr> </thead> <tbody> <tr> <td>509</td> <td>843</td> <td>166%</td> </tr> </tbody> </table>	FY 21-22 Goal	Actual	% of Goal	509	843	166%	<p><b>Strategy</b> </p> <p>Rental Housing Counseling</p> <p><b>Performance Measure</b> Individuals receiving assistance in accessing housing, including preparing for successful rental application</p> <table border="1"> <thead> <tr> <th>Goal</th> <th>Actual</th> <th>% of Goal</th> </tr> </thead> <tbody> <tr> <td>2,619</td> <td>3,183</td> <td>122%</td> </tr> </tbody> </table>	Goal	Actual	% of Goal	2,619	3,183	122%	<p><b>Strategy</b> </p> <p>Homeownership Counseling</p> <p><b>Performance Measure</b> Individuals provided with pre-purchase education and counseling</p> <table border="1"> <thead> <tr> <th>FY 21-22 Goal</th> <th>Actual</th> <th>% of Goal</th> </tr> </thead> <tbody> <tr> <td>3,202</td> <td>3,873</td> <td>121%</td> </tr> </tbody> </table>	FY 21-22 Goal	Actual	% of Goal	3,202	3,873	121%
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<p><b>Strategy</b> </p> <p>Homeownership Counseling</p> <p><b>Performance Measure</b> Number of new homeowners created</p> <table border="1"> <thead> <tr> <th>FY 21-22 Goal</th> <th>Actual</th> <th>% of Goal</th> </tr> </thead> <tbody> <tr> <td>145</td> <td>233</td> <td>161%</td> </tr> </tbody> </table>	FY 21-22 Goal	Actual	% of Goal	145	233	161%	<p><b>Strategy</b> </p> <p>Housing Placed-Based Services</p> <p><b>Performance Measure</b> Residents participating in community building activities across HOPE SF, RAD and SRO sites</p> <table border="1"> <thead> <tr> <th>FY 21-22 Goal</th> <th>Actual</th> <th>% of Goal</th> </tr> </thead> <tbody> <tr> <td>4,000</td> <td>6,976</td> <td>174%</td> </tr> </tbody> </table>	FY 21-22 Goal	Actual	% of Goal	4,000	6,976	174%	<p><b>Strategy</b> </p> <p>Housing Placed-Based Services</p> <p><b>Performance Measure</b> Residents that complete 50% of the goals from case management plans</p> <table border="1"> <thead> <tr> <th>FY 21-22 Goal</th> <th>Actual</th> <th>% of Goal</th> </tr> </thead> <tbody> <tr> <td>150</td> <td>708</td> <td>472%</td> </tr> </tbody> </table>	FY 21-22 Goal	Actual	% of Goal	150	708	472%
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Investment Area


Housing Stabilization, continued...

**Strategy** 

Tenant Right to Counsel, Tenant-Based Rental Subsidies, and Tenant Counseling and Education

**Performance Measure**  
Individuals whose evictions have been prevented


FY 21-22 Goal	Actual	% of Goal
176	186	106%

**Strategy** 

HOPWA Housing and Long-Term Rental Subsidies and Supportive Services

**Performance Measure**  
Individuals living with HIV receiving subsidies and vouchers

FY 21-22 Goal	Actual	% of Goal
176	186	106%

**Strategy** 


HOPWA Housing and Long-Term Rental Subsidies and Supportive Services

**Performance Measure**  
Individuals receiving acuity-based assessments for housing placements

FY 21-22 Goal	Actual	% of Goal
118	118	100%

Investment Area

Anti-Displacement

**Strategy** 

Immigration and Family Law Legal Services

**Performance Measure**  
Individuals receiving legal representation

FY 21-22 Goal	Actual	% of Goal
2,451	2,097	86%

**Strategy** 

Convening and Collaboration

**Performance Measure**  
Residents engaged in opportunities for neighborhood involvement


Goal	Actual	% of Goal
21,670	10,240	47%

**Strategy** 

Convening and Collaboration

**Performance Measure**  
Cultural events, arts, cultural activities, and public place keeping projects completed by Cultural Districts

FY 21-22 Goal	Actual	% of Goal
27	648	2400%

**Strategy** 

Convening and Collaboration

**Performance Measure**  
Activities or projects completed that sustained a neighborhood's art, culture, tradition, way of life, history or overall ecosystem by Cultural Districts

