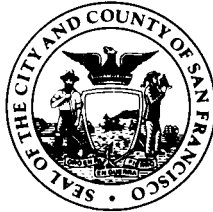


# **City and County of San Francisco**



## **DRAFT 2015-2016 Action Plan**

**For Public Review Between  
March 26, 2015 and April 24, 2015**

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

## **Welcome to San Francisco's DRAFT 2015-2016 Action Plan.**

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

- 1) This draft document is available for public review and comment between March 26, 2015 and April 24, 2015.
- 2) You may review the on-line version or review a hard copy of the draft document at the following locations:
  - MOHCD, 1 South Van Ness Avenue, 5<sup>th</sup> Floor;
  - OEWD at City Hall, Room 448, 1 Dr. Carlton B. Goodlett Place and 1 South Van Ness Avenue, 5<sup>th</sup> Floor; and
  - Main Branch of the SF Public Library, 100 Larkin Street, 5<sup>th</sup> Floor, Government Information Center.
- 3) Staff welcomes your comments in writing. They may be directed to: MOHCD, Action Plan Staff, 1 South Van Ness Avenue, 5<sup>th</sup> Floor, San Francisco, CA 94103. Your comments will be directed to the appropriate agency. In your comment, please be specific about your issue and refer to a specific section of the Draft Plan, if appropriate.
- 4) The close of the public comment period is April 24, 2015.
- 5) The public is invited to provide testimony on the Draft Action Plan at a public hearing on Tuesday, March 31, 2015 at 6:00pm. The hearing will take place at 1 South Van Ness Avenue, 2<sup>nd</sup> Floor Atrium Conference Room.
- 6) Thank you in advance for your participation in this process.
- 7) For more information, please call (415) 701-5500.

## Public Comment Form for Draft 2015-2016 Action Plan

**Your Name (optional):** \_\_\_\_\_

**Phone # (optional):** \_\_\_\_\_ **Email address (optional):** \_\_\_\_\_

**Comments (Please refer to specific section(s) of the Draft Report, if appropriate):**

[illegible]

Please send your comments to:  
MOHCD – Action Plan Staff  
1 South Van Ness Avenue, 5<sup>th</sup> Floor  
San Francisco, CA 94103

## **HOW TO RESPOND TO MOHCD'S PRELIMINARY FUNDING RECOMMENDATIONS:**

- **For applicants for Federal funds (CDBG, ESG, HOPWA and HOME)** - The March 31<sup>st</sup> public hearing with the Citizens Committee on Community Development (CCCD) is an opportunity to respond and provide feedback on the recommendations made by the CCCD.
- **For applicants for General Funds and Housing Trust Funds-** Please email your feedback to Brian Cheu ([Brian.Cheu@sfgov.org](mailto:Brian.Cheu@sfgov.org)) and Pierre Stroud ([Pierre.Stroud@sfgov.org](mailto:Pierre.Stroud@sfgov.org)).
- **For applicants for any funding source, there is also a Five Business Day Protest Period.** All protests must be received before 5pm on Thursday, April 2<sup>nd</sup>. Please see instructions below.

### **PROTEST PROCEDURES**

#### **1. Protest of Grant Award**

Within five business days of the City's issuance of a notice of intent to award the grant, any firm that has submitted a responsive proposal and believes that the City has incorrectly selected another proposer for award may submit a written notice of protest. Such notice of protest must be received by the City on or before the fifth business day after the City's issuance of the notice of intent to award.

The notice of protest must include a written statement specifying in detail each and every one of the grounds asserted for the protest. The protest must be signed by an individual authorized to represent the proposer, and must cite the law, rule, local ordinance, procedure or RFP provision on which the protest is based. In addition, the protestor must specify facts and evidence sufficient for the City to determine the validity of the protest.

#### **2. Delivery of Protests**

All protests must be received by 5:00p.m. on Thursday, April 2, 2015. If a protest is mailed, the protestor bears the risk of non-delivery within the deadlines specified herein. Protests should be transmitted by a means that will objectively establish the date the City received the protest. Protests or notice of protests made orally (e.g., by telephone) or via e-mail will not be considered.

If the City determines that a meeting with the party submitting the appeal is necessary, such meeting will be scheduled within ten (10) calendar days of the receipt of a protest to review and attempt to resolve the protest. Protests must be delivered to:

**Brian Cheu**  
**Director of Community Development**  
Mayor's Office of Housing and Community Development  
1 South Van Ness Ave., 5<sup>th</sup> Floor  
San Francisco, CA 94103

## **2015-2016 Action Plan Introduction**

The Office of Community Planning and Development (CPD) of the U.S. Department of Housing and Urban Development (HUD) requires that jurisdictions consolidate goals for all of its CPD programs into one strategic plan, called the Consolidated Plan. The four federal grant programs included in the Consolidated Plan are 1) the Community Development Block Grant (CDBG) program, 2) the Emergency Solutions Grant (ESG) program; 3) the HOME Investment Partnerships (HOME) program and 4) the Housing Opportunities for Persons With AIDS (HOPWA) program. San Francisco's Draft 2015-2019 Consolidated Plan is a five-year strategic plan that covers the time period of July 1, 2015 through June 30, 2020.

This Draft 2015-2016 Action Plan addresses the goals established in the Draft 2015-2019 Consolidated Plan and represents the annual implementation plan for the first year of the 2015-2019 Consolidated Plan. The Action Plan identifies specific programs and projects that have been recommended for funding for the 2015-2016 program year with CDBG, ESG, HOME and HOPWA funds. The Action Plan is submitted to HUD annually and constitutes an application for funds under the four federal funding sources. Please refer to the Draft 2015-2019 Consolidated Plan for background information, including a demographic profile of San Francisco, an analysis of community development and housing needs, and San Francisco's strategic plan for community development and housing.

The 2015-2019 Consolidated Plan will be submitted along with the 2015-2016 Action Plan to HUD in May 2015.

## Expected Resources

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

#### Introduction

For the 2015-2019 Consolidated Plan five-year time period, San Francisco anticipates the use of federal CDBG, HOME, ESG and HOPWA funds as well as local funds for the housing and community development activities described in this Plan. Local funding sources include General Fund, Housing Trust Fund and housing impact fees.

#### Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	16,489,944	2,000,000	733,347	19,223,291	60,000,000	Assumes approximately 5% reduction in entitlement funds each year and program income of \$500k each year.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
HOME	public - federal	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership TBRA	3,931,015	1,875,343	0	5,806,358	14,000,000	Assumes approximately 5% reduction in entitlement funds each year and program income of \$25k each year.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
HOPWA	public - federal	Permanent housing in facilities Permanent housing placement Short term or transitional housing facilities STRMU Supportive services TBRA	7,461,390	100,772	0	7,562,162	27,000,000	Assumes approximately 5% reduction in entitlement funds each year and program income of \$100k each year.



Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
ESG	public - federal	Conversion and rehab for transitional housing Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Rental Assistance Services Transitional housing	1,482,125	0	0	1,482,125	5,000,000	Assumes approximately 5% reduction in entitlement funds each year and no program income.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
General Fund	public - local	Acquisition Financial Assistance Homebuyer assistance Housing Multifamily rental new construction Multifamily rental rehab Public Services Rapid re-housing (rental assistance) Services Supportive services	10,000,000	0	0	10,000,000	40,000,000	Investments in Public Services and Housing from the City General Fund budget. Estimated at \$5,000,000 for services and \$5,000,000 for HOPE SF Housing each year.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
Housing Trust Fund	public - local	Acquisition Admin and Planning Homebuyer assistance Housing Multifamily rental new construction Multifamily rental rehab Public Improvements Rental Assistance	50,600,000	0	0	50,600,000	130,400,000	Local Housing Trust Fund (HTF). Total amount available in 2015-16 is \$50.6MM, of which \$25MM is borrowed and will be repaid from future HTF allocations. Outside of the borrowing, annual allocation increases \$2.8MM each year.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
Other	public - local	Acquisition Admin and Planning Homebuyer assistance Housing Multifamily rental new construction Multifamily rental rehab	4,000,000	0	0	4,000,000	16,000,000	Annual program income from former Redevelopment Agency assets.
Other	public - local	Acquisition Admin and Planning Housing Multifamily rental new construction	100,000,000	0	0	100,000,000	30,000,000	Housing Impact Fees include Inclusionary In-Lieu fees, Jobs-Housing Linkage Fees, and Development Agreement Fees. Amount available in Year 1 includes anticipated unspent balances from prior years.

**Table 1 - Expected Resources – Priority Table**

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

San Francisco leverages local and state dollars to support its community development activities in various ways.

The City's Housing Trust Fund provides funding for affordable housing development, homeownership counseling, eviction prevention, access to rental housing, downpayment assistance, neighborhood infrastructure, and homeowner home rehabilitation.

The South of Market Community Stabilization Fund provides resources to assist vulnerable South of Market residents and support affordable housing, economic development and community cohesion through a residential impact fee imposed on residential developers in that specific neighborhood.

The City's General Fund supports additional projects at MOHCD, primarily focusing on legal services for immigrants and for residents facing eviction; increased support for services for transitional age youth; increased support for immigrant communities seeking additional training in foundational life skills and transitions to self-sufficiency, and community planning efforts with residents in low-income communities.

In addition to CDBG workforce dollars, OEWD leverages WIA and local funds to execute local workforce development strategies.

WIA funds a comprehensive range of workforce development activities to benefit job seekers, laid off workers, youth, incumbent workers, new entrants to the workforce, veterans, persons with disabilities, and employers.

The purpose of these activities is to promote an increase in the employment, job retention, earnings, and occupational skills improvement by participants.

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

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

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

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

## **Discussion**

San Francisco will continue to leverage local, state, federal and private philanthropic dollars to maximize the effectiveness of HUD funds. The City strategically seek out other governmental funding opportunities such as Choice Neighborhood, Byrne, Promise Neighborhood, and other sources that support its integrated inter-departmental strategies of community revitalization. The City also utilizes its own property as appropriate to support the needs of the Consolidated Plan. In particular, the City has prioritized all appropriate surplus property to be dedicated first to affordable housing development, demonstrating the strong commitment the City has towards providing housing for its neediest residents.

## Annual Goals and Objectives

### AP-20 Annual Goals and Objectives

#### Goals Summary Information

Objective 1: Families and Individuals are Stably Housed											
Priority Need 1A: Develop and Maintain Affordable Housing											
Goal 1Ai. Increased supply of affordable housing											
Funding Amount	5-year \$ Amount	Year 1 \$ Amount		Year 2 \$ Amount		Year 3 \$ Amount		Year 4 \$ Amount		Year 5 \$ Amount	
CDBG	\$0	\$0		\$0		\$0		\$0		\$0	
HOME	\$11,887,150	\$5,787,150		\$0		\$0		\$2,500,000		\$3,600,000	
HOPWA											
ESG											
General Fund	\$0	\$0		\$0							
Housing Trust Fund	\$47,501,201	\$4,782,290		\$18,013,287		\$1,528,449		\$16,466,182		\$6,710,993	
Housing Impact Fees	\$125,094,945	\$63,587,850		\$38,081,514		\$14,971,551		\$7,033,818		\$1,420,212	
Low-Mod Income Housing Asset Fund	\$4,205,679	\$892,710		\$1,312,969		\$0		\$0		\$2,000,000	
Other	\$1,292,230	\$1,200,000		\$92,230		\$0		\$0		\$0	
OCII	\$187,115,000	\$107,350,000		\$3,015,000		\$26,485,000		\$44,235,000		\$6,030,000	
<b>Total</b>	<b>\$377,096,205</b>	<b>\$183,600,000</b>		<b>\$60,515,000</b>		<b>\$42,985,000</b>		<b>\$70,235,000</b>		<b>\$19,761,205</b>	
Performance Measures: Outcome Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt
Outcome Indicator 1Ai. Number of affordable housing units created	1,590	1,040	\$183,600,000	238	\$60,515,000	181	\$42,985,000	449	\$70,235,000	75	\$19,761,205
Performance Measures:	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	

Annual Action Plan  
2015

15

Output Indicators		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt
Output Indicator: Number of Permanent Supportive Housing units built for TAY (Parcel U, 17th & Folsom)	80	12	\$2,600,000	-	\$1,500,000	35	\$5,500,000	-	\$0	-	\$0
Output Indicator: Number of Permanent Supportive Housing units built for seniors (24th St)	140		\$1,500,000	35	\$7,250,000	-	\$0	100	\$26,000,000	-	\$0
Output Indicator: Number of Permanent Supportive Housing units built for veterans (MBS3E)	100	100	\$24,000,000	-	\$0	-	\$0	-	\$0	-	\$0
Output Indicator: Number of Permanent Supportive Housing units built for homeless families (20% set-aside for MBS6E, Parcel O, 1950 Mission, SWL 322-1, MBS6W)	200	110	\$21,200,000	41	\$10,353,000	29	\$7,497,000	20	\$4,447,000	15	\$3,353,000
Output Indicator: Number of affordable housing units built for low-income households at or below 60% AMI (non-homeless units for homeless family projects listed above, plus Alice Griffith Ph 1-3, HP Block 49, MBS7W, TB6, TB7)	1,250	818	\$134,300,000	162	\$41,412,000	117	\$29,988,000	329	\$39,788,000	60	\$16,408,205
Output Indicator: Number of BMR housing units developed (884 MOHCD inclusionary + 214 OCII inclusionary)	1,000										
Output Indicator: Number of workforce housing units developed beyond BMR	TBD										
<b>Goal 1Aii. Preserve and Maintain Affordable Housing Supply</b>											
<b>Funding Amount</b>	<b>5-year \$ Amount</b>	<b>Year 1 \$ Amount</b>		<b>Year 2 \$ Amount</b>		<b>Year 3 \$ Amount</b>		<b>Year 4 \$ Amount</b>		<b>Year 5 \$ Amount</b>	
CDBG	\$24,419,039	\$5,725,259		\$5,689,723		\$4,286,754		\$4,286,754		\$4,430,549	



HOME	\$10,800,000	\$2,500,000		\$3,600,000		\$1,100,000		\$3,600,000			
HOPWA	\$0										
ESG	\$0										
General Fund	\$8,527,531	\$92,716		\$3,356,667		\$1,692,716		\$1,692,716		\$1,692,716	
Housing Trust Fund	\$69,747,241	\$34,322,728		\$8,834,983		\$3,642,430		\$16,302,100		\$6,645,000	
Housing Impact Fees	\$76,916,044	\$29,392,694		\$29,889,010		\$7,324,040		\$1,992,900		\$8,317,400	
Low-Mod Income Housing Asset Fund	\$15,795,912	\$2,097,058		\$3,698,854		\$4,000,000		\$4,000,000		\$2,000,000	
Other	\$62,170,588	\$35,135,458		\$0		\$6,578,530		\$7,600,000		\$12,856,600	
OCII	\$19,547,988	\$2,500,000		\$17,047,988		\$0		\$0		\$0	
<b>Total</b>	<b>\$287,924,343</b>	<b>\$111,765,913</b>		<b>\$72,117,225</b>		<b>\$28,624,470</b>		<b>\$39,474,470</b>		<b>\$35,942,265</b>	
<b>Performance Measures: Outcome Indicators</b>	<b>5-year Goal</b>	<b>Year 1</b>		<b>Year 2</b>		<b>Year 3</b>		<b>Year 4</b>		<b>Year 5</b>	
		<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>
Outcome Indicator: Number of affordable housing units preserved or maintained	4,370	2,317	\$109,891,443	263	\$70,242,755	126	\$26,750,000	110	\$37,600,000	225	\$34,067,795
<b>Performance Measures: Output Indicators</b>	<b>5-year Goal</b>	<b>Year 1</b>		<b>Year 2</b>		<b>Year 3</b>		<b>Year 4</b>		<b>Year 5</b>	
		<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>
Output Indicator: Number of units where lead hazards are addressed	100	60									
Output Indicator: Number of public housing units converted to private ownership under the Rental Assistance Demonstration program	3,500	2,066	\$42,685,563								
Output Indicator: Number of single family homes rehabilitated	125	23									
Output Indicator: Number of multifamily units rehabilitated	150	105	\$21,705,880	156	\$32,194,767	16	\$4,000,000	14	\$3,500,000	65	\$11,067,795
Output Indicator: Number of public housing units rebuilt under HOPE SF	595	63	\$45,500,000	107	\$38,047,988	110	\$22,750,000	96	\$34,100,000	160	\$23,000,000
<b>Priority Need 1B: Make Housing Affordable</b>											

Goal 1Bi. Increased affordability of rental housing											
Funding Amount	5-year \$ Amount	Year 1 \$ Amount		Year 2 \$ Amount		Year 3 \$ Amount		Year 4 \$ Amount		Year 5 \$ Amount	
CDBG											
HOME											
HOPWA											
ESG											
General Fund											
Housing Trust Fund											
Housing Impact Fees											
Low-Mod Income Housing Asset Fund											
Other											
<b>Total</b>											
Performance Measures: Outcome Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt
Outcome Indicator: Number of lower income households served with the assistance of rental subsidies (LOSP)	400										
Performance Measures: Output Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt
Output Indicator: Number of units supported with rental subsidies (Shelter plus Care or VASH)	75										
Goal 1Bii. Increased opportunities for sustainable homeownership											
Funding Amount	5-year \$ Amount	Year 1 \$ Amount		Year 2 \$ Amount		Year 3 \$ Amount		Year 4 \$ Amount		Year 5 \$ Amount	
CDBG	\$1,689,790	\$337,958		\$337,958		\$337,958		\$337,958		\$337,958	
HOME											
HOPWA											
ESG											

General Fund	\$640,210	\$128,042		\$128,042		\$128,042		\$128,042		\$128,042	
Housing Trust Fund	\$17,000,000	\$2,344,365									
Housing Impact Fees											
Low-Mod Income Housing Asset Fund											
Other	\$1,775,000	\$783,187									
<b>Total</b>	<b>\$21,105,000</b>	<b>\$3,593,552</b>		<b>\$466,000</b>		<b>\$466,000</b>		<b>\$466,000</b>		<b>\$466,000</b>	
<b>Performance Measures: Outcome Indicators</b>	<b>5-year Goal</b>	<b>Year 1</b>		<b>Year 2</b>		<b>Year 3</b>		<b>Year 4</b>		<b>Year 5</b>	
		<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>
Outcome Indicator 1Bii. Number of new homeowners created	900	180									
<b>Performance Measures: Output Indicators</b>	<b>5-year Goal</b>	<b>Year 1</b>		<b>Year 2</b>		<b>Year 3</b>		<b>Year 4</b>		<b>Year 5</b>	
		<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>
Output Indicator: Number of new COP holders	300	46									
Output Indicator: Number of new EAHP holders	250	44									
Output Indicator: Number of individuals receiving pre-purchase education and counseling	12,500	2,500									
Output Indicator: Number of individuals receiving post-purchase education and counseling	1,750	350									
Output Indicator: Number of households receiving downpayment assistance loans	500	93									
Output Indicator: Number of households receiving loans to purchase shares in co-ops	50	0									
Output Indicator: Number of new BMR owners	635	82									
Output Indicator: Number of MCCs issued	250	45									

Output Indicator: Number of individuals submitting an online application for BMR homeownership housing	4,000	0									
<b>Goal 1Biii. Increase access to rental and homeownership housing</b>											
<b>Funding Amount</b>	<b>5-year \$ Amount</b>	<b>Year 1 \$ Amount</b>		<b>Year 2 \$ Amount</b>		<b>Year 3 \$ Amount</b>		<b>Year 4 \$ Amount</b>		<b>Year 5 \$ Amount</b>	
CDBG	\$931,920	\$186,384		\$186,384		\$186,384		\$186,384		\$186,384	
HOME											
HOPWA	\$200,505	\$40,101		\$40,101		\$40,101		\$40,101		\$40,101	
ESG	\$166,665	\$33,333		\$33,333		\$33,333		\$33,333		\$33,333	
General Fund	\$89,245	\$17,849		\$17,849		\$17,849		\$17,849		\$17,849	
Housing Trust Fund	\$17,225,000	\$2,519,796									
Housing Impact Fees											
Low-Mod Income Housing Asset Fund											
Other	\$5,000,000	\$3,107,606									
<b>Total</b>	<b>\$23,613,335</b>	<b>\$5,905,069</b>		<b>\$277,667</b>		<b>\$277,667</b>		<b>\$277,667</b>		<b>\$277,667</b>	
<b>Performance Measures: Outcome Indicators</b>	<b>5-year Goal</b>	<b>Year 1</b>		<b>Year 2</b>		<b>Year 3</b>		<b>Year 4</b>		<b>Year 5</b>	
		<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>
Outcome Indicator 1Biii. Number of households placed in BMR and affordable rental housing	1,000	233									
<b>Performance Measures: Output Indicators</b>	<b>5-year Goal</b>	<b>Year 1</b>		<b>Year 2</b>		<b>Year 3</b>		<b>Year 4</b>		<b>Year 5</b>	
		<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>
Output Indicator: Number of households submitting an online application for BMR rental housing	40,000	0									
Output Indicator: Number of households submitting an online application for affordable housing											

Output Indicator: Number of individuals receiving assistance in accessing housing, including preparing for successful rental application	10,800	2,160									
Output Indicator: Number of new and re-rental opportunities	500	233									
Output Indicator: Number of existing BMR rental units	1,000	828									
Output Indicator: Number of new COP holders	300	46									
Output Indicator: Number of new EAHP holders	250	44									
<b>Priority Need 1C: Prevent and Treat Homelessness</b>											
<b>Goal 1Ci. Reduced rate of evictions</b>											
<b>Funding Amount</b>	<b>5-year \$ Amount</b>	<b>Year 1 \$ Amount</b>		<b>Year 2 \$ Amount</b>		<b>Year 3 \$ Amount</b>		<b>Year 4 \$ Amount</b>		<b>Year 5 \$ Amount</b>	
CDBG	\$1,412,115	\$282,423		\$282,423		\$282,423		\$282,423		\$282,423	
HOME											
HOPWA											
ESG	\$2,436,370	\$487,274		\$487,274		\$487,274		\$487,274		\$487,274	
General Fund	\$7,314,160	\$1,462,832		\$1,462,832		\$1,462,832		\$1,462,832		\$1,462,832	
Housing Trust Fund	\$4,775,000	\$955,000		\$955,000		\$955,000		\$955,000		\$955,000	
Housing Impact Fees											
Low-Mod Income Housing Asset Fund											
Other											
<b>Total</b>	<b>\$15,937,645</b>	<b>\$3,187,529</b>		<b>\$3,187,529</b>		<b>\$3,187,529</b>		<b>\$3,187,529</b>		<b>\$3,187,529</b>	
<b>Performance Measures: Outcome Indicators</b>	<b>5-year Goal</b>	<b>Year 1</b>		<b>Year 2</b>		<b>Year 3</b>		<b>Year 4</b>		<b>Year 5</b>	
		<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>
Outcome Indicator 1Ci. Number of individuals whose evictions have been prevented	6,250	1,250									

Performance Measures: Output Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt
Output Indicator: Number of individuals receiving legal representation	5,800	1,160									
Output Indicator: Number of individuals receiving tenant education and counseling	11,500	2,300									
Output Indicator: Number of individuals receiving short-term rental assistance	3,450	690									
Output Indicator: Number of individuals receiving financial assistance, including moving costs, security deposits, utilities, last month's rent	600	120									
<b>Goal 1Cii. Transitional housing is available for those who need it</b>											
Funding Amount	5-year \$ Amount	Year 1 \$ Amount		Year 2 \$ Amount		Year 3 \$ Amount		Year 4 \$ Amount		Year 5 \$ Amount	
CDBG											
HOME											
HOPWA											
ESG	\$275,000	\$55,000		\$55,000		\$55,000		\$55,000		\$55,000	
General Fund											
Housing Trust Fund											
Housing Impact Fees											
Low-Mod Income Housing Asset Fund											
Other											
<b>Total</b>	<b>\$275,000</b>	<b>\$55,000</b>		<b>\$55,000</b>		<b>\$55,000</b>		<b>\$55,000</b>		<b>\$55,000</b>	
Performance Measures: Outcome Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt

Outcome Indicator 1Cii. Number of individuals and/or families moving to permanent housing		8									
<b>Performance Measures: Output Indicators</b>	<b>5-year Goal</b>	<b>Year 1</b>		<b>Year 2</b>		<b>Year 3</b>		<b>Year 4</b>		<b>Year 5</b>	
		<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>
Output Indicator: Number of individuals and/or families placed in transitional housing	330	15									
<b>Goal 1Ciii. Homeless people receive basic shelter and support services</b>											
<b>Funding Amount</b>	<b>5-year \$ Amount</b>	<b>Year 1 \$ Amount</b>		<b>Year 2 \$ Amount</b>		<b>Year 3 \$ Amount</b>		<b>Year 4 \$ Amount</b>		<b>Year 5 \$ Amount</b>	
CDBG	\$1,005,675	\$201,135		\$201,135		\$201,135		\$201,135		\$201,135	
HOME											
HOPWA											
ESG	\$3,921,460	\$784,292		\$784,292		\$784,292		\$784,292		\$784,292	
General Fund	\$53,690	\$10,738		\$10,738		\$10,738		\$10,738		\$10,738	
Housing Trust Fund											
Housing Impact Fees											
Low-Mod Income Housing Asset Fund											
Other											
<b>Total</b>	<b>\$4,980,825</b>	<b>\$996,165</b>		<b>\$996,165</b>		<b>\$996,165</b>		<b>\$996,165</b>		<b>\$996,165</b>	
<b>Performance Measures: Outcome Indicators</b>	<b>5-year Goal</b>	<b>Year 1</b>		<b>Year 2</b>		<b>Year 3</b>		<b>Year 4</b>		<b>Year 5</b>	
		<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>
Outcome Indicator 1Ciii. Number of individuals moved into more stable housing	330	222									
<b>Performance Measures: Output Indicators</b>	<b>5-year Goal</b>	<b>Year 1</b>		<b>Year 2</b>		<b>Year 3</b>		<b>Year 4</b>		<b>Year 5</b>	
		<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>

Output Indicator: Number of individuals receiving rapid-rehousing services, including case management, and housing placement	3,200	640									
Output Indicator: Number of individuals receiving short-term rental assistance											
Output Indicator: Number of individuals receiving financial assistance, including moving costs, security deposits, utilities, last month's rent											
Output Indicator: Number of individuals and families receiving shelter services	4,750	950									
Output Indicator: Number of units subsidized through LOSP											
<b>Priority Need 1D: Provide Supportive Housing Services</b>											
<b>Goal 1Di. Increased access to services for public housing residents</b>											
<b>Funding Amount</b>	<b>5-year \$ Amount</b>	<b>Year 1 \$ Amount</b>	<b>Year 2 \$ Amount</b>	<b>Year 3 \$ Amount</b>	<b>Year 4 \$ Amount</b>	<b>Year 5 \$ Amount</b>					
CDBG	\$3,359,830	\$671,966	\$671,966	\$671,966	\$671,966	\$671,966					
HOME											
HOPWA											
ESG											
General Fund	\$3,392,845	\$678,569	\$678,569	\$678,569	\$678,569	\$678,569					
Housing Trust Fund											
Housing Impact Fees											
Low-Mod Income Housing Asset Fund											
Other											
<b>Total</b>	<b>\$6,752,675</b>	<b>\$1,350,535</b>	<b>\$1,350,535</b>	<b>\$1,350,535</b>	<b>\$1,350,535</b>	<b>\$1,350,535</b>					
<b>Performance Measures:</b>	<b>5-year Goal</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>					



Outcome Indicators		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt
Outcome Indicator 1Di. Number of individuals and families with increased access to services	1,050	210									
Performance Measures: Output Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt
Output Indicator: Number of residents of public housing receiving transition and stabilization services											
Output Indicator: Number of residents engaged in case management across four HOPE SF sites	1,050	210									
Output Indicator: Number of resident service referrals across four HOPE SF sites	3,225	645									
<b>Goal 1Dii. Increased access to permanent supportive housing and transitional housing for PLWHA</b>											
Funding Amount	5-year \$ Amount	Year 1 \$ Amount		Year 2 \$ Amount		Year 3 \$ Amount		Year 4 \$ Amount		Year 5 \$ Amount	
CDBG											
HOME											
HOPWA	\$33,352,125	\$6,670,425		\$6,670,425		\$6,670,425		\$6,670,425		\$6,670,425	
ESG											
General Fund	\$6,569,385	\$1,313,877		\$1,313,877		\$1,313,877		\$1,313,877		\$1,313,877	
Housing Trust Fund											
Housing Impact Fees											
Low-Mod Income Housing Asset Fund											
Other											
<b>Total</b>	<b>\$39,921,510</b>	<b>\$7,984,302</b>		<b>\$7,984,302</b>		<b>\$7,984,302</b>		<b>\$7,984,302</b>		<b>\$7,984,302</b>	
Performance Measures: Outcome Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt

Outcome Indicator 1Dii: Number of individuals housed with appropriate support services	2,500	500									
<b>Objective 2: Communities Have Healthy Physical, Social, and Business Infrastructure</b>											
<b>Priority Need 2A: Enhance Community Facilities and Spaces</b>											
<b>Goal 2Ai. Key nonprofit service providers have high quality facilities</b>											
<b>Funding Amount</b>	<b>5-year \$ Amount</b>	<b>Year 1 \$ Amount</b>		<b>Year 2 \$ Amount</b>		<b>Year 3 \$ Amount</b>		<b>Year 4 \$ Amount</b>		<b>Year 5 \$ Amount</b>	
CDBG	\$12,843,605	\$2,568,721		\$2,568,721		\$2,568,721		\$2,568,721		\$2,568,721	
HOME											
HOPWA											
ESG											
General Fund	\$2,585,650	\$1,637,130		\$537,130		\$137,130		\$137,130		\$137,130	
Housing Trust Fund											
Housing Impact Fees											
Low-Mod Income Housing Asset Fund											
Other	\$1,000,000	\$1,000,000									
<b>Total</b>	<b>\$16,429,255</b>	<b>\$5,205,851</b>		<b>\$3,105,851</b>		<b>\$2,705,851</b>		<b>\$2,705,851</b>		<b>\$2,705,851</b>	
<b>Performance Measures: Outcome Indicators</b>	<b>5-year Goal</b>	<b>Year 1</b>		<b>Year 2</b>		<b>Year 3</b>		<b>Year 4</b>		<b>Year 5</b>	
		<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>
Outcome Indicator 2Ai. Improved capacity of nonprofit service providers to plan and secure resources for capital improvements	60	12									
<b>Performance Measures: Output Indicators</b>	<b>5-year Goal</b>	<b>Year 1</b>		<b>Year 2</b>		<b>Year 3</b>		<b>Year 4</b>		<b>Year 5</b>	
		<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>
Output Indicator: Number of nonprofit service providers receiving Capital Needs Assessments	60	12									
<b>Goal 2Aii. Enhanced public spaces</b>											

Funding Amount	5-year \$ Amount	Year 1 \$ Amount		Year 2 \$ Amount		Year 3 \$ Amount		Year 4 \$ Amount		Year 5 \$ Amount	
CDBG											
HOME											
HOPWA											
ESG											
General Fund											
Housing Trust Fund											
Housing Impact Fees											
Low-Mod Income Housing Asset Fund											
Other											
Performance Measures: Outcome Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt
Outcome Indicator 2Aii. Number of individuals with increased access to community and public spaces											
Performance Measures: Output Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt
Output Indicator: Number of community spaces improved through capital investments											
<b>Priority Need 2B: Strengthen Small Businesses and Commercial Corridors</b>											
<b>Goal 2Bi. Thriving, locally-owned small businesses</b>											
Funding Amount	5-year \$ Amount	Year 1 \$ Amount		Year 2 \$ Amount		Year 3 \$ Amount		Year 4 \$ Amount		Year 5 \$ Amount	
CDBG	\$5,000,000	\$1,121,561									
HOME											
HOPWA											
ESG											
General Fund	\$1,825,000	\$365,000									

Housing Trust Fund											
Housing Impact Fees											
Low-Mod Income Housing Asset Fund											
Other											
<b>Total</b>	<b>\$6,825,000</b>	<b>\$1,486,561</b>									
Performance Measures: Outcome Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt
Outcome Indicator 2Bi. Number of jobs created via business technical assistance	750	150		150		150		150		150	
Outcome Indicator 2Bi(2). Number of jobs created via loans funded	450	75		75		100		100		100	
Outcome Indicator 2Bi(3). Number of jobs retained via business technical assistance	1,125	225		225		225		225		225	
Outcome Indicator 2Bi(4). Number of jobs retained via loans funded	325	50		50		75		75		75	
Outcome Indicator 2Bi(5). Number of new businesses established via technical assistance provided	250	50		50		50		50		50	
Outcome Indicator 2Bi(6). Number of borrowers that graduate to conventional lending	50	10		10		10		10		10	
Performance Measures: Output Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt
Output Indicator: # of startup businesses assisted	1,500	300		300		300		300		300	
Output Indicator: # of existing businesses assisted	2,000	400		400		400		400		400	
Output Indicator: # of partners that engage non-English speakers as clients	64	10		12		12		15		15	

Output Indicator: # of long-term businesses in neighborhood commercial corridors assisted	500	75		75		100		125		125	
Output Indicator: # of loans funded	625	125		125		125		125		125	
Output Indicator: total dollar amount value of loans issued	\$20,500,000	\$3,500,000		\$4,000,000		\$4,000,000		\$4,000,000		\$5,000,000	
Output Indicator: % of loan repaid	90%	90%		90%		90%		90%		90%	
Output Indicator: # of Section 108 funded projects	3	1		0		1		0		1	
<b>Goal 2Bii. Robust commercial corridors in low-income neighborhoods</b>											
<b>Funding Amount</b>	<b>5-year \$ Amount</b>	<b>Year 1 \$ Amount</b>		<b>Year 2 \$ Amount</b>		<b>Year 3 \$ Amount</b>		<b>Year 4 \$ Amount</b>		<b>Year 5 \$ Amount</b>	
CDBG	\$1,950,655	\$390,131									
HOME											
HOPWA											
ESG											
General Fund	\$9,500,000	\$2,576,000									
Housing Trust Fund											
Housing Impact Fees											
Low-Mod Income Housing Asset Fund											
Other											
<b>Total</b>	<b>\$11,450,655</b>	<b>\$2,966,131</b>									
<b>Performance Measures: Outcome Indicators</b>	<b>5-year Goal</b>	<b>Year 1</b>		<b>Year 2</b>		<b>Year 3</b>		<b>Year 4</b>		<b>Year 5</b>	
		<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>
Outcome Indicator 2Bii. Number of jobs created	145	25		25		30		30		35	
Outcome Indicator 2Bii(2). Number of jobs retained	200	40		40		40		40		40	
Outcome Indicator 2Bii(3). Number of existing leases strengthened and businesses stabilized	170	20		30		30		40		50	

Performance Measures: Output Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt
Output Indicator: # of existing businesses assisted	575	100		100		125		125		125	
Output Indicator: # of openings and expansions assisted	57	10		10		10		12		15	
Output Indicator: # of organizations that achieved some development benchmark including formalization, 501(c)(3) status, new paid staff, sustainable funding source	27	5		5		5		5		7	
Output Indicator: # of façade improvement projects approved for grant funding	100	10		15		20		25		30	
Output Indicator: # of completed façade improvement projects	36	6		6		8		8		8	
Output Indicator: Total funds deployed for active and completed projects	\$2,500,000	\$500,000		\$500,000		\$500,000		\$500,000		\$500,000	
Output Indicator: # of ADA workshops provided	50	10		10		10		10		10	
Output Indicator: # of grants made to fund accessibility improvements	115	20		20		25		25		25	
Output Indicator: # of businesses assisted with ADA compliance	675	125		125		125		150		150	
Output Indicator: # of catalytic projects that achieve entitlement, groundbreaking, or grand opening	8	1		1		2		2		2	
Output Indicator: # of customized service plans developed or updated	115	20		20		25		25		25	
<b>Priority Need 2C: Increase Community Cohesion</b>											

Goal 2Ci. Increased supports for residents to convene and build social capital											
Funding Amount	5-year \$ Amount	Year 1 \$ Amount		Year 2 \$ Amount		Year 3 \$ Amount		Year 4 \$ Amount		Year 5 \$ Amount	
CDBG	\$2,066,360	\$413,272		\$413,272		\$413,272		\$413,272		\$413,272	
HOME											
HOPWA											
ESG											
General Fund	\$3,232,965	\$646,593		\$646,593		\$646,593		\$646,593		\$646,593	
Housing Trust Fund	\$1,800,000	\$360,000		\$360,000		\$360,000		\$360,000		\$360,000	
Housing Impact Fees											
Low-Mod Income Housing Asset Fund											
Other											
<b>Total</b>	<b>\$7,099,325</b>	<b>\$1,419,865</b>		<b>\$1,419,865</b>		<b>\$1,419,865</b>		<b>\$1,419,865</b>		<b>\$1,419,865</b>	
Performance Measures: Outcome Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt
Outcome Indicator 2Ci. Number of residents who report increased opportunities for neighborhood involvement	2,250	450									
Performance Measures: Output Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt
Output Indicator: Number of planning processes completed	17	5									
Output Indicator: Number of residents participating in MOHCD-supported civic engagement activities in their neighborhood	2,250	450									
Output Indicator: Number of residents participating in community building activities across four HOPE SF sites	1,630	326									

Output Indicator: Number of grants awarded through the community grantmaking process	70	14									
Output Indicator: Number of residents engaged in the community grantmaking process	75	15									
Output Indicator: Number of neighborhood-based collaborative efforts supported	70	14									
<b>Objective 3: Families and Individuals are Resilient and Economically Self-Sufficient</b>											
<b>Priority Need 3A: Promote Workforce Development</b>											
<b>Goal 3Ai. Increased job readiness</b>											
<b>Funding Amount</b>	<b>5-year \$ Amount</b>	<b>Year 1 \$ Amount</b>		<b>Year 2 \$ Amount</b>		<b>Year 3 \$ Amount</b>		<b>Year 4 \$ Amount</b>		<b>Year 5 \$ Amount</b>	
CDBG											
HOME											
HOPWA											
ESG											
General Fund											
Housing Trust Fund											
Housing Impact Fees											
Low-Mod Income Housing Asset Fund											
Other											
<b>Total</b>											
<b>Performance Measures: Outcome Indicators</b>	<b>5-year Goal</b>	<b>Year 1</b>		<b>Year 2</b>		<b>Year 3</b>		<b>Year 4</b>		<b>Year 5</b>	
		<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>
Outcome Indicator 3Ai. Percent of job readiness program participants who demonstrate proficiency in work readiness skills											
<b>Performance Measures:</b>	<b>5-year Goal</b>	<b>Year 1</b>		<b>Year 2</b>		<b>Year 3</b>		<b>Year 4</b>		<b>Year 5</b>	



Output Indicators		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt
Number of participants who complete work readiness activities											
<b>Goal 3Aii. Increased occupational skills that match labor market needs</b>											
Funding Amount	5-year \$ Amount	Year 1 \$ Amount		Year 2 \$ Amount		Year 3 \$ Amount		Year 4 \$ Amount		Year 5 \$ Amount	
CDBG											
HOME											
HOPWA											
ESG											
General Fund											
Housing Trust Fund											
Housing Impact Fees											
Low-Mod Income Housing Asset Fund											
Other											
<b>Total</b>											
Performance Measures: Outcome Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt
Outcome Indicator 3Aiii. 85% of participants who complete occupational training are employed for 90 days or more after placement											
Outcome Indicator 3Aiii(3). New earn-and-learn training models are implemented with state and/or federal registration											
Performance Measures: Output Indicators	5-year Goal	Year 1		Year 2		Year 3		Year 4		Year 5	
		Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt	Goal	\$ Amt
Number of participants placed in training											

Percent of participants that complete occupational training											
Number of participants attaining a state/industry recognized degree/certificate prior to program completion											
Number of participants with skills gains											
Number of participants placed in earn-and-learn opportunities											
Number of participants with skills gains											
Number of participants attaining a state/industry recognized degree											
<b>Goal 3Aiii. Access to job opportunities for disadvantaged San Francisco residents</b>											
<b>Funding Amount</b>	<b>5-year \$ Amount</b>	<b>Year 1 \$ Amount</b>		<b>Year 2 \$ Amount</b>		<b>Year 3 \$ Amount</b>		<b>Year 4 \$ Amount</b>		<b>Year 5 \$ Amount</b>	
CDBG											
HOME											
HOPWA											
ESG											
General Fund											
Housing Trust Fund											
Housing Impact Fees											
Low-Mod Income Housing Asset Fund											
Other											
<b>Total</b>											
<b>Performance Measures: Outcome Indicators</b>	<b>5-year Goal</b>	<b>Year 1</b>		<b>Year 2</b>		<b>Year 3</b>		<b>Year 4</b>		<b>Year 5</b>	
		<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>

Outcome Indicator 3Aiii. Increased % of disadvantaged San Francisco residents secure local jobs											
<b>Performance Measures: Output Indicators</b>	<b>5-year Goal</b>	<b>Year 1</b>		<b>Year 2</b>		<b>Year 3</b>		<b>Year 4</b>		<b>Year 5</b>	
		<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>
Output Indicator: Local, state, and federal mandates for hiring are met											
<b>Priority Need 3B: Promote Economic Advancement Through Barrier Removal</b>											
<b>Goal 3Bi. Improved service connections</b>											
<b>Funding Amount</b>	<b>5-year \$ Amount</b>	<b>Year 1 \$ Amount</b>		<b>Year 2 \$ Amount</b>		<b>Year 3 \$ Amount</b>		<b>Year 4 \$ Amount</b>		<b>Year 5 \$ Amount</b>	
CDBG	\$1,779,975	\$355,995		\$355,995		\$355,995		\$355,995		\$355,995	
HOME											
HOPWA											
ESG											
General Fund	\$4,297,855	\$859,571		\$859,571		\$859,571		\$859,571		\$859,571	
Housing Trust Fund											
Housing Impact Fees											
Low-Mod Income Housing Asset Fund											
Other	\$300,000	\$300,000									
<b>Total</b>	<b>\$6,377,830</b>	<b>\$1,515,566</b>		<b>\$1,215,566</b>		<b>\$1,215,566</b>		<b>\$1,215,566</b>		<b>\$1,215,566</b>	
<b>Performance Measures: Outcome Indicators</b>	<b>5-year Goal</b>	<b>Year 1</b>		<b>Year 2</b>		<b>Year 3</b>		<b>Year 4</b>		<b>Year 5</b>	
		<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>
Outcome Indicator 3Bi. Number of individuals with increased knowledge of available services	4,000	800									
<b>Performance Measures: Output Indicators</b>	<b>5-year Goal</b>	<b>Year 1</b>		<b>Year 2</b>		<b>Year 3</b>		<b>Year 4</b>		<b>Year 5</b>	
		<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>
Output Indicator: Number of individuals connected to one or more service(s)	4,065	865									

Output Indicator: Number of individuals receiving case management as an element of service connection	2,000	500									
<b>Goal 3Bii. Improved foundational competencies and access to job training and employment opportunities for disconnected populations</b>											
<b>Funding Amount</b>	<b>5-year \$ Amount</b>	<b>Year 1 \$ Amount</b>		<b>Year 2 \$ Amount</b>		<b>Year 3 \$ Amount</b>		<b>Year 4 \$ Amount</b>		<b>Year 5 \$ Amount</b>	
CDBG	\$3,892,215	\$778,443		\$778,443		\$778,443		\$778,443		\$778,443	
HOME											
HOPWA											
ESG											
General Fund	\$593,260	\$118,652		\$118,652		\$118,652		\$118,652		\$118,652	
Housing Trust Fund											
Housing Impact Fees											
Low-Mod Income Housing Asset Fund											
Other	\$300,000	\$300,000									
<b>Total</b>	<b>\$4,785,475</b>	<b>\$1,197,095</b>		<b>\$897,095</b>		<b>\$897,095</b>		<b>\$897,095</b>		<b>\$897,095</b>	
<b>Performance Measures: Outcome Indicators</b>	<b>5-year Goal</b>	<b>Year 1</b>		<b>Year 2</b>		<b>Year 3</b>		<b>Year 4</b>		<b>Year 5</b>	
		<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>
Outcome Indicator 3Bii. Number of individuals with increased foundational competencies	1,515	475									
<b>Performance Measures: Output Indicators</b>	<b>5-year Goal</b>	<b>Year 1</b>		<b>Year 2</b>		<b>Year 3</b>		<b>Year 4</b>		<b>Year 5</b>	
		<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>
Output Indicator: Number of individuals trained in foundational competencies	2,900	740									
<b>Goal 3Biii. Increased access to job retention and advancement supports through legal and other related services</b>											
<b>Funding Amount</b>	<b>5-year \$ Amount</b>	<b>Year 1 \$ Amount</b>		<b>Year 2 \$ Amount</b>		<b>Year 3 \$ Amount</b>		<b>Year 4 \$ Amount</b>		<b>Year 5 \$ Amount</b>	
CDBG	\$3,607,945	\$721,589		\$721,589		\$721,589		\$721,589		\$721,589	