FY 21-22 Goal	Actual	% of Goal
215	998	464%

**Strategy** 

Convening and Collaboration

**Performance Measure**  
Projects completed that address stabilization and economic growth needs in communities and neighborhoods by Cultural Districts

Goal	Actual	% of Goal
588	348	59%

Investment Area

Economic Self-Sufficiency

**Strategy** 

Consumer Law, Employment Law, and Benefits Advocacy Services

**Performance Measure**  
Individuals receiving legal representation

FY 21-22 Goal	Actual	% of Goal
510	545	107%

**Strategy** 

Community-Based Services

**Performance Measure**  
Individuals receiving case management as an element of service connection


FY 21-22 Goal	Actual	% of Goal
1,064	1,124	106%

**Strategy** 

Community-Based Services

**Performance Measure**  
Individuals who complete at least 50% of the goals from case management plan

FY 21-22 Goal	Actual	% of Goal
793	759	96%

**Strategy** 

Community-Based Services

**Performance Measure**  
Individuals trained in academic, work-place and life skills

FY 21-22 Goal	Actual	% of Goal
2,588	2,343	91%

**Strategy** 

Financial Capability Services

**Performance Measure**  
Individuals receiving credit counseling and repair services

FY 21-22 Goal	Actual	% of Goal
387	681	176%

**Strategy** 

Financial Capability Services

**Performance Measure**  
Individuals provided with financial counseling, education, and coaching

FY 21-22 Goal	Actual	% of Goal
944	827	88%

Investment Area

Capital Investment

**Strategy** 

Community Facilities

**Performance Measure**  
Nonprofit service providers receiving capital improvements to their facilities

FY 21-22 Goal	Actual	% of Goal
12	12	100%

**Strategy** 

Community Facilities

**Performance Measure**  
Nonprofit service providers receiving Capital Needs Assessments

FY 21-22 Goal	Actual	% of Goal
1	3	300%

TABLE 12. COMMUNITY DEVELOPMENT GRANTEES

- 3rd Street Youth Center & Clinic
- African Advocacy Network
- AIDS Legal Referral Panel of the SF Bay Area
- APA Family Support Services
- Asian Americans Advancing Justice - Asian Law Caucus
- Asian and Pacific Islander Wellness Center, Inc. (dba San Francisco Community Health Center)
- Asian Pacific American Community Center
- Asian Women's Shelter
- ASIAN, Inc.
- Asociacion Mayab
- Bay Area Legal Aid
- Bayview Hunters Point Multipurpose Senior Services, Inc.
- Bernal Heights Neighborhood Center
- Booker T. Washington Community Service Center
- Boys & Girls Clubs of San Francisco
- BRIDGE Regional Partners, Inc.
- Catholic Charities CYO of the Archdiocese of San Francisco
- Causa Justa :: Just Cause
- Center for Immigrant Protection dba The LGBT Asylum Project
- Centers for Equity and Success, Inc.
- Centers for Equity and Success, Inc., fiscal sponsor of San Francisco Black Leadership Academy
- Central American Resource Center - CARECEN - of Northern California
- Chinatown Community Development Center, Inc.
- Chinese for Affirmative Action
- Chinese Newcomers Service Center
- Chinese Progressive Association, Inc., fiscal sponsor of Excelsior Works!
- Collective Impact, DBA Mo' Magic
- Community Awareness Resources Entity
- Community Forward SF, Inc.
- Community Initiatives, fiscal sponsor of El/La Para TransLatinas
- Community Youth Center of San Francisco
- Consumer Credit Counseling Service of San Francisco dba BALANCE
- Covia Foundation
- Dolores Street Community Services, Inc.
- Donaldina Cameron House
- Episcopal Community Services of San Francisco
- Eviction Defense Collaborative, Inc.
- Filipino American Development Foundation
- Filipino-American Development Foundation, fiscal sponsor of Filipino Community Center
- Filipino-American Development Foundation, fiscal sponsor of Pin@y Educational Partnerships (PEP)
- Filipino-American Development Foundation, fiscal sponsor of SoMa Pilipinas
- Filipino-American Development Foundation, fiscal sponsor South of Market Community Action Network
- Five Keys Schools and Programs
- Gay, Lesbian, Bisexual, Transgender Historical Society
- Golden Gate Performing Arts, Inc.
- Good Samaritan Family Resource Center of San Francisco
- Goodwill Industries of San Francisco, San Mateo & Marin Counties
- Gum Moon Residence Hall
- Hearing and Speech Center of Northern California
- Homeless Children's Network
- Homeless Prenatal Program, Inc.
- Homeownership San Francisco
- Homies Organizing the Mission to Empower Youth (HOMEY)
- Housing and Economic Rights Advocates
- Instituto Laboral de la Raza, Inc.
- International Indian Treaty Council
- Intersection, fiscal sponsor of American Indian Cultural Center (AICC)
- Justice & Diversity Center of the Bar Association of San Francisco
- Kaboom!
- Kultivate Labs
- La Raza Centro Legal, San Francisco
- La Raza Community Resource Center, Inc.
- Larkin Street Youth Services
- Lavender Youth Recreation and Information Center, Inc.
- Legal Assistance to the Elderly, Inc.
- Legal Services For Children, Inc.
- LightHouse for the Blind and Visually Impaired
- Lower Polk Community Benefit District
- Lower Polk Community Benefit District, fiscal sponsor of the San Francisco Apartment Association
- Maitri Compassionate Care
- Mercy Housing California
- Mercy Housing California XVII, A California Limited Partnership
- Mission Asset Fund
- Mission Economic Development Agency
- Mission Housing Development Corporation
- Mission Neighborhood Centers, Inc.
- Mission Neighborhood Centers, Inc., fiscal sponsor of Mission Language and Vocational School
- Mujeres Unidas y Activas
- MyPath
- Native American Health Center, Inc.
- Nihonmachi Legal Outreach (dba Asian Pacific Islander Legal Outreach)
- Northeast Community Federal Credit Union
- One Treasure Island
- Open Door Legal