HOME											
HOPWA											
ESG											
General Fund	\$14,930,045	\$2,986,009	\$2,986,009	\$2,986,009	\$2,986,009	\$2,986,009	\$2,986,009	\$2,986,009	\$2,986,009	\$2,986,009	\$2,986,009
Housing Trust Fund											
Housing Impact Fees											
Low-Mod Income Housing Asset Fund											
Other											
<b>Total</b>	<b>\$18,537,990</b>	<b>\$3,707,598</b>	<b>\$3,707,598</b>	<b>\$3,707,598</b>	<b>\$3,707,598</b>	<b>\$3,707,598</b>	<b>\$3,707,598</b>	<b>\$3,707,598</b>	<b>\$3,707,598</b>	<b>\$3,707,598</b>	<b>\$3,707,598</b>
<b>Performance Measures: Outcome Indicators</b>	<b>5-year Goal</b>	<b>Year 1</b>		<b>Year 2</b>		<b>Year 3</b>		<b>Year 4</b>		<b>Year 5</b>	
		<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>
Outcome Indicator 3Biii. Number of individuals with increased knowledge of their rights as determined by pre- and post-assessments	4,750	950									
Outcome Indicator 3Biii(2). Number of individuals that with positive Outcome Indicators for their legal cases	1,375	275									
<b>Performance Measures: Output Indicators</b>	<b>5-year Goal</b>	<b>Year 1</b>		<b>Year 2</b>		<b>Year 3</b>		<b>Year 4</b>		<b>Year 5</b>	
		<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>
Output Indicator: Number of individuals receiving legal representation	7,175	1,435									
Output Indicator: Number of individuals receiving education about workers' rights	2,175	435									
<b>Goal 3Biv. Improved financial literacy and management</b>											
<b>Funding Amount</b>	<b>5-year \$ Amount</b>	<b>Year 1 \$ Amount</b>		<b>Year 2 \$ Amount</b>		<b>Year 3 \$ Amount</b>		<b>Year 4 \$ Amount</b>		<b>Year 5 \$ Amount</b>	
CDBG	\$1,732,510	\$346,502		\$346,502		\$346,502		\$346,502		\$346,502	

HOME											
HOPWA											
ESG											
General Fund	\$407,490	\$183,498	\$168,498	\$18,498	\$18,498	\$18,498	\$18,498	\$18,498	\$18,498	\$18,498	\$18,498
Housing Trust Fund											
Housing Impact Fees											
Low-Mod Income Housing Asset Fund											
Other	\$452,336	\$324,818	\$127,518								
<b>Total</b>	<b>\$2,592,336</b>	<b>\$854,818</b>	<b>\$642,518</b>	<b>\$365,000</b>	<b>\$365,000</b>	<b>\$365,000</b>	<b>\$365,000</b>	<b>\$365,000</b>	<b>\$365,000</b>	<b>\$365,000</b>	<b>\$365,000</b>
<b>Performance Measures: Outcome Indicators</b>	<b>5-year Goal</b>	<b>Year 1</b>		<b>Year 2</b>		<b>Year 3</b>		<b>Year 4</b>		<b>Year 5</b>	
		<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>
Outcome Indicator 3Biv. Number of individuals that increase their savings by 5%	1,250	250									
Outcome Indicator 3Biv(2). Number of individuals that improve their credit score by 10 to 40 points	1,350	270									
Outcome Indicator 3Biv(3). Number of individuals that meet one or more goals of their financial plan	2,050										
<b>Performance Measures: Output Indicators</b>	<b>5-year Goal</b>	<b>Year 1</b>		<b>Year 2</b>		<b>Year 3</b>		<b>Year 4</b>		<b>Year 5</b>	
		<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>	<b>Goal</b>	<b>\$ Amt</b>
Output Indicator: Number of individuals opening up savings accounts and/or IDAs	1,375	275									
Output Indicator: Number of individuals receiving credit counseling and repair services	1,625	325									
Output Indicator: Number of individuals receiving financial counseling and education	9,000	1,800									

Output Indicator: Number of individuals that develop a financial plan											
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**Table 2 – Goals Summary**

## Goal Descriptions

1	<b>Goal Name</b>	Increased Supply of Affordable Housing
	<b>Goal Description</b>	New affordable and permanent supportive housing units will be developed.
2	<b>Goal Name</b>	Preserve and Maintain Affordable Housing Supply
	<b>Goal Description</b>	Existing affordable housing units will be preserved or maintained through remediating lead-based paint hazards, rehabilitating multiunit and single family homes; rehabilitation and conversion of public housing to nonprofit ownership and management under the RAD Program; and rebuilding dilapidated public housing under HOPE SF.
3	<b>Goal Name</b>	Increased Affordability of Rental Housing
	<b>Goal Description</b>	Pursue long-term rental support to provide deep affordability for permanent supportive housing.
4	<b>Goal Name</b>	Increased Opportunities for Sustainable Homeownership
	<b>Goal Description</b>	Programs to assist potential and existing homeowners will be expanded with education programs, down payment assistance and the continuation of successful homeownership programs.
5	<b>Goal Name</b>	Increase Access to Rental and Homeownership Housing
	<b>Goal Description</b>	Improve housing application system and the capacity of community-based organizations that assist clients find rental and homeownership opportunities.
6	<b>Goal Name</b>	Reduced Rate of Evictions
	<b>Goal Description</b>	Legal services and counseling will be provided to counsel individuals before a notice of unlawful detainer is filed, and full-scope representation will be offered to individuals who need legal services after having received notice.
7	<b>Goal Name</b>	Transitional Housing is Available for Those Who Need It
	<b>Goal Description</b>	Operating support will be provided to transitional housing facilities as appropriate, with priority given to vulnerable populations such as survivors of domestic violence.



8	<b>Goal Name</b>	Homeless People Receive Basic Shelter and Support
	<b>Goal Description</b>	Homeless individuals, particularly those in emergency shelters, will be provided supportive services focusing on providing foundational skills and transitioning them to more stable housing.
9	<b>Goal Name</b>	Increased Access to Services for Public Housing Residents
	<b>Goal Description</b>	Provide support services for public housing residents to assist them with transition of their public housing from housing authority control to nonprofit ownership and management under the RAD or HOPE SF programs.
10	<b>Goal Name</b>	Increased Access to Permanent Supportive Housing and Transitional Housing for PLWHA
	<b>Goal Description</b>	Operating support and program support will be provided to residential care facilities for the chronically ill serving PLWHA, and to transitional housing specifically targeting PLWHA.
11	<b>Goal Name</b>	Key Nonprofit Service Providers Have High Quality Facilities
	<b>Goal Description</b>	Capital funds will be made available for rehabilitation, tenant improvements, and new construction for community facilities, as well as providing service providers with capital needs assessments and asset reserve analyses to ensure long-term sustainability of these facilities.
12	<b>Goal Name</b>	Enhanced Public Spaces
	<b>Goal Description</b>	Funding will be made available to enhance public spaces, focusing on greening efforts in low-income communities and enhancements to neighborhoods impacted by increased housing density.
13	<b>Goal Name</b>	Thriving, Locally-Owned Small Businesses
	<b>Goal Description</b>	Community Development Block Grants will be utilized to provide a variety of support for small businesses and entrepreneurs in San Francisco. Central to this support is technical assistance for entrepreneurs who want to establish a new microenterprise or small business, and for owners who seek to strengthen or expand their existing small business.
14	<b>Goal Name</b>	Robust Commercial Corridors in Low-Income Neighborhoods
	<b>Goal Description</b>	Community Development Block Grants will be utilized to strengthen commercial corridors in low- and moderate-income areas. Activities fall in a variety of categories including business attraction, physical improvements to businesses and in neighborhoods, and capacity-building to help neighborhood stakeholders manage and improve commercial districts.

15	<b>Goal Name</b>	Increased Supports for Residents to Convene and Build Social Capital
	<b>Goal Description</b>	Community planning efforts will be supported that bring together residents to build social capital in low-income communities, including programming that allows residents to invest directly in community building grant opportunities.
16	<b>Goal Name</b>	Increased Job Readiness
	<b>Goal Description</b>	Individuals will be provided with services that help build job search competencies.
17	<b>Goal Name</b>	Increased Occupational Skills that Match Labor Market Needs
	<b>Goal Description</b>	Individuals will be provided with job-driven, sector-specific occupational skills training.
18	<b>Goal Name</b>	Access to Job Opportunities for Disadvantaged San Francisco Residents
	<b>Goal Description</b>	Individuals will be provided with priority access to potential job opportunities.
19	<b>Goal Name</b>	Improved Service Connections
	<b>Goal Description</b>	Community centers that serve as neighborhood and constituency hubs will be enhanced through service connection resources that allow residents to better access the existing social service infrastructure citywide and in their neighborhoods
20	<b>Goal Name</b>	Improved Foundational Competencies and Access to Job Training and Employment Opportunities for Disconnected Populations
	<b>Goal Description</b>	Individuals will be provided with foundational competencies that will move them into the City's workforce development system and provide them skills towards achieving economic self-sufficiency
21	<b>Goal Name</b>	Increased Access to Job Retention and Advancement Supports
	<b>Goal Description</b>	Individuals will be provided with legal services and other tools that will allow them to maintain their residency and employment and feel safe where they are living to ensure their ability to move towards self-sufficiency

22	<b>Goal Name</b>	Improved Financial Literacy and Management
	<b>Goal Description</b>	Individuals and families will be provided with financial literacy skills linked to key financial events in their lives that will promote asset building and increase housing stability

## **Projects**

### **AP-35 Projects – 91.220(d)**

#### **Introduction**

San Francisco's 2015-2016 proposed projects are listed in AP-38 Project Summary. The proposed projects are listed by funding source (i.e., CDBG, ESG, HOPWA, HOME, General Fund, Housing Trust Fund, Other Funding Sources) and then by Consolidated Plan goals. Proposed projects that are funded by more than one funding source will be listed separately under each of the funding sources.

**AP-38 Project Summary**  
**Project Summary Information**

## 2015-2016 CDBG and General Fund\* Recommendations

This list of funding recommendations is organized by five-year objectives, priority needs and goals that are described in the 2015-2019 Consolidated Plan. While a recommended project may meet more than one goal, it is only listed under its primary goal.

### Objective 1: Families and Individuals are Stably Housed

#### ➤ Priority Need 1A: Develop and Maintain Affordable Housing

- Goal 1Aii. Preserve and Maintain Affordable Housing Supply

Agency Name	Project Description	2015-2016 Funding Recommendation
Asian Neighborhood Design	Architectural/planning services for MOHCD funded housing projects	\$50,828
Bernal Heights Neighborhood Center	Residential building rehabilitation	\$27,750
Bernal Heights Neighborhood Center	Residential building rehabilitation	\$35,000
Bernal Heights Neighborhood Center	Residential building rehabilitation	\$35,000
Chinatown Community Development Center	Residential building rehabilitation	\$19,005
Mayor's Office of Housing and Community Development	Housing development pool - CDBG (includes \$1,500,000 of CDBG program income in a revolving loan pool)	\$4,410,207
Mayor's Office of Housing and Community Development	Lead hazard reduction program matching funds	\$450,000
Mayor's Office of Housing and Community Development	Housing program delivery	\$675,000
Mayor's Office of Housing and Community Development	Housing development grant funding pool	\$379,797
Rebuilding Together San Francisco	Critical home repairs for homeowners	\$30,000
Tenderloin Neighborhood Development Corporation	Preservation of existing housing portfolio/recapitalization	\$3,820
Tenderloin Neighborhood Development Corporation	Residential building rehabilitation at scattered sites	\$123,270
	<b>Sub Total</b>	<b>\$6,239,677</b>

\* General Fund Amount is subject to Board of Supervisors' approval of Mayor's proposed budget

➤ Priority Need 1B: Make Housing Affordable

- Goal 1Bii. Increased opportunities for sustainable homeownership

Agency Name	Project Description	2015-2016 Funding Recommendation
ASIAN, Inc.	Pre-purchase and foreclosure intervention counseling services	\$50,000
Consumer Credit Counseling Service of San Francisco	Pre-purchase homeownership counseling and information and referral services	\$50,000
Housing and Economic Rights Advocates	Foreclosure intervention services through legal counseling and representation	\$50,000
Mission Economic Development Agency	Pre- and post-purchase homebuyer education and counseling services, including foreclosure prevention	\$70,000
San Francisco Community Land Trust	Education and technical assistance for residents and boards of existing and proposed co-ops	\$36,000
San Francisco Housing Development Corporation	Pre- and post-purchase homebuyer education counseling and information and referral services	\$50,000
SF LGBT Community Center	Pre-purchase homebuyer education and counseling services	\$50,000
<b>Sub Total</b>		<b>\$356,000</b>

- Goal 1Biii. Increase access to rental and homeownership housing

Agency Name	Project Description	2015-2016 Funding Recommendation
Homeless Prenatal Program, Inc.	Short-term financial assistance and workshops to help families obtain and retain safe housing	\$65,000
Independent Living Resource Center of SF	Rental housing counseling, financial management education and application assistance services for primarily disabled persons	\$35,000
San Francisco AIDS Foundation	Housing information and referral project	\$71,334
Self-Help for the Elderly	Tenant counseling, advocacy and eviction prevention assistance primarily for elderly renters	\$25,000
<b>Sub Total</b>		<b>\$196,334</b>

\* General Fund Amount is subject to Board of Supervisors' approval of Mayor's proposed budget

➤ **Priority Need 1C: Prevent and Treat Homelessness**

- Goal 1Ci. Reduced rate of evictions

<b>Agency Name</b>	<b>Project Description</b>	<b>2015-2016 Funding Recommendation</b>
Causa Justa :: Just Cause	Housing counseling , advocacy and eviction prevention services	\$50,000
Chinatown Community Development Center	Tenant counseling primarily for monolingual Chinese households	\$50,000
Compass Family Services	Homeless and eviction prevention services and housing counseling for individuals and families	\$40,000
Legal Assistance to the Elderly	Legal services focused on housing, primarily for seniors and adults with disabilities	\$30,000
San Francisco Study Center - Housing Rights Committee of San Francisco	Tenant counseling, advocacy and education for renters to ensure housing stability and avoid eviction	\$60,000
Self-Help for the Elderly	Housing counseling and placement assistance	\$25,000
Tenderloin Housing Clinic, Inc.	Legal counseling and representation for tenants threatened with eviction	\$42,500
	<b>Sub Total</b>	<b>\$297,500</b>

- Goal 1Ciii. Homeless people receive basic shelter and support services

<b>Agency Name</b>	<b>Project Description</b>	<b>2015-2016 Funding Recommendation</b>
Central City Hospitality House	Shelter services primarily for single men	\$65,000
Community Awareness & Treatment Services	Shelter services primarily for women	\$50,000
Mission Neighborhood Health Center	Leadership development and case management services for homeless persons	\$46,873
YMCA of San Francisco (Bayview)	Respite services for homeless persons	\$50,000
	<b>Sub Total</b>	<b>\$211,873</b>

\* General Fund Amount is subject to Board of Supervisors' approval of Mayor's proposed budget



➤ Priority Need 1D: Provide Supportive Housing Services

- Goal 1Di. Increased access to services for public housing residents

Agency Name	Project Description	2015-2016 Funding Recommendation
APA Family Support Services/YMCA of San Francisco (Bayview)	Service connection for primarily public housing residents in Sunnydale-Velasco and greater Visitacion Valley	\$45,000
BRIDGE Regional Partners, Inc.	Community engagement and services for primarily public housing residents in Potrero Terraces and Annex and surrounding neighborhood	\$155,000
Mayor's Office of Housing and Community Development	HOPE SF program delivery	\$75,000
Potrero Hill Neighborhood House	Community outreach, engagement and service connection in Potrero Terraces and Annex and surrounding neighborhood	\$55,136
Together United Recommitted Forever (T.U.R.F.)	Community outreach, engagement and service connection for primarily public housing residents in Sunnydale-Velasco and greater Visitacion Valley	\$50,000
Urban Services YMCA	Service connection for primarily public housing residents in Potrero Terraces and Annex and surrounding neighborhood	\$82,703
YMCA of San Francisco (Bayview)	Community building and service connection for primarily public housing residents in Hunters View and greater Bayview/Hunters Point	\$245,000
<b>Sub Total</b>		<b>\$707,839</b>

**Objective 2: Communities Have Healthy Physical, Social, and Business Infrastructure**

➤ Priority Need 2A: Enhance Community Facilities and Spaces

- Goal 2Ai. Key nonprofit service providers have high quality facilities

Agency Name	Project Description	2015-2016 Funding Recommendation
Asian Neighborhood Design	Architectural/planning services for MOHCD funded capital projects	\$45,000

\* General Fund Amount is subject to Board of Supervisors' approval of Mayor's proposed budget

<b>Agency Name</b>	<b>Project Description</b>	<b>2015-2016 Funding Recommendation</b>
Bernal Heights Neighborhood Center	Renovation of HVAC, roof and ceiling, exterior weatherproofing, HVAC/water heater and doors at a multipurpose facility	\$99,015
Boys & Girls Clubs of San Francisco	Replace heating unit in a community youth facility	\$42,500
Brava! for Women in the Arts	Tenant improvements to interior programming and office space at a multipurpose facility	\$37,275
Chinese for Affirmative Action	Construction of a hydraulic elevator and data cable routing and installation at a multipurpose facility	\$200,000
Donaldina Cameron House	Renovation of kitchen in a multipurpose facility	\$168,362
Epiphany Center (DBA for Mount St. Joseph-St. Elizabeth)	Removal of ADA barriers and kitchen renovation in a child development and family support services facility	\$89,000
Friendship House Association of American Indians	Renovation of restroom space in a rehabilitation housing development facility	\$70,000
Justice & Diversity Center of the Bar Association of San Francisco	Replacement of roof of a facility offering homeless advocacy and legal support services	\$60,000
Maitri Compassionate Care	Renovation of roof, ADA barrier removal, fire and alarm system, electrical upgrades and façade at residential care facility serving persons with HIV/AIDS	\$139,768
Mayor's Office of Housing and Community Development	Capital program delivery	\$300,000
Mayor's Office of Housing and Community Development	Tenant improvements for nonprofit space in the Jessie Hotel (includes \$500,000 in CDBG program income)	\$946,949
Mission Neighborhood Centers	Tenant improvements to expand a planned childcare facility and to create office space for child care staff and space for family counseling	\$105,700
Portola Family Connections	Renovation of roof in a facility serving children and families	\$168,300
Richmond District Neighborhood Center	Construction of ADA ramp and renovation of sewer line at a multipurpose facility	\$82,509

\* General Fund Amount is subject to Board of Supervisors' approval of Mayor's proposed budget

<b>Agency Name</b>	<b>Project Description</b>	<b>2015-2016 Funding Recommendation</b>
San Francisco Housing Development Corporation	Tenant improvements for reconfiguration of office space and HVAC renovation in a facility that provides housing, financial counseling and supportive services	\$87,000
Wu Yee Children's Services	Rehabilitation of HVAC system in a facility that provides child development and family support services	\$64,473
	<b>Sub Total</b>	<b>\$2,705,851</b>

➤ Priority Need 2B: Strengthen Small Businesses and Commercial Corridors

- Goal 2Bi. Thriving, locally-owned small businesses

<b>Agency Name</b>	<b>Project Description</b>	<b>2015-2016 Funding Recommendation</b>
La Cocina	Kitchen incubator and technical assistance for food based micro-entrepreneurs	\$50,000
Lawyers' Committee for Civil Rights of the San Francisco Bay Area	Legal services for entrepreneurs	\$75,000
Mission Asset Fund	Building credit and access to capital for micro-entrepreneurs	\$50,000
Mission Economic Development Agency	Technical assistance for Mission Bernal commercial corridor businesses	\$25,000
Mission Economic Development Agency	Technical assistance for Mission Street (16th-25th) commercial corridor businesses	\$25,000
Mission Economic Development Agency	Technical assistance in English and Spanish for micro-entrepreneurs	\$75,000
Northeast Community Federal Credit Union	Business technical assistance on ADA Compliance	\$75,000
OEWD/Small Business Development Center	Technical assistance for small businesses	\$166,561
Office of Economic and Workforce Development	Section 108 repayment contingency	\$262,308
Pacific Community Ventures	Access to capital and technical assistance for small businesses	\$45,000
Renaissance Entrepreneurship Center	Technical assistance for micro-entrepreneurs	\$75,000
Renaissance Entrepreneurship Center	Technical assistance in English and Spanish to women entrepreneurs	\$40,000

\* General Fund Amount is subject to Board of Supervisors' approval of Mayor's proposed budget

Agency Name	Project Description	2015-2016 Funding Recommendation
Renaissance Entrepreneurship Center	Technical assistance BizFitSF for Leland Avenue commercial corridor small businesses	\$25,000
SF LGBT Community Center	Technical assistance, credit building microloans, workshops and mentorship	\$45,000
SFMade	Technical assistance for local manufacturers	\$65,000
South of Market Foundation	Technical assistance with focus on loan packaging	\$65,000
South of Market Foundation	Technical assistance for Central Market commercial corridor businesses	\$25,000
South of Market Foundation	Technical assistance for Tenderloin commercial corridor businesses	\$25,000
Southeast Asian Community Center	Technical assistance for Larkin Street/Little Saigon commercial corridor businesses	\$25,000
Southeast Asian Community Center	Technical assistance for Sunset District commercial corridor businesses	\$25,000
Southeast Asian Community Center	Technical assistance in English and Chinese for small businesses citywide	\$75,000
Wu Yee Children's Services	Technical assistance for child care businesses	\$45,000
	<b>Sub Total</b>	<b>\$1,383,869</b>

- Goal 2Bii. Robust commercial corridors in low-income neighborhoods

Agency Name	Project Description	2015-2016 Funding Recommendation
Asian Neighborhood Design	Architectural services for Invest in Neighborhoods small businesses	\$60,131
Bay Area Community Resource/Excelsior Action Group	Excelsior commercial corridor revitalization	\$70,000
Bay Area Community Resource/Portola Neighborhood Association	Portola San Bruno Avenue commercial corridor revitalization	\$70,000
North of Market Neighborhood Improvement Corp.	Tenderloin commercial corridor revitalization	\$45,000
Ocean Avenue Association	Ocean Avenue commercial corridor revitalization and technical assistance	\$30,000
Renaissance Entrepreneurship Center	Technical assistance BizFitSF for Third Street commercial corridor small	\$75,000

\* General Fund Amount is subject to Board of Supervisors' approval of Mayor's proposed budget

Agency Name	Project Description	2015-2016 Funding Recommendation
	businesses	
South of Market Foundation	Technical assistance and commercial corridor assistance for Fillmore/Western Addition commercial corridor	\$40,000
	<b>Sub Total</b>	<b>\$390,131</b>