TABLE 12. COMMUNITY DEVELOPMENT GRANTEES

- Openhouse
- Pomeroy Recreation and Rehabilitation Center
- Portola Family Connection Center, Inc.
- Potrero Hill Neighborhood House
- PRC
- Public Health Foundation Enterprises, Inc. (dba Heluna Health), fiscal sponsor of SisterWeb
- Q Foundation (dba AIDS Housing Alliance)
- Rafiki Coalition for Health and Wellness
- Rebuilding Together San Francisco
- Richmond District Neighborhood Center, Inc.
- Safe & Sound
- Samoan Community Development Center, fiscal sponsor of the S.A.L.T. Coalition
- Samoan Community Development Center, Inc.
- San Francisco African American Chamber of Commerce Foundation
- San Francisco Community Empowerment and Support Group, Inc.
- San Francisco Foundation
- San Francisco Housing Authority
- San Francisco Housing Development Corporation
- San Francisco Study Center, Incorporated, fiscal sponsor of the Bill Sorro Housing Program
- San Francisco Study Center, Incorporated, fiscal sponsor of the Housing Rights Committee of San Francisco
- Self-Help for the Elderly
- SF CLOUT
- Shanti Project
- Shelter Tech
- Southeast Asian Development Center
- Southwest Community Corporation
- St. James Infirmary
- St. James Infirmary, fiscal sponsor of Compton's Transgender Cultural District
- Sunset District Community Development (dba Sunset Youth Services)
- Swords to Plowshares: Veterans Rights Organization
- Tabernacle Community Development Corporation
- Tenderloin Housing Clinic
- The African American Art & Culture Complex
- The Arc San Francisco
- The Bar Association of San Francisco
- The Friendship House Association of American Indians
- The Regents of the University of California, on behalf of its San Francisco campus
- The San Francisco Chapter of the A. Phillip Randolph Institute
- The San Francisco Lesbian Gay Bisexual Transgender Community Center
- The Southeast Asian Community Center
- The Tides Center, fiscal sponsor of the Arab Resource and Organizing Center
- The Transgender Advocates For Justice and Accountability Coalition
- Transgender, Gender Variant, Intersex Justice Project (TGIJP)
- United Playaz
- Wah Mei School
- West Bay Pilipino Multi-Services, Inc.
- Westside Community Mental Health Center
- Wu Yee Children's Services
- Young Community Developers
- Young Community Developers, Inc., fiscal sponsor of Stand in Peace International
- Young Men's Christian Association of San Francisco (Bayview Branch)
- Young Men's Christian Association of San Francisco (Chinatown Branch)
- Young Men's Christian Association of San Francisco (Mission Branch)
- Young Men's Christian Association of San Francisco (Urban Services Branch)



MAYOR'S OFFICE OF  
HOUSING &  
COMMUNITY DEVELOPMENT



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