➤ Priority Need 2C: Increase Community Cohesion

- Goal 2Ci. Increased supports for residents to convene and build social capital

Agency Name	Project Description	2015-2016 Funding Recommendation
Compasspoint Nonprofit Services	Technical assistance, consultation and workshop vouchers for CDBG-funded agencies	\$100,000
Earned Assets Resource Network/Office of the Treasurer	Staff training on financial education for CDBG grantees	\$14,000
HomeownershipSF	Capacity building for a collaborative of five agencies that provide homeownership assistance	\$45,000
Mercy Housing California	Community engagement and services for primarily public housing residents in Sunnydale-Velasco and greater Visitacion Valley	\$65,000
Northern California Community Loan Fund	Asset management planning for CDBG/HOPWA-eligible facilities	\$153,334
Prevent Child Abuse California	Organizational capacity building through participation in the Family Economic Success Certification Program, which offers training and peer support to nonprofit benefits providers	\$20,000
Richmond District Neighborhood Center	Organizational capacity building through participation in SF Neighborhood Centers Together, which offers training and peer support to Executive Directors	\$38,000
	<b>Sub Total</b>	<b>\$435,334</b>

\* General Fund Amount is subject to Board of Supervisors' approval of Mayor's proposed budget

### Objective 3: Families and Individuals are Resilient and Economically Self-Sufficient

#### ➤ Priority Need 3A: Promote Workforce Development

- Goal 3Ai. Increased job readiness

Agency Name	Project Description	2015-2016 Funding Recommendation
Central City Hospitality House	Neighborhood Access Point	\$100,000
Collective Impact (dba Mo' Magic)	Neighborhood Access Point and Young Adult WorkLink Services	\$70,000
Goodwill Industries of San Francisco, San Mateo & Marin Counties	Criminal justice and re-entry services in support of the One Stop system	\$125,000
Hearing and Speech Center of Northern California	Neighborhood Access Point and Young Adult WorkLink Services	\$42,500
Positive Resource Center	Neighborhood Access Point	\$100,000
Vietnamese Youth Development Center	Young Adult Bridge services	\$60,000
Sub Total		\$497,500

- Goal 3Aii. Increased occupational skills that match labor market needs

Agency Name	Project Description	2015-2016 Funding Recommendation
Bayview Hunter's Point Center for Arts & Technology	Young Adult Bridge services	\$75,000
Community Housing Partnership	Vocational skills training in the hospitality sector	\$75,000
Episcopal Community Services of SF	Vocational skills training in the hospitality sector	\$100,000
In-Home Supportive Services Consortium of San Francisco, Inc.	Vocational skills training in the health care sector	\$75,000
Mission Hiring Hall	Vocational skills training in the hospitality sector	\$150,000
Mission Language and Vocational School, Inc.	Vocational skills training in the health care sector	\$100,000
Office of Economic and Workforce Development	Workforce development services	\$90,000
Sub Total		\$665,000

\* General Fund Amount is subject to Board of Supervisors' approval of Mayor's proposed budget

- Goal 3Aiii. Access to job opportunities for disadvantaged San Francisco residents

Agency Name	Project Description	2015-2016 Funding Recommendation
Community Center Pjt of SF (dba the San Francisco LGBT Community Center)	Neighborhood Access Point	\$120,000
Compass Family Services	Neighborhood Access Point	\$50,000
Mission Economic Development Agency	Neighborhood Access Point	\$152,000
Toolworks	Neighborhood Access Point	\$55,000
Upwardly Global	Neighborhood Access Point	\$75,000
Young Community Developers	Neighborhood Access Point and Young Adult WorkLink Services	\$65,000
	<b>Sub Total</b>	<b>\$517,000</b>

➤ Priority Need 3B: Promote Economic Advancement Through Barrier Removal

- Goal 3Bi. Improved service connections

Agency Name	Project Description	2015-2016 Funding Recommendation
APA Family Support Services/SCDC	Service connection in housing assistance, immigration and naturalization, employment, senior services, advocacy, information and referrals and outreach primarily for Samoan and Pacific Islander communities	\$50,000
Arab Cultural and Community Center	Culturally and linguistically specific resources that address safety, economic, housing and workplace needs for individual and families	\$50,000
Community Youth Center-San Francisco (CYC-SF)	Culturally competent and linguistically acceptable social services primarily for Asian residents in the Bayview, including access to employment, family support, childcare services, education, financial literacy, housing counseling and other supportive services	\$50,000

\* General Fund Amount is subject to Board of Supervisors' approval of Mayor's proposed budget

<b>Agency Name</b>	<b>Project Description</b>	<b>2015-2016 Funding Recommendation</b>
Filipino-American Development Foundation: Filipino Community Center	Bilingual and bicultural case management services primarily for the Filipino community	\$70,000
Hearing and Speech Center of Northern California	Increase the early identification of hearing loss, support participants in accepting this loss, and connect them to services that can provide treatment and help them to thrive	\$50,000
Lavender Youth Rec. & Info. Ct.(LYRIC)	Youth advocacy and case management services primarily for LGBTQQ transitional age youth between ages 18 and 24 to connect them to urgently needed resources, build their capacity to improve their lives and support them in moving toward self sufficiency	\$50,000
United Playaz	Case management and support services to direct youth away from influences that sustain at risk behavior and towards strengthening skills for self-sufficiency and becoming agents of change for their community	\$55,000
	<b>Sub Total</b>	<b>\$375,000</b>

- Goal 3Bii. Improved foundational competencies and access to job training and employment opportunities for disconnected populations

<b>Agency Name</b>	<b>Project Description</b>	<b>2015-2016 Funding Recommendation</b>
Booker T. Washington Community Service Center	Academic support, technology training, life skills and coaching for transitional age youth	\$40,000
Community Youth Center-San Francisco (CYC-SF)	Academic assistance, life skills building and support for at-risk, underserved young adults to enhance their educational/career outlook	\$50,000
Donaldina Cameron House	ESL and job readiness classes primarily for new immigrants	\$50,000
Episcopal Community Services of San Francisco	Foundational competencies programming, primarily for homeless adults	\$70,000
Homies Organizing the Mission to Empower Youth (HOMEY)	Foundational competencies programming, primarily for individuals re-entering from the correctional system	\$50,000

\* General Fund Amount is subject to Board of Supervisors' approval of Mayor's proposed budget



<b>Agency Name</b>	<b>Project Description</b>	<b>2015-2016 Funding Recommendation</b>
Mayor's Office of Housing and Community Development	Program delivery for direct services	\$45,000
Mission Language and Vocational School, Inc.	Foundational academic competencies, primarily for adults in the Mission District	\$50,000
Mission Neighborhood Centers	Academic foundational competencies programming and GED preparation for transitional aged youth	\$55,000
Positive Resource Center	Employment and academic foundational competencies programming, primarily for people with HIV/AIDS or mental health disabilities	\$50,000
San Francisco Conservation Corps	Academic foundational competencies programming for transitional aged youth	\$50,000
Sunset District Comm. Develop. Corp.	Foundational competencies programming and intensive case management on youths at risk or involved with the juvenile justice system	\$50,000
The Arc San Francisco	Foundational competencies programming for adults with developmental disabilities	\$50,000
Together United Recommitted Forever (T.U.R.F.)	Foundational competencies programming and case management, primarily for transitional aged youth in Sunnydale	\$50,000
Urban Services YMCA	Foundational competencies programming primarily for transitional aged youth in the Excelsior	\$55,000
Vietnamese Youth Development Center	Academic foundational competencies programming, primarily for recent immigrants and transitional aged youth in the Tenderloin	\$50,000
YMCA of San Francisco (Bayview)	Foundational competencies programming and case management, primarily for transitional aged youth in Bayview	\$55,000
	<b>Sub Total</b>	<b>\$820,000</b>

\* General Fund Amount is subject to Board of Supervisors' approval of Mayor's proposed budget

- Goal 3Biii. Increased access to job retention and advancement supports through legal and other related services

Agency Name	Project Description	2015-2016 Funding Recommendation
AIDS Legal Referral Panel of the SF Bay Area	Legal services primarily for immigrants with HIV	\$82,000
Asian Americans Advancing Justice - Asian Law Caucus	Legal services primarily for recent immigrants	\$52,000
Bay Area Legal Aid	Legal representation and counseling regarding housing issues, economic self-sufficiency and issues faced by survivors of domestic violence	\$100,000
Central American Resource Center (CARECEN)	Legal services primarily for immigrants	\$80,000
Dolores Street Community Services	Legal services primarily for African immigrants	\$50,000
Instituto Laboral de la Raza	Legal services primarily for immigrant workers	\$60,000
La Raza Centro Legal	Legal services primarily for immigrants	\$50,000
La Raza Community Resource Center	Legal services primarily for immigrants	\$80,000
Nihonmachi Legal Outreach	Culturally and linguistically competent social and legal services primarily for the API community, including legal representation, counseling and referrals in a wide range of civil legal issues	\$75,000
Positive Resource Center	Legal representation and advocacy regarding SSI benefits	\$50,000
Swords to Plowshares Veterans Rights Organization	Legal services to secure VA benefits for homeless and low-income veterans	\$81,111
	<b>Sub Total</b>	<b>\$760,111</b>

\* General Fund Amount is subject to Board of Supervisors' approval of Mayor's proposed budget

- Goal 3Biv. Improved financial literacy and management

Agency Name	Project Description	2015-2016 Funding Recommendation
Consumer Credit Counseling Service of San Francisco	Provide high-volume, quality, one-on-one financial counseling services to low-income San Franciscans through targeted referral systems developed in partnership with the Office of Economic Empowerment and partner city agencies.	\$100,000
Mission Asset Fund	Financial education, coaching and access to loans for primarily immigrants	\$65,000
Mission Economic Development Agency	Financial education and coaching through workshops and individual counseling for primarily Spanish-speaking families	\$50,000
Mission SF Community Financial Center	Financial coaching and credit-building services to reduce and eliminate barriers to asset building	\$50,000
Northeast Community Federal Credit Union	Financial education and credit building/repair counseling services primarily for the unbanked population	\$50,000
San Francisco Housing Development Corporation	Financial education counseling and coaching services primarily for Bayview Hunters Point, Visitacion Valley, Potrero Hill and Western Additional residents	\$50,000
	<b>Sub Total</b>	<b>\$365,000</b>

#### General Administration

Agency Name	Project Description	2015-2016 Funding Recommendation
Mayor's Office of Housing and Community Development	General CDBG administration and planning	\$3,325,500
	<b>Sub Total</b>	<b>\$3,325,500</b>

**TOTAL 2015-2016 CDBG AND GENERAL FUND\*:** **\$20,249,519**

\* General Fund Amount is subject to Board of Supervisors' approval of Mayor's proposed budget

## 2015-2016 ESG Recommendations

This list of funding recommendations is organized by five-year objectives, priority needs and goals that are described in the 2015-2019 Consolidated Plan. While a recommended project may meet more than one goal, it is only listed under its primary goal.

### Objective 1: Families and Individuals are Stably Housed

#### ➤ Priority Need 1B: Make Housing Affordable

- Goal 1Biii. Increase access to rental and homeownership housing

Agency Name	Project Description	2015-2016 Funding Recommendation
Hamilton Family Center, Inc.	Rental assistance to assist families avoid eviction and become stably housed	\$33,333
	<b>Sub Total</b>	<b>\$33,333</b>

#### ➤ Priority Need 1C: Prevent and Treat Homelessness

- Goal 1Ci. Reduced rate of evictions

Agency Name	Project Description	2015-2016 Funding Recommendation
AIDS Housing Alliance	Homeless prevention and rapid rehousing primarily for HIV+ persons	\$120,000
Catholic Charities CYO (AHHP)	Tenant based rental assistance for at-risk or homeless persons	\$190,000
Hamilton Family Center, Inc	Tenant based rental assistance and housing counseling for individuals and families	\$87,274
Justice & Diversity Center of the Bar Association of San Francisco	Eviction prevention legal services, including services focused on individuals with mental health disabilities	\$90,000
	<b>Sub Total</b>	<b>\$487,274</b>

- Goal 1Cii. Transitional housing is available for those who need it

Agency Name	Project Description	2015-2016 Funding Recommendation
Gum Moon Residence Hall	Shelter beds in a comprehensive transitional housing program primarily for Asian immigrant women who are survivors	\$55,000

\* General Fund Amount is subject to Board of Supervisors' approval of Mayor's proposed budget

Agency Name	Project Description	2015-2016 Funding Recommendation
	of domestic violence and sexual assault	
	<b>Sub Total</b>	<b>\$55,000</b>

- Goal 1Ciii. Homeless people receive basic shelter and support services

Agency Name	Project Description	2015-2016 Funding Recommendation
Asian Women's Shelter	Shelter services primarily for Asian and Pacific Islander women who are victims of domestic violence	\$102,000
Compass Family Services	Shelter services for homeless families	\$87,000
Dolores Street Community Services	Shelter services primarily for homeless men	\$52,176
Episcopal Community Services of San Francisco	Shelter services for homeless persons	\$81,116
Friendship House Association of American Indians	Recovery services primarily for homeless Native Americans	\$55,000
Hamilton Family Center, Inc.	Shelter services for homeless families	\$50,000
Homeless Children's Network	Case management services for homeless families with children	\$50,000
La Casa de las Madres	Shelter services primarily for Spanish speaking women who are victims of domestic violence	\$150,000
Larkin Street Youth Services	Shelter services for homeless youth	\$112,000
Providence Foundation	Shelter services for homeless persons	\$45,000
	<b>Sub Total</b>	<b>\$784,292</b>

#### General Administration

Agency Name	Project Description	2015-2016 Funding Recommendation
Mayor's Office of Housing and Community Development	HMIS	\$11,067
Mayor's Office of Housing and Community Development	General ESG administration	\$111,159
	<b>Sub Total</b>	<b>\$122,226</b>

**TOTAL 2015-2016 ESG: \$1,482,125**

\* General Fund Amount is subject to Board of Supervisors' approval of Mayor's proposed budget

## 2015-2016 HOPWA and General Fund\* Recommendations

MOHCD serves as the lead agency for the HOPWA program for the San Francisco EMSA, which consists of San Francisco and San Mateo Counties.

### San Francisco HOPWA and General Fund\* Recommendations

This list of funding recommendations is organized by five-year objectives, priority needs and goals that are described in the 2015-2019 Consolidated Plan. While a recommended project may meet more than one goal, it is only listed under its primary goal.

#### Objective 1: Families and Individuals are Stably Housed

##### ➤ Priority Need 1B: Make Housing Affordable

- Goal 1Biii. Increase access to rental and homeownership housing

Agency Name	Project Description	2015-2016 Funding Recommendation
San Francisco AIDS Foundation	Housing information and referral project	\$48,000
	<b>Sub Total</b>	<b>\$48,000</b>

##### ➤ Priority Need 1D: Provide Supportive Housing Services

- Goal 1Dii. Increased access to permanent supportive housing and transitional housing for PLWHA

Agency Name	Project Description	2015-2016 Funding Recommendation
Black Coalition on AIDS	Transitional housing for persons with HIV/AIDS	\$50,000
Catholic Charities CYO	Partial rental subsidy program for people with HIV/AIDS	\$150,000
Catholic Charities CYO (Leland House)	RCF-CI (Residential Care Facility for the Chronically Ill) for people with HIV/AIDS	\$1,683,973
Catholic Charities CYO (Peter Claver)	RCF-CI (Residential Care Facility for the Chronically Ill) for people with HIV/AIDS	\$758,187
Dolores Street Community Services	RCF-CI (Residential Care Facility for the Chronically Ill) for people with HIV/AIDS	\$479,350
Larkin Street Youth Services	RCF-CI (Residential Care Facility for the Chronically Ill) for people with HIV/AIDS	\$348,144

\* General Fund Amount is subject to Board of Supervisors' approval of Mayor's proposed budget

<b>Agency Name</b>	<b>Project Description</b>	<b>2015-2016 Funding Recommendation</b>
Maitri Compassionate Care	RCF-CI (Residential Care Facility for the Chronically Ill) for people with HIV/AIDS	\$492,167
Mayor's Office of Housing and Community Development	HOPWA capital pool (includes \$100,772 in HOPWA program income)	\$575,090
Mercy Housing CA XVII	Operating costs for a residence for persons with HIV/AIDS	\$50,000
San Francisco Human Services Agency	Rental assistance for persons with HIV/AIDS	\$3,139,897
San Francisco Human Services Agency	Housing advocacy for persons with HIV/AIDS	\$257,494
	<b>Sub Total</b>	<b>\$7,984,302</b>

#### **General Administration**

<b>Agency Name</b>	<b>Project Description</b>	<b>2015-2016 Funding Recommendation</b>
Mayor's Office of Housing and Community Development	General HOPWA administration	\$217,000
	<b>Sub Total</b>	<b>\$217,000</b>

**TOTAL SAN FRANCISCO 2015-2016 HOPWA AND GENERAL FUND\*: \$8,249,302**

\* General Fund Amount is subject to Board of Supervisors' approval of Mayor's proposed budget

**San Mateo HOPWA Recommendations**

<b>Agency Name</b>	<b>Project Description</b>	<b>2015-2016 Funding Recommendation</b>
San Mateo: Mental Health Association of San Mateo	Housing information referrals and assistance with locating affordable/appropriate housing units for very low-income persons living with HIV/AIDS	\$14,955
San Mateo: Mental Health Association of San Mateo	Project sponsor administrative expenses	\$37,690
San Mateo: Mental Health Association of San Mateo	HUD-defined move-in costs (e.g., deposits) for very low-income persons living with HIV/AIDS	\$35,000
San Mateo: Mental Health Association of San Mateo	Short-term housing subsidies, including pre- and post-placement housing advocacy services for very low-income persons living with HIV/AIDS	\$488,480
San Mateo: San Mateo County STD/HIV Program	Comprehensive case management and community based services for very low-income persons with HIV/AIDS	\$94,220
	<b>Subtotal</b>	<b>\$670,345</b>

**TOTAL SAN MATEO 2015-2016 HOPWA:           \$670,345**

**TOTAL 2015-2016 HOPWA AND GENERAL FUND\*:       \$8,919,647**

\* General Fund Amount is subject to Board of Supervisors' approval of Mayor's proposed budget



## 2015-2016 HOME and General Fund\* Recommendations

This list of funding recommendations is organized by five-year objectives, priority needs and goals that are described in the 2015-2019 Consolidated Plan. While a recommended project may meet more than one goal, it is only listed under its primary goal.

### Objective 1: Families and Individuals are Stably Housed

#### ➤ Priority Need 1A: Develop and Maintain Affordable Housing

- Goal 1Ai. Increased supply of affordable housing

Agency Name	Project Description	2015-2016 Funding Recommendation
Mayor's Office of Housing and Community Development	Housing development pool - HOME (includes \$1,875,343 in HOME program income)	\$5,726,536
	<b>Sub Total</b>	<b>\$5,726,536</b>

### General Administration

Agency Name	Project Description	2015-2016 Funding Recommendation
Mayor's Office of Housing and Community Development	General HOME administration	\$393,100
	<b>Sub Total</b>	<b>\$393,100</b>

**TOTAL 2015-2016 HOME AND GENERAL FUND\*:** **\$6,119,636**

\* General Fund Amount is subject to Board of Supervisors' approval of Mayor's proposed budget

## 2015-2016 General Fund\* Recommendations

This list of funding recommendations is organized by five-year objectives, priority needs and goals that are described in the 2015-2019 Consolidated Plan. While a recommended project may meet more than one goal, it is only listed under its primary goal.

### Objective 1: Families and Individuals are Stably Housed

#### ➤ Priority Need 1C: Prevent and Treat Homelessness

- Goal 1Ci. Reduced rate of evictions

Agency Name	Project Description	2015-2016 Funding Recommendation
AIDS Housing Alliance	Eviction and homeless prevention primarily for LGBT and HIV+ persons	\$287,245
Bay Area Legal Aid	Housing counseling and eviction prevention primarily for residents of public and subsidized housing	\$53,767
Nihonmachi Legal Outreach	Housing counseling, legal assistance and access to housing for immigrant communities	\$26,743
San Francisco Study Center - Housing Rights Committee of San Francisco	Tenant counseling, advocacy and education for SF public housing residents to ensure housing stability and avoid eviction	\$80,000
	<b>Sub Total</b>	<b>\$447,755</b>

#### ➤ Priority Need 1D: Provide Supportive Housing Services

- Goal 1Di. Increased access to services for public housing residents

Agency Name	Project Description	2015-2016 Funding Recommendation
APA Family Support Services/YMCA of San Francisco (Bayview)	Service connection for primarily public housing residents in Sunnydale-Velasco and greater Visitacion Valley	\$167,475
Potrero Hill Neighborhood House	Community outreach, engagement and service connection in Potrero Terraces and Annex and surrounding neighborhood	\$24,864
Urban Services YMCA	Service connection for primarily public housing residents in Potrero Terraces and Annex and surrounding neighborhood	\$37,297
YMCA of San Francisco (Bayview)	Community building and service connection	\$413,060

\* General Fund Amount is subject to Board of Supervisors' approval of Mayor's proposed budget

Agency Name	Project Description	2015-2016 Funding Recommendation
	for primarily public housing residents in Hunters View and greater Bayview/Hunters Point	
	<b>Sub Total</b>	<b>\$642,696</b>

## Objective 2: Communities Have Healthy Physical, Social, and Business Infrastructure

- Priority Need 2A: Enhance Community Facilities and Spaces
  - Goal 2Ai. Key nonprofit service providers have high quality facilities

Agency Name	Project Description	2015-2016 Funding Recommendation
Brava! for Women in the Arts	Tenant improvements to interior programming and office space at a multipurpose facility	\$219,186
San Francisco AIDS Foundation	Support funds to a health and wellness center aimed at ending HIV transmission primarily for gay and bisexual men	\$600,000
SF LGBT Community Center	Capital improvements and internal reconfiguration at a facility providing services to the LGBT community	\$680,814
	<b>Sub Total</b>	<b>\$1,500,000</b>

- Priority Need 2C: Increase Community Cohesion
  - Goal 2Ci. Increased supports for residents to convene and build social capital

Agency Name	Project Description	2015-2016 Funding Recommendation
Community Youth Center-San Francisco (CYC-SF)	Capacity building for the API Council, including nearly 80 organizations	\$51,243
Filipino American Development Foundation (FADF)/South of Market Community Action Network	Capacity building for South of Market agencies	\$20,195
Homeless Children's Network	Capacity building for Tenderloin youth serving agencies, including development of youth leadership council	\$40,388
San Francisco Parks Alliance	Implementation of the OMI Excelsior Community Action Grant program	\$88,587

\* General Fund Amount is subject to Board of Supervisors' approval of Mayor's proposed budget

Agency Name	Project Description	2015-2016 Funding Recommendation
Tenderloin Housing Clinic, Inc.	Leadership development for primarily Latinos in the Tenderloin	\$153,730
United Playaz	Capacity building for a youth development collaborative in the South of Market	\$40,388
	<b>Sub Total</b>	<b>\$394,531</b>

### Objective 3: Families and Individuals are Resilient and Economically Self-Sufficient

#### ➤ Priority Need 3B: Promote Economic Advancement Through Barrier Removal

- Goal 3Bi. Improved service connections

Agency Name	Project Description	2015-2016 Funding Recommendation
Chinese for Affirmative Action	Integrated and wraparound services to achieve economic self sufficiency	\$380,000
Filipino American Development Foundation/Pin@y Educational Partnerships (PEP)	Opportunities to connect the worlds of history, art, and culture with direct community engagement and action for transitional aged youth	\$90,000
Filipino-American Development Foundation: Filipino Community Center	Basic needs assessments of individuals and the community to address barriers to sustainable housing opportunities, employment opportunities and community development	\$90,675
Urban Services YMCA	Service connection to Family Resource Center services such as case management, mental health, housing and basic needs assistance to address employment and financial needs and to cultivate self-sufficiency and success	\$151,458
YMCA of San Francisco (Chinatown Branch)	Service connection to address gaps in employment and job placement, resource knowledge and social support services which lead to self sufficiency	\$38,433
	<b>Sub Total</b>	<b>\$750,566</b>

\* General Fund Amount is subject to Board of Supervisors' approval of Mayor's proposed budget

- Goal 3Bii. Improved foundational competencies and access to job training and employment opportunities for disconnected populations

Agency Name	Project Description	2015-2016 Funding Recommendation
Good Samaritan Family Resource Center	Provide English as a Second Language and literacy instruction, primarily for primarily Spanish-speaking families	\$51,000
Gum Moon Residence Hall	Provide support groups and playgroups for grandparents who become caregivers	\$26,095
	<b>Sub Total</b>	<b>\$77,095</b>

- Goal 3Biii. Increased access to job retention and advancement supports through legal and other related services

Agency Name	Project Description	2015-2016 Funding Recommendation
AIDS Legal Referral Panel of the SF Bay Area	Legal services primarily for immigrants with HIV	\$50,000
Asian Americans Advancing Justice - Asian Law Caucus	Legal services primarily for individuals with mental health issues and facing deportation	\$121,167
Dolores Street Community Services	Legal services and education for recent immigrant populations	\$912,000
Dolores Street Community Services	Legal services and education for recent immigrant populations, primarily focused on those affected by deportation	\$219,000
La Raza Community Resource Center	Rapid response services for families at risk for deportation	\$51,765
Legal Services For Children	Legal services, primarily for immigrant youth	\$48,636
Nihonmachi Legal Outreach	Employment and immigration legal services for survivors of domestic violence	\$46,119
	<b>Sub Total</b>	<b>\$1,448,687</b>

\* General Fund Amount is subject to Board of Supervisors' approval of Mayor's proposed budget

- Goal 3Biv. Improved financial literacy and management

Agency Name	Project Description	2015-2016 Funding Recommendation
Consumer Credit Counseling Service of San Francisco	Provide high-volume, quality, one-on-one financial counseling services to low-income San Franciscans through targeted referral systems developed in partnership with the Office of Economic Empowerment and partner city agencies	\$165,000
	<b>Sub Total</b>	<b>\$165,000</b>

**TOTAL 2015-2016 GENERAL FUND\*: \$5,426,330**

\* General Fund Amount is subject to Board of Supervisors' approval of Mayor's proposed budget

## 2015-2016 Housing Trust Fund\* Recommendations

This list of funding recommendations is organized by five-year objectives, priority needs and goals that are described in the 2015-2019 Consolidated Plan. While a recommended project may meet more than one goal, it is only listed under its primary goal.

### Objective 1: Families and Individuals are Stably Housed

#### ➤ Priority Need 1A: Develop and Maintain Affordable Housing

- Goal 1Aii. Preserve and Maintain Affordable Housing Supply

Agency Name	Project Description	2015-2016 Funding Recommendation
Rebuilding Together San Francisco	Critical home repairs for homeowners	\$45,000
	<b>Sub Total</b>	<b>\$45,000</b>

#### ➤ Priority Need 1B: Make Housing Affordable

- Goal 1Biii. Increase access to rental and homeownership housing

Agency Name	Project Description	2015-2016 Funding Recommendation
Hamilton Family Center, Inc.	Rental assistance to assist families avoid eviction and become stably housed	\$50,000
Independent Living Resource Center of SF	Rental housing counseling, financial management education and application assistance services for primarily disabled persons	\$20,000
Mission Economic Development Agency	Comprehensive rental housing counseling/coaching, financial capability coaching, and access to bundled/integrated services	\$50,000
San Francisco Housing Development Corporation	Rental readiness and housing stabilization services	\$50,000
Self-Help for the Elderly	Tenant counseling, advocacy and eviction prevention assistance primarily for elderly renters	\$15,000
Veterans Equity Center	Tenant counseling, case management, application assistance and housing placement services	\$60,000
	<b>Sub Total</b>	<b>\$245,000</b>

\* General Fund Amount is subject to Board of Supervisors' approval of Mayor's proposed budget

➤ **Priority Need 1C: Prevent and Treat Homelessness**

- Goal 1Ci. Reduced rate of evictions

<b>Agency Name</b>	<b>Project Description</b>	<b>2015-2016 Funding Recommendation</b>
AIDS Housing Alliance	Homeless prevention and rapid rehousing primarily for HIV+ persons	\$30,000
Bay Area Legal Aid	Housing counseling and eviction prevention primarily for residents of properties undergoing RAD transition	\$100,000
Eviction Defense Collaborative, Inc.	Homeless and eviction prevention services, including legal representation, case management and rental assistance	\$640,000
San Francisco Study Center - Housing Rights Committee of San Francisco	Tenant counseling, advocacy and education for renters to ensure housing stability and avoid eviction	\$25,000
San Francisco Study Center - Housing Rights Committee of San Francisco	Tenant counseling, advocacy and education for renters to ensure housing stability and avoid eviction	\$50,000
San Francisco Study Center - Housing Rights Committee of San Francisco	Tenant counseling, advocacy and education for public housing residents in RAD properties to ensure housing stability and avoid eviction	\$50,000
Self-Help for the Elderly	Housing counseling and placement assistance	\$15,000
Tenderloin Housing Clinic, Inc.	Legal counseling and representation for tenants threatened with eviction	\$45,000
	<b>Sub Total</b>	<b>\$955,000</b>

\* General Fund Amount is subject to Board of Supervisors' approval of Mayor's proposed budget



## Objective 2: Communities Have Healthy Physical, Social, and Business Infrastructure

### ➤ Priority Need 2C: Increase Community Cohesion

- Goal 2Ci. Increased supports for residents to convene and build social capital

Agency Name	Project Description	2015-2016 Funding Recommendation
Corporation for Supportive Housing	Training and technical assistance to supportive housing organizations	\$360,000
	<b>Sub Total</b>	<b>\$360,000</b>

**TOTAL 2015-2016 HOUSING TRUST FUND\*:     \$1,605,000**

\* General Fund Amount is subject to Board of Supervisors' approval of Mayor's proposed budget

## 2015-2016 Funding Recommendations from Other Funding Sources

This list of funding recommendations is organized by five-year objectives, priority needs and goals that are described in the 2015-2019 Consolidated Plan. While a recommended project may meet more than one goal, it is only listed under its primary goal.

### Objective 2: Communities Have Healthy Physical, Social, and Business Infrastructure

#### ➤ Priority Need 2A: Enhance Community Facilities and Spaces

- Goal 2Ai. Key nonprofit service providers have high quality facilities

Agency Name	Project Description	2015-2016 Funding Recommendation
Brava! for Women in the Arts	Tenant improvements to interior programming and office space at a multipurpose facility	\$243,539
SF LGBT Community Center	Capital improvements and internal reconfiguration at a facility providing services to the LGBT community	\$756,461
	<b>Sub Total</b>	<b>\$1,000,000</b>

### Objective 3: Families and Individuals are Resilient and Economically Self-Sufficient

#### ➤ Priority Need 3B: Promote Economic Advancement Through Barrier Removal

- Goal 3Biv. Improved financial literacy and management

Agency Name	Project Description	2015-2016 Funding Recommendation
Consumer Credit Counseling Service of San Francisco	Provide high-volume, quality, one-on-one financial counseling services to low-income San Franciscans through targeted referral systems developed in partnership with the Office of Economic Empowerment and partner city agencies	\$324,818
	<b>Sub Total</b>	<b>\$324,818</b>

**TOTAL 2015-2016 OTHER SOURCES: \$1,324,818**

**Table 3 - Project Information**

\* General Fund Amount is subject to Board of Supervisors' approval of Mayor's proposed budget

## AP-50 Geographic Distribution – 91.220(f)

### Description of the geographic areas of the entitlement (including areas of low-income and minority concentration) where assistance will be directed

Assistance will be directed in HUD-designated Neighborhood Revitalization Strategy Areas (NRSAs), HUD-defined areas of low- and moderate-income concentration and minority concentration, and Invest in Neighborhoods Commercial Districts. HUD funds will be primarily directed in NRSAs and in areas of low- and moderate-income and minority concentration. See Map 1 for these geographic areas.

#### Neighborhood Revitalization Strategy Areas (NRSAs)

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

MOHCD has made investments in each of these areas that correspond to the key principles of the original Enterprise Community Program, including 1) economic opportunity; 2) sustainable community development; 3) community based partnerships; and 4) strategic visions for change. The strategic plans for these neighborhoods provide substantive detail regarding community priorities such as economic development and job training; safe and affordable housing; public safety; neighborhood beautification; education; child care and public service support.

MOHCD respectfully requests renewal for all six of the current NRSA designations as provided for at 24 CFR 91.215 (e) (2) and CPD Notice 96.01.

MOHCD compliance with HUD criteria:

- **Boundaries:** MOHCD has provided census tract boundaries to specifically define each neighborhood according to year 2010 census data;
- **Demographic Criteria:** Each of the designated neighborhoods meets or exceeds the requirement that it be primarily residential and contain a percentage for low- and moderate-income residents that is equal to the “upper quartile percentage” (as computed by HUD pursuant to 24 CFR 570.208(a)(1)(ii) or 70%, whichever is less, but not less than 51%);
- **Consultation:** Strategic plans were developed for all six neighborhoods in consultation with the area’s key stakeholders, including residents, owners/operators of businesses and financial institutions, non-profit organizations, and community groups that are in or serve the neighborhood;
- **Assessment:** Each strategic plan includes an assessment of the economic situation in each area and economic development improvement opportunities and problems likely to be encountered;
- **Economic Empowerment:** MOHCD has a realistic development strategy and implementation plan to promote the area’s economic progress focusing on activities to create meaningful jobs for the unemployed and low- and moderate-income residents of the area as well as activities to promote the substantial revitalization of the neighborhood; and

- **Performance Measurement:** MOHCD has developed a program matrix that identifies reliable indicators including physical improvements, social initiatives and economic development activities, which are measurable over time.

In addition to the HUD guidelines, MOHCD has taken the additional step of reviewing each of the neighborhood strategic plans and is committed to achieving very specific outcomes over the next five years. The table above provides a supplemental snapshot of neighborhood assets, persistent needs and five-year opportunities for each neighborhood.

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

HUD calculates low- and moderate-income concentration by census block groups. See Map 1 for what HUD considers as areas of low- and moderate-income concentration in San Francisco.

#### Areas of Minority Concentration

Although racial and ethnic groups are distributed throughout the City, certain neighborhoods have higher than average concentrations of minority households. HUD requires recipients of its funding to identify areas of minority concentration in the aggregate as well as by specific racial/ethnic group.

San Francisco has defined an area of aggregate minority concentration as any census tract with a minority population that is 20 percentage points greater than that of the City's total minority percentage. According to the 2012 American Community Survey 5-Year Estimates, 58.2% of the City's population is identified as being composed of minorities, and therefore any census tract in which 78.2% of the population is classified as minority would qualify as an Area of Minority Concentration. See Map 1.

#### Invest In Neighborhoods Commercial Districts

Our neighborhood economic development strategy focuses on strengthening small businesses and key commercial neighborhood corridors that contribute to the local fabric of communities and are the backbone of our local economy. CDBG resources are a key component of this strategy, they fund our community based organizations (CBO's) to provide business technical assistance and support local commercial corridors. Our CBO's serve to provide services that are accessible at the neighborhood level and are culturally, ethnically and linguistically tailored for startup and existing businesses. While CDBG allows us to provide basic business assistance, we leverage these services by combining them with city programs that address the existing economic development needs in a strategic way. In 2012 as part of Mayor Ed Lee's 17 points jobs, he created the Invest In Neighborhoods (IIN) initiative, which has become our approach to neighborhood economic development. The basic principal of the initiative is to provide customized assistance that meets the specific needs of San Francisco's neighborhood commercial corridors. It aligns existing and new City resources and services to commercial corridors around the City in a way that is smart, efficient, and responsive to individual neighborhood needs and opportunities. Small businesses make an essential contribution to the culture and identity of San Francisco and in response the second point to the jobs plan created the Jobs Squad, which helps small businesses, navigate City processes, access vital City programs, and stay informed of issues that may affect them. This team of City staff conducts door-to-door outreach to small businesses around the City to connect them with help and information.

The purpose of the IIN initiative is to strengthen small businesses, improve physical conditions, increase quality of life, and build community capacity in 25 commercial districts throughout the city. While

continuing to prioritize low- and moderate-income neighborhoods the goal is to establish more robust citywide programs and services to benefit small businesses, their owners, employees, and their neighborhoods across the city.

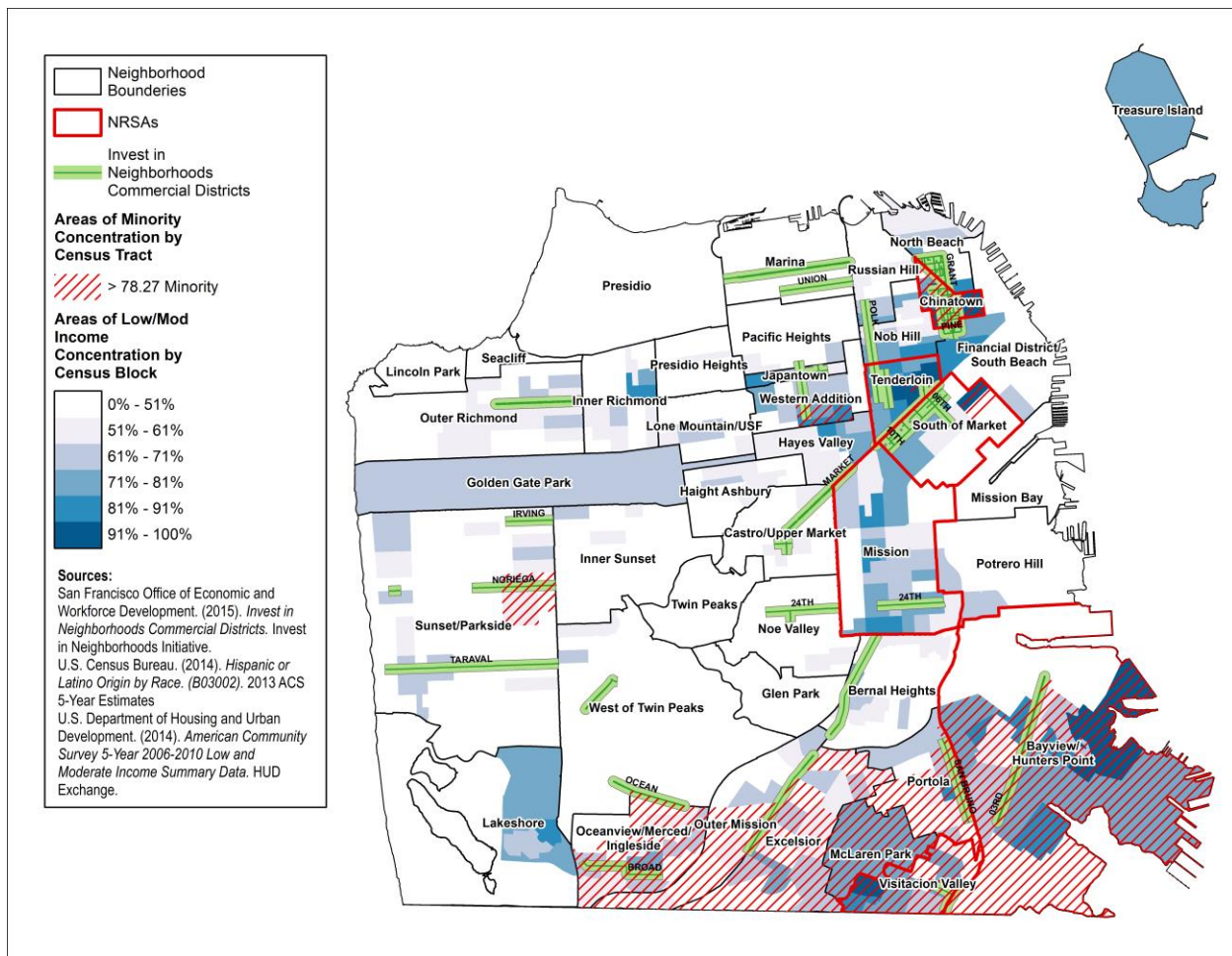
The initiative is managed by OEWD but represents an interagency approach under the Mayor's direction. IIN builds on the prior Administration's commercial corridor revitalization efforts, which targeted a smaller cohort of low- and moderate-income neighborhoods and did not leverage other City departments and resources as effectively. The initiative has also served to offset some of the neighborhood resources that were lost due to the dissolution of the SF Redevelopment Agency.

Invest in Neighborhoods provides a standard set of "baseline interventions" to all 25 corridors, and then targeted customized interventions to individual corridors based on an initial economic assessment and stakeholder input.

Among the baseline services all corridors receive include:

- An assigned staff person at City Hall, that oversees a plan for the area and manages provision of services
- A Jobs Squad member for business outreach and provides businesses with guidance on navigating City processes and referrals to city agencies and community partners
- Quarterly tracking and update of existing vacancies and access to StorfrontSF.com, a citywide, on-line vacancy-tracking database
- Access to a set of City-funded small business loan programs

Customized interventions for each corridor are then deployed based on their initial economic assessment. These interventions are selected from a broad-ranging suite of tools aimed at supporting small businesses and their surrounding commercial districts. OEWD utilizes CDBG along with General Fund dollars to provide these programs and services, and leverages them with resources and efforts from other City agencies and often private partners.



**Map 1 – NRSAs, Areas of Low- and Moderate-Income Concentration, Areas of Minority Concentration and Invest In Neighborhoods Commercial Districts**

## Rationale for the priorities for allocating investments geographically

See discussion above. In addition, MOHCD has gathered and synthesized data on indicators of need by neighborhood to inform prioritization of investments geographically. See the appendix for data on indicators of need.

## **AP-60 Public Housing – 91.220(h)**

### **Introduction**

MOHCD will continue to work closely with the San Francisco Housing Authority to address its dilapidated public housing either through demolition and rebuilding the most distressed public housing through the City's HOPE SF program, or rehabilitating the remaining public housing portfolio through the Federal Rental Assistance Demonstration program.

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

In the next year MOHCD and SFHA will convert approximately 1,400 public housing units to nonprofit ownership and management under the RAD program and initiate rehabilitation on those units by the end of 2015. Predevelopment work on an approximate 2,000 additional public housing units will also commence in the coming year with rehabilitation expected to start by Fall 2016. Under the HOPE SF program construction will begin on the next building in the 2<sup>nd</sup> phase of Hunters View as well as on the 3<sup>rd</sup> phase of Alice Griffith. Predevelopment work for infrastructure and the 1<sup>st</sup> vertical phases of Sunnydale and Potrero will also begin in the next year.

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

The RAD and HOPE SF revitalization programs will increase tenant engagement activities and tenant services substantially. A framework for the RAD tenant engagement work follows. At HOPE SF properties, this level of connection is exceeded, with deep case management services available to many residents, as further described below.

#### ***RAD Community Engagement***

#### **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 then work can include recruiting peers and engaging them in leadership and skills building activities. This then establishes them as part of the team.

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

## **RESIDENT ENGAGEMENT and RAD**

### ➤ **What is the goal?**

- To ease transition of residents to RAD
- To help residents understand what RAD is and how it will affect them
- To engage them in development of scope of work
- To engage them in development of documents and processes such as:
  - Grievances
  - House rules
  - Leases
  - Services
- To introduce residents to new owners and management entities and personnel
- To provide continuity and evolution of tenant associations

### ➤ **Why monthly meetings with residents at large are required?**

- Regular meetings message that development team is here to stay – trust building
- Provide regular opportunity for asking questions, getting updates and providing feedback
- Provide on-going opportunity for development teams and property management and residents to get to know each other
- **Future meeting possibilities:**
- January – March – there will be more specific topics to discuss and work on coming out of working groups – grievance procedures, house rules, new property management philosophies and procedures – rent payment – tenant associations
- April and beyond – transition, new lease signing, etc.

All meetings include making FAQs available and appropriate translation. Teams always reiterate that there will be no permanent relocation due to RAD and that rents will be calculated in the same way that they are now. Other important message is that SFHA retains ownership of the land, which means that the buildings will be for people with low incomes forever.

*Below are the roles each partner is playing in the RAD Engagement process:*

**SFHA:** Identify existing resources for resident engagement that are effective and affordable. Establish partnerships with Developers, the City and Community Partners to communicate and engage with residents. Implement a Communication Plan including formal and informal communication milestones.



MOHCD: MOHCD coordinates the real estate transition from SFHA to developer team and will be a project lender. MOHCD will also coordinate the resident services model and its implementation at each site. Lastly MOHCD is leading the creation of clear and consistent dialogue, documentation and communication about RAD between all partners and residents.

DEVELOPMENT TEAMS: Developer teams will implement the rehabilitation programs and own the buildings. They are committed to support resident involvement in all phases of the conversion and implementation.

TENANT ADVOCATES: Tenant Advocates (Housing Rights Committee, National Housing Law Project, Bay Area Legal Aid) work with residents and stakeholders to promote greater understanding of resident rights

### ***HOPE SF Community Engagement***

### **RESIDENT SERVICES AND COMMUNITY BUILDING OVERVIEW**

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

In the next five years, all four HOPE SF sites will have completed construction of a subset of replacement and affordable housing units. Residents will continue to be included in community space planning efforts across all four sites, managed by the non-profit developers. The Mayor's Office will work with on-site service providers to coordinate the training and placement of residents in construction jobs occurring on site. All of the on-site service providers will be preparing residents for relocation and placement in the units. Residents will be included in a series of relocation planning meetings across the sites and will contribute to the development of the final relocation plans. Additionally, services and programming assisting with the transition to non-profit management will be ramped up, such as those related to financial literacy, workforce development, and tenant education. Community building activities -- such as senior, teen & family programming, community gardening, and community-wide celebrations -- will also continue to be executed at each of the four HOPE SF sites.

All four HOPE SF sites will be integrating learnings from the pilot Peer Health Leadership programs and will be furthering the delivery and evaluation of services and leadership development through this program over the next five years. Similarly, HOPE SF sites will continue to deepen their educational strategies which are executed in collaboration with the four on-site Educational Liaisons, 8 HOPE SF schools, and families at each of the sites. Undergirding the services components at the HOPE SF sites will be a cross-site safety plan that will improve the communication of violent crimes to lead and collaborative service providers. The safety plan will also provide a framework for post-incident support for families and residents impacted by the violence, inclusive of case management support and community building.

*Lead HOPE SF Resident Services Agencies:*

<b>Site</b>	<b>Lead Service Provider</b>
Alice Griffith	Urban Strategies
Hunters View	Bayview YMCA
Potrero Terrace and Annex	Bridge Housing
Sunnydale	Mercy Housing

At Hunters View, the Bayview YMCA has worked to prepare residents for relocation. The YMCA has also focused on barrier removal, career development support, health and wellness activities, family support programming, educational activities, and employment soft and hard skills.

At Alice Griffith, the Urban Strategies team continues to link residents with senior programs, family support programming, youth programming, afterschool activities, health and wellness activities, and workforce development opportunities.

At Potrero Annex/Terrace, Bridge 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 healthy generations groups, gardening/sustainability programs, social activities, and a service connection contract with the Potrero Hill Family support Center (Urban Services YMCA) in which they work with residents to assess, connect and support them in workforce and educational opportunities.

At Sunnydale, Mercy Housing, the Bayview YMCA, and TURF work collaboratively to provide outreach, family support, service connections, health and wellness, and educational activities and community convenings to Sunnydale residents.

Both Sunnydale and Potrero Annex and Terrace received HUD Choice Neighborhood Initiative Planning Grants to support the ongoing revitalization efforts throughout the upcoming year.

## **CHOICE NEIGHBORHOOD GRANTS**

### Planning Grants

Both Sunnydale and Potrero Annex and Terrace received HUD Choice Neighborhood Initiative Planning Grants in 2012 to support ongoing revitalization efforts. These planning efforts will be coming to a close in 2014. Both of these communities will utilize the momentum they gained throughout the planning process to continue to engage residents, city agencies, and other stakeholders in the implementation of the resulting plans. Sunnydale will begin 2015 with the development of implementation committees consisting of residents, city agencies, community organizations, and other stakeholders to collaborate on the execution of objectives in areas of housing development, health & wellness, safety, and economic stability.

The South Potrero Neighborhood Transformation Plan has supported the development of a coordinated blueprint for improving Potrero Annex and Terrace, and the surrounding neighborhood. Implementation of the Transformation Plan will begin in this five year period. At Potrero Terrace and Annex, the work will be focused on establishing quality services in the community, and connecting residents to the greater neighborhood and services.

### Implementation Grants

Urban Strategies will be completing their cycle of the Choice Neighborhoods Implementation Grant at Alice Griffith in 2017. The team will continue to partner with residents, city agencies, community organizations, and other stakeholders as they complete their process. Workforce development programming will continue to ramp up as construction on-site will begin at Alice Griffith in early 2015. Additionally, key neighborhood revitalization and construction projects will continue to come online in the surrounding district which will provide opportunities for training and placement. Educational Liaison at Alice Griffith will continue to partner with the school district to execute plans addressing chronic absenteeism and parent engagement. Other city agencies will continue to execute their plans for improved transportation, parks, retail, and other commercial and recreational assets in the greater neighborhood.

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

HUD designated SFHA as a “Troubled” agency on December 13, 2012.

SFHA executed a Public Housing Authority Recovery and Sustainability Agreement and Action Plan (PHARS) with the U.S. Department of Housing and Urban Development and the City and County of San Francisco on July 1, 2013. The PHARS Agreement and Action Plan included several milestones for SFHA to achieve recovery and long-term sustainability over fiscal years 2014 and 2015 (10/1/13 – 9/30/14 and 10/1/14 – 9/30/15). Elements of the PHARS include:

- Assessment of existing staff assignments, policies and procedures, and development of improved policies and procedures
- Implementation of procedures to monitor independent audit findings
- Improved rent collection practices
- Improved unit turn-over rates and reduce vacancies
- Improved Commission oversight of SFHA finances and operations
- Development and implementation of a Waitlist Management Plan for both public housing and the Housing Choice Voucher (HCV) programs
- Development of a plan for housing quality standard (HQS) inspections for the (HCV) program
- Development of a plan for HCV re-certifications (etc.)

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

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

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

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

**Stabilization Care:** This SFHOT service line provides short-term stabilization care management for high risk homeless individuals (homeless more than three years, experiencing complex medical, psychiatric, and substance abuse tri-morbidity, using a high number of urgent/emergent care services, and not able to navigate health and human services system on their own. Care Managers accept referrals from SFHOT First Responders and high user treatment programs. Within six to twelve months, the goals are to: (1) Stabilize individuals from the street into shelter/SRO, (2) Remove personal barriers to attaining permanent housing; e.g., attain benefits, primary care linkage, behavioral health care linkage, IDs, legal aid, etc., (3) Secure and place into permanent housing, (4) Assess and serve as care coordinators for SF Health Network members who are high risk / high cost individuals and are unable to engage into the system.

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

**San Francisco Public Library:** This SFHOT service line includes a Psychiatric Social Worker situated at the Civic Center Main Branch who conducts outreach and offers referrals to homeless, marginally housed and/or mentally ill patrons of the library. She also facilitates education sessions in group or individual settings for library staff, in order to improve understanding of behaviorally vulnerable patrons of the library. Her goal is to help library staff serve this group of patrons according to their needs, while helping to decrease the number and severity of incidents that require intervention from Library security staff. This social worker also supervises four 15-hours/week Health and Safety Associates (HaSAs) who are selected from a group of homeless library patrons being served by SF HOT's case management function.

HaSAs assist the team by using their life experiences and learned engagement skills to reach out to other homeless patrons, in order to persuade them to accept case management and other services. In the process, HaSAs gain employment and job-seeking skills, through their supervision by the Psychiatric Social Worker, as well as an associated DPH Vocational Rehabilitation Counselor.

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

The City's Ten Year Plan to End Chronic Homelessness directed the City to move its focus away from traditional emergency shelters and toward shelters with 24-hour crisis clinics, and sobering centers.

Since the Plan was published, the Department of Public Health has created the Dore Urgent Care Clinic, a medically-staffed 24/7 urgent care clinic designed to serve people in psychiatric crisis that is able to accommodate up to 12 clients at any one time. The department also funds the Dore Residence, a 14-bed intensive crisis residential treatment program, operated in a social rehabilitation model, that provides a 24-hour alternative to hospitalization and serves clients who need psychiatric crisis support. The average length of stay is 3-5 days. Many of the individuals served by the two programs are homeless.

The emergency shelter system for adults has had a reduction of 440 year-round beds between January 2005 (1,579 total beds) and the present (1,139 total beds in June 2014). While decreasing the number of emergency shelter beds, the City has enhanced the quality of emergency shelter and improved access for its clients. Between FY08-09 and FY13-14, the annual budget for emergency shelters increased by \$4.3 million. The additional money has been used to invest in added case management and sustain service levels.

The City continues to promote fair and efficient access to emergency shelter. It is supporting adding a new shelter in the Bayview, the neighborhood with the highest number of persons living on the street, according to the 2013 homeless count. HSA received a capital grant of nearly \$1 million from the state and plans to use local funding for shelter operations.

Another way that shelters have been made more accessible is that, as of February 2014, homeless persons can make 90-day shelter reservations by calling the City's 311 System. The new process makes it easier for seniors, persons with disabilities, and non-English speakers to access the emergency shelter system by eliminating the need to wait in line and instead using the 311 system's 24 hours a day, 7 days a week, 365 days a year translation capabilities. By making it as convenient as possible for homeless adults to access safe, clean emergency shelters when needed, more time is available them to seek employment, to engage with vital services, and to find permanent housing. Providing better access to the emergency shelter system enables the City to maximize the number of beds that are used every night, leaving fewer people on the street at night.

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

In order to provide the interim housing needed in the City, existing shelters must be restructured so that they are not simply emergency facilities, but instead focus on providing services that link people with housing and services that promote ongoing stability. In addition, to ensure that people who are homeless are willing to access these facilities, emphasis should continue to be placed on client safety and respectful treatment of clients by staff, including respect for cultural differences. The shelter system should provide specialized facilities or set-aside sections to meet the diversity of need, including safe havens, respite care beds, and places for senior citizens.

The City has placed a high priority on assisting people who are homeless to access permanent housing as quickly as possible, without requiring “housing readiness” or participation in services or transitional programs as a pre requisite. This strategy has been found to be effective with most populations, including people who are chronically homeless. However, for some people, access to treatment (either treatment in a clinical sense or mental health and/or substance abuse services) in a transitional housing setting can be beneficial; it provides a necessary steppingstone enhancing their ability to successfully access and maintain permanent housing. Particular sub-populations that have been found to benefit from treatment housing include: people suffering from a serious mental illness, people with chronic substance abuse problems, recently discharged offenders, people suffering from trauma (domestic violence, former sex workers, youth experiencing homelessness, veterans), and emancipated foster and homeless youth. For these populations, treatment housing provides a supportive, transitional environment that facilitates the stability necessary for future housing retention and provides treatment in a setting that offers immediate support against relapse and other potential set-backs. In order to be effective, treatment housing must offer culturally competent programs designed to meet the needs of the specific population being served.

Strategies necessary to effectively meet the need for treatment housing include: 1) evaluation of existing treatment/transitional housing in the City to determine which facilities to maintain and which to transform into permanent supportive housing; 2) appropriate assessment of the population that will benefit from treatment housing; 3) development of intensive case management and service packages for specific populations; and 4) creation of stronger linkages to facilitate movement between treatment programs and permanent housing.

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

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

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

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

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

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

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

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

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

Effective homelessness prevention requires early identification and assistance to help people avoid losing their housing in the first place. Public agencies, including social service agencies, health clinics, schools, the foster care system and city government offices, have an important role to play in this effort as they are often in contact with these households and can provide key information and referrals.

Strategies to facilitate the early identification and assistance needed to prevent homelessness include 1) expansion of resources available for rental assistance and for key services that address threats to housing stability; 2) facilitating access to eviction prevention services through education and outreach, expanded

legal services and the establishment of specialized eviction prevention programs; and 3) development of standard “just-cause” eviction policies for city-funded programs.

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

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

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

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



## AP-75 Barriers to affordable housing – 91.220(j)

### Introduction:

#### Teresa

San Francisco continues to work to address how to remove barriers to the development of affordable housing be it through its land use policies or improving city procedures to expedite affordable housing production such as priority permit processing for affordable housing projects.

**Actions it planned to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment**

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

#### Identify Sites Appropriate for Housing Development

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

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

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

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

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

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

### *Secondary Units*

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

### *Smaller Units*

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

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

### *Rental Units*

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

### Identify and Implement Creative Financing Strategies

Due to the high cost of housing subsidies required to provide a unit to low and very low income households (subsidy of \$170,000-\$200,000 required per unit), financing is amongst the most challenging barriers to affordable housing production. In addition, several Federal and State programs that historically have supported affordable housing development are at risk. The current recession has impacted government coffers as well as financial institutions, reducing the capital available for development. For example, the Federal Low Income Housing Tax Credit program (LIHTC) has, in years past, financed about 90% of affordable housing. In this economic climate and with the elimination of redevelopment agencies and their required commitment of 20% of their tax increment to affordable housing, the City of San Francisco is seeking creative solutions to finance affordable housing production and preservation.

### *Jobs-Housing Linkage Program*

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

#### *Historic Rehabilitation Tax Credits*

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

#### *Citywide Inclusionary Housing Program*

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

#### *Tax Increment Financing*

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

#### *Housing Trust Fund*

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

#### Reduce Regulatory Barriers

Public processing time, staffing, and fees related to City approval make up a considerable portion of affordable development costs. The City has implemented Priority Application Processing through coordination with the Planning Department, Department of Building Inspection, and Department of Public Works for 100% affordable projects. This expedites the review and development process and reduce overall development costs. Current City policy also allows affordable housing developers to pursue zoning accommodations through rezoning and application of a Special Use District.

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

#### Address NIMBYISM

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

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

## **AP-85 Other Actions – 91.220(k)**

### **Actions planned to address obstacles to meeting underserved needs**

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

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

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

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

### **Actions planned to foster and maintain affordable housing**

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

## **Actions planned to reduce lead-based paint hazards**

The Mayor's Office of Housing and Community Development is a multi-grant recipient of HUD's Office of Lead Hazard Control and Healthy Homes. Over the past 20 years, MOHCD has developed a highly collaborative infrastructure of City agencies and non-profit organizations to address childhood lead poisoning, lead hazards, and other health conditions stemming from poor quality housing in low-income communities. Collaborating agencies serve as referral partners to the lead program, which is a vital component of the day-to-day programmatic activities of MOHCD's Lead and Housing Rehabilitation Programs unit, which serves to improve low-income tenant- and owner-occupied housing.

To promote the occupancy of lead safe units by low-income families with children, the program will require property owners to execute a grant agreement, deed of trust, and declaration of restrictions that impose a five year restriction period; forbidding the property owner to evict current tenants; requiring property managers to maintain the property free of lead hazards; affirmatively marketing to low-income families with children under the age of six; and advertising and coordinating re-rentals through our office. As a result of this enforcement tool, MOHCD maintains a registry of lead remediated housing units, which upon re-rental must be affirmatively marketed to low-income families with children under the age of six. These re-rentals must also be advertised and coordinated through MOHCD. In addition, MOHCD's monitoring and asset management team performs compliance monitoring requiring the owner to provide documentation of current tenants and property maintenance. MOHCD also requires CDBG funded housing, tenant rights, and other non-profit housing related agencies to provide lead poisoning prevention education to tenant families with young children, information on the Federal Lead Hazard Disclosure Law, and information on MOHCD's Lead Program.

MOHCD response system is comprised of several City agencies and non-profit partners to address the problem of lead poisoning, prohibited nuisances code enforcement and dilapidated housing. Fundamental to the response system, the San Francisco Department of Public Health code enforcement has the legislative authority to cite property owners with a notice of violation whenever there is visibly deteriorated paint in the exterior or interior of a pre-1978 building where children under six may be exposed to the lead hazard. These violations become direct referrals to MOHCD, which provides lead grant assistance for the assessment and remediation services of lead hazards in low-income tenant- and owner-occupied housing.

In addition, MOHCD works with the Family Childcare Association, the Children's Council, the San Francisco Head Start Program, and other private preschools serving low-income families - to ensure families are educated on lead poisoning prevention and timely lead blood level testing of children under the age of six. As a result, low-income children attending targeted preschools are regularly tested for lead blood content as a commitment to a healthy educational start. Children with a detectable lead blood level are case managed by the San Francisco Department of Public Health.

## **Actions planned to reduce the number of poverty-level families**

San Francisco is perceived as a wealthy area with an average household income of \$117,255 (Table 91). However, 13.8% of residents live below the poverty level. According to Chief Economist, Ted Egan, between 1990 and 2010, the population living in Extremely Low / Very Low income households (those earning less than 50% of Area Median Income) has grown the most. Growth has also been seen in

households earning over 150% of area median income, and, to a lesser extent, in those earning 120-150% of AMI. The low income population (50-80% of AMI) has seen very slight growth, and the moderate income population (80-120%) experienced a decline in absolute numbers.

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

OEWD has implemented evidence-based sector academies and programs that provide access to employment opportunities for our priority populations, those most affected by wealth disparity. Our sectors – healthcare, construction, information and communications technology, and hospitality – were selected because of their high growth potential, entry-level employment opportunities, and more importantly, because of their pathways to self-sufficiency and economic security.

#### San Francisco Poverty by Age Group and Household Income Characteristics, 2013

Demographics of San Francisco Residents	Estimate	Percent
Percent of Individuals below the Poverty Level		
All people	(X)	13.8%
Under 18 years	(X)	12.0%
18 years and over	(X)	14.0%
18 to 64 years	(X)	13.7%
65 years and over	(X)	15.8%
Income & Benefits		
Total households	354,651	
Less than \$10,000	25,126	7.1%
\$10,000 to \$14,999	20,908	5.9%
\$15,000 to \$24,999	25,256	7.1%
\$25,000 to \$34,999	24,550	6.9%
\$35,000 to \$49,999	31,759	9.0%
\$50,000 to \$74,999	44,246	12.5%
\$75,000 to \$99,999	37,285	10.5%
\$100,000 to \$149,999	55,670	15.7%
\$150,000 to \$199,999	31,616	8.9%
\$200,000 or more	58,235	16.4%
Median household income (dollars)	77,485	
Mean household income (dollars)	117,255	

Source: U.S. Census Bureau, 2013 American Community Survey

All San Franciscans deserve to live in safety and prosperity. But today, not all San Franciscans do. In truth, while we are one City, united in name and government, we remain separate communities. In neighborhoods with concentrated poverty, there is a San Francisco that is a community apart, separated by geography, violence, and decades of neglect. According to the U.S. Census Bureau's 2012 5-Year American Community Survey, 13.2%, of San Francisco's residents live in poverty. This, in the context of a growing yet fragile city economy with a \$6 billion budget and for many people unaffordable housing presents a unique opportunity for monumental change.

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

In April 2007, the Center for American Progress issued a report, *From Poverty to Prosperity: A National Strategy to Cut Poverty in Half*, which was the result of the Center convening a diverse group of national experts and leaders to examine the causes and consequences of poverty in America and to make recommendations for national action. In the report, the Center's Task Force on Poverty calls for a national goal of cutting poverty in half in the next 10 years and proposes a strategy to reach the goal.

In order to cut poverty in half over the next 10 years, the Task Force on Poverty recommended that strategies should be guided by four principles:

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

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

### **Smart Government**

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



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

Policy area	Homelessness	Asset Building/Homeownership	Employment	Youth/Education
Goal	To end chronic homelessness	Asset building for low- and moderate-income residents	Living-wage jobs with opportunities for career advancement	All students graduate high school and have the ability to go to college
City strategy	<b>Housing First</b> is a successful program that places homeless individuals into permanent supportive housing with wrap around services	<b>City’s First Time Homebuyers’ Program</b> helps low-income residents afford to own in San Francisco	<b>Four Sectors</b> have been identified by OEWD as having high growth potential for our city. Job training and development programs are aligned around those sectors	<b>SF Promise</b> guarantees college financial assistance for SF students who do well in school and graduate high school
“On-Ramp”	<b>Project Homeless Connect</b> reaches out to homeless individuals every other month and provides a one-stop shop of health and human services for them	<p><b>Bank on San Francisco</b> is an award winning national model program which allows families dependent on high-cost check-cashers to easily open a starter bank account with mainstream financial institutions</p> <p><b>Financial Empowerment Center Initiative</b> is an inter-departmental program to support centers that will conduct financial triage, set goals, and establishes action plans in 5 service areas: money management, improved credit, decreased debt, safe and affordable banking relationships, and build savings</p>	<b>Career Pathways that promote job mobility and advancement:</b> Creating career pathways that support the ability of residents and workers to attain the industry relevant/recognized skills employers are looking for is key to job mobility and advancement in the San Francisco labor market. Working in partnership with employers, the City will continue to implement industry-driven pathway approaches that cross learning at the K-12 and post-	<b>Promise Neighborhood</b> is a federal Department of Education-supported program that brings together City departments and community-based organizations to transform a low-income, largely immigrant neighborhood by linking family economic security with student academic achievement. It creates a comprehensive, integrated framework of evidence-based services that responds to urgent needs and builds on the foundation of student, family, community,

Policy area	Homelessness	Asset Building/Homeownership	Employment	Youth/Education
			secondary levels.	<p>and school strengths and assets.</p> <p><b>The City's Family Resource Center Initiative</b> brings national and local best practices in parent education and family support to high need communities. This inter-departmental program has tracks for parents of new babies, preschoolers and young kids. It provides support for all parents so they can help each other in the knowledge that it "takes a village".</p>

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

### **Community Voice**

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

### **Shared Data and Goals**

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

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

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

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

- Participants in skills-training programs had decreases in poverty, from 64 percent to 35 percent.
- Participants in skills-training programs also accessed higher-quality jobs. The percentage of participants with health insurance available through their employers increased from 49 percent to 73 percent, while the percentage with paid sick leave increased from 35 percent to 58 percent.
- Many participants in skills-training programs obtained jobs in targeted sectors. Among advanced skills-training participants, these positions paid more than positions unrelated to training.

- Sectoral Employment Initiative participants believed the programs helped them achieve success in the labor market. Eighty-three percent of participants agreed that the training prepared them well for work in the targeted sector, and 78 percent said the program had improved their chances of getting a good job.
- Organizations using sectoral approaches other than or in addition to skills training demonstrated the potential to bring about systemic change. In very different contexts, through organizing and advocacy efforts or using leverage with industry contacts to negotiate with educational institutions, organizations either led or were involved in efforts that brought about significant changes to systems—changes that had the potential to benefit less-educated workers throughout the targeted sector.<sup>2</sup>

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

Since hitting the trough of the last business cycle in 2010, San Francisco has demonstrated its economic resiliency and recovery. In 2012, total employment in the City reached pre-recession levels<sup>3</sup>, and, since reaching this milestone, the unemployment rate has continued to steadily decline – standing at \_\_\_\_% as of the publishing of this report<sup>4</sup>.

The city is also out performing other large counties throughout the country. Between 2011-2012, San Francisco was the fastest growing large county in the United States as measured in annual private sector job growth. San Francisco’s recovery has also occurred across sectors with every sector in the city’s economy outpacing the US growth rate<sup>5</sup>.

The key characteristics of San Francisco’s Sector Based Approach include

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

### ***Serious Collaboration***

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

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

<sup>3</sup> Bureau of Labor Statistics, 2013

<sup>4</sup> California Employment Development Department, 2014

<sup>5</sup> Bureau of Labor Statistics, 2013

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

### **Economic Development**

For the first time since the closing of the Hunters Point Ship Yard real investment, nearly \$1 billion, is slated for the surrounding communities. From major public investment such as the redevelopment of public housing to significant private investment such as the development at the old Ship Yard and the Schlage Lock site, renewed activity in the southeast sector brings jobs, revitalizes buildings and neighborhoods and has the potential to transform communities.

One challenge is helping residents to get ready for such economic development. Many of the jobs that are available require different skill levels than most residents have. The City has been working with planning and contracting groups to try and forecast employment needs further out to give more time to prepare residents with the right skills. When there are many steps in the process, it is difficult to get the whole pipeline running smoothly. City departments, including MOHCD, OCII and OEWD, are working closely to develop training programs, provide life skills support, create job opportunities, and adjust employment systems that make this process more seamless.

### **Nonprofit Collaboration**

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

### **Private Investment**

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

The City sees foundations playing several roles:

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

To that end, the City has newly created the position of Director of Strategic Partnerships within the Mayor's Office; this new position is focused on creating meaningful partnerships with private philanthropy to leverage private resources to support the City's work.

### **Actions planned to develop institutional structure**

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

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

OEWD will work with the WISF and its subcommittees to explore implementing "earn and learn" evidence based models and practices both for youth and adults, an important strategy for identifying and solving workforce needs in key industries through multi-firm partnerships with education and community organizations.

### **Actions planned to enhance coordination between public and private housing and social service agencies**

The City's senior advisor on health services convenes a monthly Health and Human Services Cluster meeting. Participating in this Cluster are the Directors of Public Health, Community Development, Human Services, Aging and Adult Services, Workforce Development, and Children, Youth and their Families. This monthly convening provides a regular forum to discuss issues of services coordination, policy, new initiatives, funding opportunities, and emerging needs. In addition, the Director of MOHCD meets on a weekly basis with the Director of Planning and the Director of Development for the Office of Economic and Workforce Development to discuss affordable and market-rate housing development issues citywide.

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

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

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

Staff from MOHCD, OCII, the Human Services Agency and Department of Public Health also meets on a bi-monthly basis to coordinate the development and operation of the City's permanent supportive housing pipeline and portfolio. Like the Health and Human Services Cluster meeting, this bi-monthly convening provides a regular forum to discuss issues of services coordination, policy, new initiatives, funding opportunities, and emerging needs specific for permanent supportive housing funded by these departments.

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

## Program Specific Requirements

### AP-90 Program Specific Requirements – 91.220(I)(1,2,4)

#### Introduction:

#### Community Development Block Grant Program (CDBG) Reference 24 CFR 91.220(I)(1)

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out.

1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed	2,000,000
2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan.	0
3. The amount of surplus funds from urban renewal settlements	0
4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan	0
5. The amount of income from float-funded activities	0
<b>Total Program Income:</b>	<b>2,000,000</b>

#### Other CDBG Requirements

1. The amount of urgent need activities	0
2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low and moderate income. Overall Benefit - A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. Specify the years covered that include this Annual Action Plan.	99.00%



**Emergency Solutions Grant (ESG)  
Reference 91.220(l)(4)**

1. Include written standards for providing ESG assistance (may include as attachment)

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

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

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

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

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

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

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

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

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

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

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

Program participants receiving rapid re-housing assistance must be re-evaluated at least once every year and program participants receiving homelessness prevention assistance must be re-evaluated at least

once every 3 months. No program participant may receive more than 24 months of assistance in a three-year period.

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

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

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

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

Street outreach is currently not being funded with ESG funds.

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

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

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

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

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

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

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

- People in crisis needing an unstructured, low-threshold shelter with minimal requirements for residents, consistent with maintaining standards for client safety and hygiene;
- Respite beds;

- Elderly;
- Victims of domestic violence;
- Immigrants; and
- Teen-aged youth.

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

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

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

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

2. If the Continuum of Care has established centralized or coordinated assessment system that meets HUD requirements, describe that centralized or coordinated assessment system.

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

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

3. Identify the process for making sub-awards and describe how the ESG allocation available to private nonprofit organizations (including community and faith-based organizations).

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

- In partnership with the Citizen's Committee on Community Development (CCCC), MOHCD and the Office of Economic and Workforce Development (OEWD) conduct multiple public hearings to solicit citizen input on community needs for allocating funds from four federal sources, including ESG;
  - MOHCD and OEWD issue Requests for Proposals and hold technical assistance workshops for interested non-profit organizations to provide information on the application and the review process;
  - MOHCD and OEWD staff review all of the applications that are submitted by non-profit organizations and make funding recommendations to the CCCC;
  - CCCC makes funding recommendations to the Mayor for specific projects that will be implemented by non-profit organizations;
  - In partnership with the CCCC, MOHCD and OEWD conduct a public hearing to solicit input on the preliminary recommendations;
  - Funding recommendations for specific projects that will be implemented by non-profit organizations go through the San Francisco Board of Supervisors review process;
  - The Board of Supervisors and the Mayor approve the funding recommendations; and
  - MOHCD submits annual Action Plan application for HUD consideration.
4. If the jurisdiction is unable to meet the homeless participation requirement in 24 CFR 576.405(a), the jurisdiction must specify its plan for reaching out to and consulting with homeless or formerly homeless individuals in considering policies and funding decisions regarding facilities and services funded under ESG.

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

5. Describe performance standards for evaluating ESG.

ESG activities have historically been evaluated by reviewing the progress towards monthly work plan activity goals through MOH's real-time online reporting system, as well as through annual program

monitoring visits and review of progress towards performance indicators contained within the Consolidated Plan. In the 2013-2014 program year, all ESG grantees will be required to conform their reporting to HMIS requirements. MOHCD will be working with HSA and the Local Board to review its performance standards and make any refinements necessary to maximize the ability to effectively achieve the expected community outcomes.

# Appendix

## San Francisco Neighborhood Housing Indicators

Neighborhood	Homeownership Affordability Gap				Severe Housing Problems				Excessive Rent Burden				Severe Overcrowding			
	Median Income	Median Home Price	Annual Income Required to Afford Monthly Mortgage Payment	Annual Income Affordability Gap	Total Households (2011)	Households with Severe Housing Problems	% of Neighborhood	% of City	Renter Occupied Households	Renter Households paying 50% or more	% of Neighborhood	% of City	Total Households	Households with more than 1.51 occupant per room	% of Neighborhood	% of City
<b>Bayview Hunters Point*</b>	\$53,852	\$555,001	\$132,556	(\$78,703)	10,415	3,765	36.15%	4.16%	5,526	1,393	25.21%	2.91%	10,932	422	3.86%	3.66%
Bernal Heights	\$87,638	\$940,000	\$224,509	(\$136,871)	9,145	2,255	24.66%	2.49%	4,170	821	19.69%	1.72%	9,246	156	1.69%	1.35%
Castro/Upper Market	\$137,775	\$1,349,000	\$322,194	(\$184,419)	10,910	1,525	13.98%	1.69%	6,244	947	15.17%	1.98%	10,828	50	0.46%	0.43%
<b>Chinatown*</b>	\$28,167	\$832,500	\$198,833	(\$170,666)	7,175	4,093	57.05%	4.52%	6,343	1,679	26.47%	3.51%	6,855	1,453	21.20%	12.61%
Excelsior	\$66,882	\$638,000	\$152,379	(\$85,497)	10,275	3,365	32.75%	3.72%	3,802	1,156	30.41%	2.42%	10,532	405	3.85%	3.51%
Financial District	\$159,625	\$1,175,000	\$280,636	(\$121,010)	8,300	2,280	27.47%	2.52%	5,808	1,200	20.66%	2.51%	9,009	316	3.51%	2.74%
Glen Park	\$144,284	\$1,200,000	\$286,607	(\$142,322)	3,790	650	17.15%	0.72%	1,494	269	18.01%	0.56%	3,725	4	0.11%	0.03%
Golden Gate Park	N/A	N/A	N/A	N/A	25	0	0.00%	0.00%	35	0	0.00%	0.00%	35	0	0.00%	0.00%
Haight Ashbury	\$138,118	\$1,295,000	\$309,296	(\$171,178)	8,275	1,425	17.22%	1.58%	6,153	947	15.39%	1.98%	8,273	0	0.00%	0.00%
Hayes Valley	\$96,875	\$980,582	\$234,201	(\$137,326)	8,510	2,455	28.85%	2.71%	7,100	1,750	24.65%	3.66%	8,594	120	1.40%	1.04%
Inner Richmond	\$99,266	\$1,300,000	\$310,491	(\$211,224)	8,975	2,410	26.85%	2.66%	6,433	1,279	19.88%	2.67%	9,204	226	2.46%	1.96%
Inner Sunset	\$123,864	\$1,274,500	\$304,400	(\$180,537)	11,895	2,345	19.71%	2.59%	7,075	1,491	21.07%	3.12%	11,811	64	0.54%	0.56%
Japantown	\$50,833	\$687,500	\$121,970	(\$161,136)	2,400	615	25.63%	0.68%	2,076	485	23.36%	1.01%	2,319	143	6.17%	1.24%
Lakeshore	\$62,251	\$855,000	\$204,207	(\$141,956)	5,140	1,920	37.35%	2.12%	4,696	1,647	35.07%	3.44%	4,884	14	0.29%	0.12%
Lincoln Park	N/A	N/A	N/A	N/A	75	10	13.33%	0.01%	46	0	0.00%	0.00%	89	0	0.00%	0.00%
Lone Mountain/USF	\$105,689	\$1,007,500	\$240,630	(\$134,941)	6,065	1,305	21.52%	1.44%	4,662	1,022	21.92%	2.14%	6,222	24	0.39%	0.21%
Marina	\$179,369	\$1,670,000	\$398,861	(\$219,492)	13,220	2,580	19.52%	2.85%	9,970	1,502	15.07%	3.14%	13,783	141	1.02%	1.22%
McLaren Park	N/A	N/A	N/A	N/A	235	60	25.53%	0.07%	175	37	21.14%	0.08%	246	0	0.00%	0.00%
<b>Mission*</b>	\$67,606	\$1,052,500	\$251,378	(\$183,772)	22,030	6,515	29.57%	7.20%	16,895	3,090	18.29%	6.46%	22,468	1,457	6.48%	12.64%
Mission Bay	\$95,777	\$1,017,500	\$243,019	(\$147,242)	3,565	705	19.78%	0.78%	3,008	444	14.76%	0.93%	4,444	179	4.03%	1.55%
Nob Hill	\$78,612	\$900,000	\$214,955	(\$136,343)	14,480	4,309	29.76%	4.76%	13,146	2,744	20.87%	5.74%	15,057	851	5.65%	7.39%
Noe Valley	\$156,101	\$1,500,000	\$358,258	(\$202,157)	11,000	1,760	16.00%	1.95%	5,290	855	16.16%	1.79%	10,737	72	0.67%	0.62%
North Beach	\$68,727	\$989,000	\$236,212	(\$167,484)	6,535	2,040	31.22%	2.25%	5,395	1,062	19.68%	2.22%	6,551	199	3.04%	1.73%
Oceanview/Merced/Ingleside	\$75,620	\$535,000	\$127,779	(\$52,159)	7,545	2,500	33.13%	2.76%	2,546	927	36.41%	1.94%	7,792	276	3.54%	2.40%
Outer Mission	\$85,756	\$724,000	\$172,919	(\$87,163)	6,030	1,905	31.59%	2.11%	2,043	521	25.50%	1.09%	6,314	222	3.52%	1.93%
Outer Richmond	\$91,347	\$980,000	\$234,062	(\$142,715)	18,615	3,915	21.03%	4.33%	11,493	2,668	23.21%	5.58%	18,474	320	1.73%	2.78%
Pacific Heights	\$168,140	\$1,310,500	\$312,998	(\$144,858)	13,245	2,720	20.54%	3.01%	9,932	1,618	16.29%	3.38%	13,507	203	1.50%	1.76%
Portola	\$67,360	\$651,500	\$155,604	(\$88,244)	4,245	1,265	29.80%	1.40%	1,691	520	30.75%	1.09%	4,419	140	3.17%	1.21%
Potrero Hill	\$144,707	\$965,000	\$230,480	(\$85,772)	6,280	1,015	16.16%	1.12%	3,497	509	14.56%	1.06%	6,436	162	2.52%	1.41%
Presidio	N/A	N/A	N/A	N/A	1,130	265	23.45%	0.29%	1,098	163	14.85%	0.34%	1,132	0	0.00%	0.00%
Presidio Heights	\$155,028	\$1,365,500	\$326,135	(\$171,107)	4,765	905	18.99%	1.00%	3,036	619	20.39%	1.29%	4,828	23	0.48%	0.20%
Russian Hill	\$104,654	\$1,350,000	\$322,433	(\$217,779)	9,795	2,180	22.26%	2.41%	7,810	1,289	16.50%	2.69%	10,043	295	2.94%	2.56%
Seacliff	\$207,397	\$1,625,000	\$388,113	(\$180,716)	885	195	22.03%	0.22%	171	22	12.87%	0.05%	917	0	0.00%	0.00%
<b>South of Market*</b>	\$59,301	\$762,500	\$182,115	(\$122,814)	8,280	2,950	35.63%	3.26%	6,969	1,511	21.68%	3.16%	9,008	659	7.32%	5.72%
Sunset/Parkside	\$93,529	\$885,000	\$211,372	(\$117,844)	26,405	5,990	22.69%	6.62%	10,977	2,928	26.67%	6.12%	26,861	463	1.72%	4.02%
<b>Tenderloin*</b>	\$30,716	\$652,000	\$155,723	(\$125,007)	15,415	8,820	57.22%	9.75%	15,426	5,263	34.12%	11.00%	15,852	2,032	12.82%	17.63%
Treasure Island	N/A	N/A	N/A	N/A	615	210	34.15%	0.23%	618	192	31.07%	0.40%	618	0	0.00%	0.00%
Twin Peaks	\$109,341	\$945,000	\$225,703	(\$116,362)	3,410	450	13.20%	0.50%	1,984	287	14.47%	0.60%	3,448	0	0.00%	0.00%
<b>Visitation Valley*</b>	\$49,438	\$633,500	\$151,304	(\$101,867)	4,865	1,820	37.41%	2.01%	2,249	593	26.37%	1.24%	4,910	145	2.95%	1.26%
West of Twin Peaks	\$148,175	\$1,215,285	\$290,257	(\$142,083)	13,510	2,255	16.69%	2.49%	2,709	373	13.77%	0.78%	13,634	14	0.10%	0.12%
Western Addition	\$57,655	\$720,000	\$171,964	(\$114,309)	10,865	2,725	25.08%	3.01%	9,159	2,016	22.01%	4.21%	11,307	273	2.41%	2.37%
<b>San Francisco Totals</b>	<b>\$91,394</b>	<b>\$1,000,000</b>	<b>\$238,839</b>	<b>(\$147,445)</b>	<b>338,335</b>	<b>90,472</b>	<b>26.74%</b>	<b>100%</b>	<b>218,950</b>	<b>47,839</b>	<b>21.85%</b>	<b>100%</b>	<b>345,344</b>	<b>11,523</b>	<b>3.34%</b>	<b>100%</b>

\*NRSA

## San Francisco Neighborhood Housing Indicators

Neighborhood	Eviction Notices					Foreclosures and Troubled Mortgagees							
	Renter Occupied Households	Fault Eviction Notices	No Fault Eviction Notices	Total Eviction Notices	Eviction Notices per 1000 Renter Households	Total Owner Households with a Mortgage	Notices of Default	Foreclosures	Notice of Default Rate	Foreclosure Rate	Owner Occupied Housing with a Troubled Mortgage	% of Neighborhood	% of City
<b>Bayview Hunters Point*</b>	5,526	50	10	60	11	3,954	70	16	1.77%	0.40%	571	14.44%	19.03%
Bernal Heights	4,170	19	27	46	12	4,141	23	3	0.56%	0.07%	112	2.70%	3.73%
Castro/Upper Market	6,244	77	26	103	17	3,871	12	3	0.31%	0.08%	69	1.78%	2.30%
<b>Chinatown*</b>	6,343	27	4	31	5	132	3	2	2.27%	1.52%	3	2.27%	0.10%
Excelsior	3,802	43	33	76	20	4,673	36	14	0.77%	0.30%	335	7.17%	11.16%
Financial District	5,808	9	0	9	2	2,756	17	10	0.62%	0.36%	37	1.34%	1.23%
Glen Park	1,494	0	6	6	5	1,375	13	2	0.95%	0.15%	43	3.13%	1.43%
Golden Gate Park	35	2	0	2	58	0	0	0	0.00%	0.00%	0	0.00%	0.00%
Haight Ashbury	6,153	22	15	37	7	1,852	9	2	0.49%	0.11%	29	1.57%	0.97%
Hayes Valley	7,100	52	9	61	9	1,233	10	0	0.81%	0.00%	24	1.95%	0.80%
Inner Richmond	6,433	20	22	42	7	1,714	9	1	0.53%	0.06%	27	1.58%	0.90%
Inner Sunset	7,075	25	15	40	6	3,156	12	2	0.38%	0.06%	52	1.65%	1.73%
Japantown	2,076	5	1	6	3	135	2	0	1.48%	0.00%	5	3.70%	0.17%
Lakeshore	4,696	85	0	85	19	162	0	0	0.00%	0.00%	7	4.32%	0.23%
Lincoln Park	46	3	0	3	66	28	0	0	0.00%	0.00%	0	0.00%	0.00%
Lone Mountain/USF	4,662	19	18	37	8	1,200	4	0	0.33%	0.00%	22	1.83%	0.73%
Marina	9,970	51	10	61	7	2,500	12	3	0.48%	0.12%	24	0.96%	0.80%
McLaren Park	175	2	0	2	12	67	1	0	1.49%	0.00%	5	7.46%	0.17%
<b>Mission*</b>	16,895	147	55	202	12	4,605	25	3	0.54%	0.07%	87	1.89%	2.90%
Mission Bay	3,008	0	1	1	1	1,293	13	0	1.01%	0.00%	17	1.31%	0.57%
Nob Hill	13,146	75	20	95	8	1,174	15	12	1.28%	1.02%	23	1.96%	0.77%
Noe Valley	5,290	30	24	54	11	4,249	10	3	0.24%	0.07%	64	1.51%	2.13%
North Beach	5,395	48	4	52	10	820	4	0	0.49%	0.00%	12	1.46%	0.40%
Oceanview/Merced/Ingleside	2,546	23	22	45	18	3,754	37	11	0.99%	0.29%	278	7.41%	9.26%
Outer Mission	2,043	19	20	39	20	3,115	16	4	0.51%	0.13%	171	5.49%	5.70%
Outer Richmond	11,493	64	53	117	11	4,166	20	0	0.48%	0.00%	76	1.82%	2.53%
Pacific Heights	9,932	61	16	77	8	2,437	9	1	0.37%	0.04%	35	1.44%	1.17%
Portola	1,691	19	12	31	19	1,553	15	4	0.97%	0.26%	111	7.15%	3.70%
Potrero Hill	3,497	9	27	36	11	2,408	12	1	0.50%	0.04%	53	2.20%	1.77%
Presidio	1,098	0	0	0	0	11	1	0	9.09%	0.00%	0	0.00%	0.00%
Presidio Heights	3,036	12	5	17	6	1,095	4	0	0.37%	0.00%	11	1.00%	0.37%
Russian Hill	7,810	48	15	63	9	1,196	11	4	0.92%	0.33%	28	2.34%	0.93%
Seacliff	171	3	2	5	30	510	2	0	0.39%	0.00%	0	0.00%	0.00%
<b>South of Market*</b>	6,969	61	6	67	10	1,821	17	8	0.93%	0.44%	37	2.03%	1.23%
Sunset/Parkside	10,977	58	70	128	12	9,498	31	13	0.33%	0.14%	213	2.24%	7.10%
<b>Tenderloin*</b>	15,426	108	1	109	8	378	12	0	3.17%	0.00%	19	5.03%	0.63%
Treasure Island	618	0	0	0	0	0	0	0	0.00%	0.00%	0	0.00%	0.00%
Twin Peaks	1,984	7	2	9	5	908	4	0	0.44%	0.00%	16	1.76%	0.53%
<b>Visitation Valley*</b>	2,249	29	6	35	16	1,612	17	5	1.05%	0.31%	183	11.35%	6.10%
West of Twin Peaks	2,709	16	13	29	11	7,850	34	9	0.43%	0.11%	159	2.03%	5.30%
Western Addition	9,159	43	7	50	6	1,514	9	0	0.59%	0.00%	43	2.84%	1.43%
<b>San Francisco Totals</b>	<b>218,950</b>	<b>1,391</b>	<b>577</b>	<b>1,968</b>	<b>9</b>	<b>88,916</b>	<b>551</b>	<b>136</b>	<b>0.62%</b>	<b>0.15%</b>	<b>3,001</b>	<b>3.38%</b>	<b>100%</b>

\*NRSA



San Francisco Neighborhood Community Indicators

Neighborhood	Personal and Property Crime						Perceived Safety			Likelihood of Leaving San Francisco				Emergency Preparedness		Voter Turnout			Block Parties & Street Fairs	
	Total Population	Personal Crimes (2014)	Personal Crime Rate (per 1,000 residents)	Total Households	Property Crimes	Property Crime Rate (per 1,000 households)	Feels Unsafe (During the Night)	Neither Safe nor Unsafe (During the Night)	Feels Safe (During Night)	Very Likely	Somewhat Likely	Not to Likely	Not Likely at All	Set aside 72 hours of food, water, and medicine	Made a family communication plan	Registered Voters	Ballots Cast (2012 Presidential Election)	Neighborhood Turnout	Permitted Events	% of City
Bayview Hunters Point*	37,363	1,426	38.17	10,932	1,691	154.68	21%	27%	52%	2%	11%	30%	56%	48%	25%	19,559	11,976	61%	6	3.73%
Bernal Heights	26,052	423	16.24	9,246	1,071	115.83	4%	10%	86%	3%	20%	20%	57%	65%	42%	15,635	12,204	78%	13	8.07%
Castro/Upper Market	19,775	518	26.19	10,828	1,449	133.82	2%	4%	93%	5%	17%	18%	60%	52%	33%	16,880	13,781	82%	8	4.97%
Chinatown*	14,905	345	23.15	6,855	851	124.14	0%	11%	89%	4%	13%	25%	57%	39%	51%	4,328	2,326	54%	3	1.86%
Excelsior	39,437	492	12.48	10,532	864	82.04	6%	22%	72%	7%	14%	28%	52%	52%	26%	17,941	11,958	67%	4	2.48%
Financial District/South Beach	16,091	845	52.51	9,009	5,856	650.02	0%	3%	97%	6%	15%	22%	57%	34%	19%	11,389	8,270	73%	4	2.48%
Glen Park	7,895	51	6.46	3,725	344	92.35	0%	12%	88%	7%	2%	35%	56%	71%	33%	6,256	5,205	83%	4	2.48%
Golden Gate Park	39	72	N/A	35	785	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1,783	1,297	73%	0	0.00%
Haight Ashbury	17,715	198	11.18	8,273	837	101.17	3%	6%	90%	4%	8%	31%	57%	40%	32%	14,284	11,306	79%	7	4.35%
Hayes Valley	17,787	333	18.72	8,594	1,578	183.62	3%	15%	82%	9%	15%	30%	46%	41%	35%	13,269	9,950	75%	2	1.24%
Inner Richmond	21,861	123	5.63	9,204	551	59.87	1%	10%	89%	11%	17%	31%	41%	47%	35%	13,792	10,183	74%	4	2.48%
Inner Sunset	27,710	117	4.22	11,811	757	64.09	1%	4%	95%	5%	11%	30%	55%	52%	26%	16,962	13,300	78%	11	6.83%
Japantown	3,939	93	23.61	2,319	493	212.59	0%	0%	100%	16%	22%	28%	35%	30%	12%	2,115	1,565	74%	5	3.11%
Lakeshore	13,189	142	10.77	4,884	693	141.89	7%	7%	85%	8%	26%	24%	42%	55%	23%	6,876	4,763	69%	0	0.00%
Lincoln Park	324	0	0.00	89	10	112.36	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1,875	1,336	71%	0	0.00%
Lone Mountain/USF	15,608	136	8.71	6,222	841	135.17	0%	3%	97%	7%	27%	19%	47%	48%	32%	10,509	7,876	75%	5	3.11%
Marina	23,793	204	8.57	13,783	1,581	114.71	1%	9%	90%	8%	23%	24%	45%	40%	32%	15,878	12,385	78%	5	3.11%
McLaren Park	662	32	48.34	246	64	260.16	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	2,877	1,653	57%	0	0.00%
Mission*	54,611	2,102	38.49	22,468	4,395	195.61	6%	22%	72%	11%	17%	28%	43%	43%	28%	34,717	24,912	72%	13	8.07%
Mission Bay	9,251	137	14.81	4,444	633	142.44	3%	2%	95%	7%	25%	27%	42%	48%	43%	5,146	3,815	74%	0	0.00%
Nob Hill	25,816	480	18.59	15,057	1,811	120.28	1%	11%	88%	9%	12%	30%	50%	51%	23%	15,203	10,718	70%	1	0.62%
Noe Valley	21,564	118	5.47	10,737	610	56.81	0%	4%	96%	9%	13%	38%	40%	46%	31%	17,076	14,093	83%	12	7.45%
North Beach	12,451	385	30.92	6,551	1,500	228.97	0%	9%	91%	1%	10%	22%	67%	49%	34%	6,800	4,984	73%	3	1.86%
Oceanview/Merced/Ingleside	27,930	305	10.92	7,792	463	59.42	6%	21%	72%	3%	16%	25%	56%	51%	26%	13,313	8,581	64%	0	0.00%
Outer Mission	23,223	349	15.03	6,314	587	92.97	7%	20%	73%	5%	12%	29%	53%	59%	44%	11,375	7,470	66%	4	2.48%
Outer Richmond	44,910	248	5.52	18,474	917	49.64	1%	7%	91%	2%	14%	29%	55%	51%	31%	24,952	18,033	72%	4	2.48%
Pacific Heights	23,299	187	8.03	13,507	1,263	93.51	2%	1%	98%	5%	12%	38%	45%	53%	38%	16,776	13,321	79%	0	0.00%
Portola	14,861	231	15.54	4,419	458	103.64	20%	26%	54%	2%	25%	33%	40%	49%	31%	7,872	5,147	65%	2	1.24%
Potrero Hill	15,008	408	27.19	6,436	1,347	209.29	10%	20%	71%	9%	12%	30%	49%	47%	36%	9,071	7,059	78%	3	1.86%
Presidio	2,918	2	0.69	1,132	30	26.50	0%	0%	100%	28%	31%	22%	19%	84%	43%	2,557	1,870	73%	0	0.00%
Presidio Heights	10,251	60	5.85	4,828	325	67.32	0%	4%	96%	8%	10%	30%	51%	44%	31%	6,846	5,467	80%	2	1.24%
Russian Hill	18,949	173	9.13	10,043	1,263	125.76	1%	5%	95%	5%	20%	30%	45%	56%	33%	12,927	9,717	75%	1	0.62%
Seacliff	2,459	4	1.63	917	32	34.90	0%	0%	100%	0%	24%	13%	63%	72%	37%	1,492	1,207	81%	2	1.24%
South of Market*	17,797	1,713	96.25	9,008	6,691	742.78	16%	28%	56%	16%	18%	22%	44%	48%	28%	11,944	7,499	63%	1	0.62%
Sunset/Parkside	78,132	367	4.70	26,861	1,344	50.04	3%	11%	86%	6%	12%	22%	61%	48%	28%	44,620	31,445	70%	11	6.83%
Tenderloin*	26,085	2,632	100.90	15,852	3,308	208.68	12%	26%	62%	6%	16%	23%	55%	54%	33%	15,062	8,611	57%	2	1.24%
Treasure Island	2,654	32	12.06	618	144	233.01	0%	0%	100%	0%	10%	17%	73%	53%	28%	1,159	645	56%	0	0.00%
Twin Peaks	7,092	42	5.92	3,448	209	60.61	0%	9%	91%	6%	14%	18%	62%	51%	26%	5,396	4,458	83%	1	0.62%
Visitacion Valley*	17,197	397	23.09	4,910	401	81.67	14%	26%	60%	1%	17%	33%	49%	43%	27%	5,760	3,218	56%	4	2.48%
West of Twin Peaks	36,377	227	6.24	13,634	1,091	80.02	1%	5%	94%	5%	12%	16%	67%	61%	35%	26,351	21,180	80%	13	8.07%
Western Addition	20,521	550	26.80	11,307	2,308	204.12	4%	12%	84%	12%	7%	19%	62%	36%	33%	14,218	10,091	71%	1	0.62%
San Francisco Totals	817,501	16,699	20.43	345,344	51,446	148.97	27%	30%	44%	6%	15%	26%	53%	50%	31%	502,841	364,875	73%	161	100%

\*NRSA

San Francisco Neighborhood Economic Self-Sufficiency Indicators

Neighborhood	Low/Mod Population				Educational Disparity				Poverty				Median Income		Unemployment			
	Total Population (Low/Mod)	Low/Mod Population	% of Neighborhood	% of City	Total Population 25+	Population 25+ with No Diploma	% of Neighborhood	% of City	Total Population 3+	Persons Livening in Poverty	% of Neighborhood	% of City	Median Income	% of City Median	Civilian labor force	Unemployed	% of Neighborhood	% of City
Bayview Hunters Point*	34,460	24,230	70.31%	6.07%	24,247	6,785	27.98%	7.79%	35,551	6,578	18.50%	8.11%	\$53,852	58.92%	19,255	3,037	15.77%	7.38%
Bernal Heights	24,880	11,935	47.97%	2.99%	19,349	2,335	12.07%	2.68%	24,853	2,392	9.62%	2.95%	\$87,638	95.89%	16,518	1,604	9.71%	3.90%
Castro/Upper Market	19,795	7,915	39.98%	1.98%	17,791	507	2.85%	.58%	19,260	1,248	6.48%	1.54%	\$137,775	150.75%	14,964	938	6.27%	2.28%
Chinatown*	15,325	13,505	88.12%	3.38%	11,725	6,228	53.12%	7.15%	14,718	3,809	25.88%	4.70%	\$28,167	30.82%	7,463	1,016	13.61%	2.47%
Excelsior	37,865	21,025	55.53%	5.26%	29,030	7,650	26.35%	8.78%	37,984	3,095	8.15%	3.82%	\$66,882	73.18%	21,904	2,416	11.03%	5.87%
Financial District	12,640	4,290	33.94%	1.07%	13,404	602	4.49%	.69%	15,130	1,287	8.51%	1.59%	\$159,625	174.66%	10,558	671	6.36%	1.63%
Glen Park	8,235	3,065	37.22%	.77%	6,406	319	4.98%	.37%	7,579	529	6.98%	.65%	\$144,284	157.87%	4,736	361	7.62%	.88%
Golden Gate Park	30	20	66.67%	.01%	39	0	.00%	.00%	39	0	.00%	.00%	\$0	.00%	39	0	.00%	.00%
Haight Ashbury	17,180	7,410	43.13%	1.86%	14,536	281	1.93%	.32%	17,192	1,222	7.11%	1.51%	\$138,118	151.12%	13,780	819	5.94%	1.99%
Hayes Valley	16,085	9,760	60.68%	2.44%	15,082	876	5.81%	1.01%	17,213	2,220	12.90%	2.74%	\$96,875	106.00%	13,513	909	6.73%	2.21%
Inner Richmond	20,745	10,615	51.17%	2.66%	17,388	2,194	12.62%	2.52%	21,295	2,112	9.92%	2.60%	\$99,266	108.61%	13,405	941	7.02%	2.29%
Inner Sunset	26,580	10,930	41.12%	2.74%	21,852	1,204	5.51%	1.38%	26,147	1,757	6.72%	2.17%	\$123,864	135.53%	17,033	813	4.77%	1.98%
Japantown	3,725	2,390	64.16%	.60%	3,568	439	12.30%	.50%	3,776	728	19.28%	.90%	\$50,833	55.62%	1,703	92	5.40%	.22%
Lakeshore	11,960	8,005	66.93%	2.00%	7,077	556	7.86%	.64%	11,013	957	8.69%	1.18%	\$62,251	68.11%	6,858	873	12.73%	2.12%
Lincoln Park	215	50	23.26%	.01%	308	31	10.06%	.04%	176	4	2.27%	.00%	\$87,500	95.74%	120	8	6.67%	.02%
Lone Mountain/USF	12,935	5,820	44.99%	1.46%	10,883	635	5.83%	.73%	12,799	1,034	8.08%	1.27%	\$105,689	115.64%	9,498	649	6.83%	1.58%
Marina	21,985	6,440	29.29%	1.61%	20,455	559	2.73%	.64%	22,985	1,060	4.61%	1.31%	\$179,369	196.26%	17,163	1,188	6.92%	2.89%
McLaren Park	745	560	75.17%	.14%	433	123	28.41%	.14%	638	278	43.57%	.34%	\$20,625	22.57%	288	59	20.49%	.14%
Mission*	53,665	35,470	66.10%	8.88%	43,365	7,347	16.94%	8.44%	52,949	7,196	13.59%	8.87%	\$67,606	73.97%	37,340	2,844	7.62%	6.91%
Mission Bay	6,035	2,670	44.24%	.67%	7,653	396	5.17%	.45%	8,728	452	5.18%	.56%	\$95,777	104.80%	6,639	369	5.56%	.90%
Nob Hill	23,850	15,700	65.83%	3.93%	21,282	2,164	10.17%	2.48%	24,910	3,090	12.40%	3.81%	\$78,612	86.01%	17,169	1,047	6.10%	2.54%
Noe Valley	22,290	7,680	34.45%	1.92%	17,744	630	3.55%	.72%	20,789	990	4.76%	1.22%	\$156,101	170.80%	14,890	911	6.12%	2.21%
North Beach	11,820	7,055	59.69%	1.77%	10,541	1,525	14.47%	1.75%	12,203	1,519	12.45%	1.87%	\$68,727	75.20%	8,143	617	7.58%	1.50%
Oceanview/Merced/Ingleside	24,515	13,055	53.25%	3.27%	19,793	4,436	22.41%	5.09%	27,193	2,943	10.82%	3.63%	\$75,620	82.74%	15,611	1,981	12.69%	4.81%
Outer Mission	21,580	10,335	47.89%	2.59%	16,992	3,660	21.54%	4.20%	22,244	1,776	7.98%	2.19%	\$85,756	93.83%	13,120	1,045	7.96%	2.54%
Outer Richmond	45,395	21,450	47.25%	5.37%	35,152	4,313	12.27%	4.95%	43,590	2,752	6.31%	3.39%	\$91,347	99.95%	26,756	1,915	7.16%	4.65%
Pacific Heights	22,740	7,385	32.48%	1.85%	20,095	537	2.67%	.62%	22,012	1,303	5.92%	1.61%	\$168,140	183.97%	15,864	718	4.53%	1.74%
Portola	14,460	7,660	52.97%	1.92%	10,855	3,543	32.64%	4.07%	14,488	1,412	9.75%	1.74%	\$67,360	73.70%	7,964	851	10.69%	2.07%
Potrero Hill	14,205	5,750	40.48%	1.44%	12,282	758	6.17%	.87%	14,046	1,301	9.26%	1.60%	\$144,707	158.33%	10,288	757	7.36%	1.84%
Presidio	2,865	1,155	40.31%	.29%	2,107	0	.00%	.00%	2,734	99	3.62%	.12%	\$171,284	187.41%	1,894	28	1.48%	.07%
Presidio Heights	9,175	2,720	29.65%	.68%	7,764	338	4.35%	.39%	9,738	432	4.44%	.53%	\$155,028	169.63%	5,909	602	10.19%	1.46%
Russian Hill	18,650	9,425	50.54%	2.36%	15,733	1,750	11.12%	2.01%	18,340	1,420	7.74%	1.75%	\$104,654	114.51%	13,001	640	4.92%	1.56%
Seacliff	2,380	380	15.97%	.10%	1,738	25	1.44%	.03%	2,370	122	5.15%	.15%	\$207,397	226.93%	1,069	30	2.81%	.07%
South of Market*	13,910	9,170	65.92%	2.30%	14,992	2,899	19.34%	3.33%	16,681	3,978	23.85%	4.90%	\$59,301	64.88%	9,292	885	9.52%	2.15%
Sunset/Parkside	76,460	34,240	44.78%	8.57%	58,636	9,063	15.46%	10.41%	75,725	4,887	6.45%	6.02%	\$93,529	102.34%	44,265	3,679	8.31%	8.94%
Tenderloin*	23,910	21,290	89.04%	5.33%	21,110	5,292	25.07%	6.08%	24,941	7,252	29.08%	8.94%	\$30,716	33.61%	13,224	1,569	11.86%	3.81%
Treasure Island	2,035	1,465	71.99%	.37%	1,504	170	11.30%	.20%	2,374	731	30.79%	.90%	\$23,305	25.50%	1,380	170	12.32%	.41%
Twin Peaks	6,210	2,100	33.82%	.53%	6,225	335	5.38%	.38%	6,486	514	7.92%	.63%	\$109,341	119.64%	4,178	297	7.11%	.72%
Visitacion Valley*	17,725	12,675	71.51%	3.17%	11,759	3,291	27.99%	3.78%	16,641	2,449	14.72%	3.02%	\$49,438	54.09%	9,239	1,516	16.41%	3.68%
West of Twin Peaks	36,105	10,880	30.13%	2.72%	27,812	1,604	5.77%	1.84%	35,287	1,480	4.19%	1.82%	\$148,175	162.13%	20,409	1,353	6.63%	3.29%
Western Addition	19,045	11,745	61.67%	2.94%	16,704	1,699	10.17%	1.95%	20,094	2,715	13.51%	3.35%	\$57,655	63.08%	11,551	930	8.05%	2.26%
San Francisco Totals	774,410	399,420	51.58%	100%	635,411	87,099	13.71%	100%	782,911	81,123	10.36%	100%			497,993	41,148		100%

\*NRSA

Vulnerable Populations By Neighborhood

Neighborhood	Total Population	Immigrants				Seniors 60+			Persons with a Disability				Veterans				People Living with HIV/AIDS		
		Total Population 5+	Population that Speaks English less than "very well"	% of Neighborhood	% of City	Total Population 60+	% of Neighborhood	% of City	Total Civilian Population	Total Population with a Disability	% of Neighborhood	% of City	Civilian Population 18 Years and Over	Number of Veterans	% of Neighborhood	% of City	Number of PLWHA	% of Neighborhood	% of City
Bayview Hunters Point*	37,363	34,356	10,170	29.60%	5.77%	5,806	15.54%	3.58%	37,335	4,205	11.26%	4.87%	27,923	1,126	4.03%	3.82%	314	.84%	2.60%
Bernal Heights	26,052	24,525	4,618	18.83%	2.62%	3,737	14.34%	2.31%	25,956	1,738	6.70%	2.01%	21,358	890	4.17%	3.02%	352	1.35%	2.91%
Castro/Upper Market	19,775	19,248	537	2.79%	.30%	3,272	16.55%	2.02%	19,714	1,715	8.70%	1.99%	18,442	1,068	5.79%	3.62%	1,944	9.83%	16.08%
Chinatown	14,905	14,649	9,802	66.91%	5.56%	5,147	34.53%	3.18%	14,885	2,813	18.90%	3.26%	13,232	224	1.69%	.76%	50	.34%	.41%
Excelsior	39,437	37,368	15,547	41.61%	8.82%	8,172	20.72%	5.04%	39,126	4,155	10.62%	4.81%	32,477	970	2.99%	3.29%	203	.51%	1.68%
Financial District	16,091	15,225	2,237	14.69%	1.27%	2,453	15.24%	1.51%	16,007	1,522	9.51%	1.76%	14,518	635	4.37%	2.15%	219	1.36%	1.81%
Glen Park	7,895	7,466	476	6.38%	.27%	1,884	23.86%	1.16%	7,895	640	8.11%	.74%	6,679	435	6.51%	1.48%	158	2.00%	1.31%
Golden Gate Park	39	39	0	.00%	.00%	0	.00%	.00%	39	0	.00%	.00%	39	0	.00%	.00%	0	.00%	.00%
Haight Ashbury	17,715	17,034	536	3.15%	.30%	1,792	10.12%	1.11%	17,685	1,044	5.90%	1.21%	16,119	536	3.33%	1.82%	452	2.55%	3.74%
Hayes Valley	17,787	17,349	1,637	9.44%	.93%	1,930	10.85%	1.19%	17,603	1,740	9.88%	2.02%	16,421	536	3.26%	1.82%	884	4.97%	7.31%
Inner Richmond	21,861	20,856	4,870	23.35%	2.76%	4,703	21.51%	2.90%	21,785	2,371	10.88%	2.75%	19,163	916	4.78%	3.11%	68	.31%	.56%
Inner Sunset	27,710	26,392	3,539	13.41%	2.01%	5,480	19.78%	3.38%	27,650	1,781	6.44%	2.06%	24,266	829	3.42%	2.81%	158	.57%	1.31%
Japantown	3,939	3,748	856	22.84%	.49%	1,544	39.20%	.95%	3,896	889	22.82%	1.03%	3,677	231	6.28%	.78%	43	1.09%	.36%
Lakeshore	13,189	12,886	2,312	17.94%	1.31%	2,122	16.09%	1.31%	13,163	1,364	10.36%	1.58%	12,087	494	4.09%	1.68%	71	.54%	.59%
Lincoln Park	324	320	43	13.44%	.02%	179	55.25%	.11%	176	9	5.11%	.01%	317	72	22.71%	.24%	0	.00%	.00%
Lone Mountain/USF	15,608	15,003	1,376	9.17%	.78%	2,218	14.21%	1.37%	15,355	1,586	10.33%	1.84%	14,123	436	3.09%	1.48%	149	.95%	1.23%
Marina	23,793	22,720	807	3.55%	.46%	3,833	16.11%	2.37%	23,747	1,337	5.63%	1.55%	21,307	1,145	5.37%	3.88%	49	.21%	.41%
McLaren Park	662	638	245	38.40%	.14%	138	20.85%	.09%	662	106	16.01%	.12%	584	0	.00%	.00%	0	.00%	.00%
Mission	54,611	52,129	12,884	24.72%	7.31%	6,881	12.60%	4.25%	54,554	5,622	10.31%	6.51%	47,926	1,365	2.85%	4.63%	1,236	2.26%	10.22%
Mission Bay	9,251	8,911	1,957	21.96%	1.11%	670	7.24%	.41%	9,251	439	4.75%	.51%	8,469	161	1.90%	.55%	87	.94%	.72%
Nob Hill	25,816	25,420	5,036	19.81%	2.86%	5,275	20.43%	3.26%	25,691	2,487	9.68%	2.88%	24,246	970	4.00%	3.29%	490	1.90%	4.05%
Noe Valley	21,564	20,365	909	4.46%	.52%	3,629	16.83%	2.24%	21,556	1,445	6.70%	1.67%	18,717	819	4.38%	2.78%	560	2.60%	4.63%
North Beach	12,451	12,135	3,285	27.07%	1.86%	3,092	24.83%	1.91%	12,451	1,422	11.42%	1.65%	11,528	442	3.83%	1.50%	57	.46%	.47%
Oceanview/Merced/Ingleside	27,930	26,809	9,916	36.99%	5.62%	5,583	19.99%	3.45%	27,830	3,292	11.83%	3.81%	23,211	814	3.51%	2.76%	146	.52%	1.21%
Outer Mission	23,223	21,724	8,260	38.02%	4.68%	5,113	22.02%	3.16%	23,205	2,378	10.25%	2.75%	19,232	721	3.75%	2.45%	103	.44%	.85%
Outer Richmond	44,910	42,821	11,411	26.65%	6.47%	10,097	22.48%	6.23%	44,834	4,697	10.48%	5.44%	38,362	1,267	3.30%	4.30%	150	.33%	1.24%
Pacific Heights	23,299	22,203	1,281	5.77%	.73%	5,036	21.61%	3.11%	23,009	1,712	7.44%	1.98%	21,147	1,190	5.63%	4.04%	186	.80%	1.54%
Portola	14,861	14,294	5,550	38.83%	3.15%	3,394	22.84%	2.10%	14,844	1,437	9.68%	1.66%	12,006	471	3.92%	1.60%	84	.57%	.69%
Potrero Hill	15,008	14,092	1,123	7.97%	.64%	1,991	13.27%	1.23%	14,673	1,071	7.30%	1.24%	12,885	302	2.34%	1.02%	274	1.83%	2.27%
Presidio	2,918	2,584	48	1.86%	.03%	143	4.90%	.09%	2,918	79	2.71%	.09%	2,220	107	4.82%	.36%	0	.00%	.00%
Presidio Heights	10,251	9,596	872	9.09%	.49%	2,353	22.95%	1.45%	10,224	1,176	11.50%	1.36%	8,629	380	4.40%	1.29%	59	.58%	.49%
Russian Hill	18,949	18,157	2,794	15.39%	1.58%	3,863	20.39%	2.38%	18,949	1,238	6.53%	1.43%	17,489	663	3.79%	2.25%	123	.65%	1.02%
Seacliff	2,459	2,253	114	5.06%	.06%	619	25.17%	.38%	2,459	190	7.73%	.22%	1,774	126	7.10%	.43%	0	.00%	.00%
South of Market	17,797	17,245	4,479	25.97%	2.54%	4,421	24.84%	2.73%	17,065	4,172	24.45%	4.83%	16,331	653	4.00%	2.22%	624	3.51%	5.16%
Sunset/Parkside	78,132	74,675	22,367	29.95%	12.68%	18,534	23.72%	11.44%	77,851	7,651	9.83%	8.86%	65,897	2,705	4.10%	9.18%	249	.32%	2.06%
Tenderloin	26,085	25,217	8,163	32.37%	4.63%	6,416	24.60%	3.96%	25,950	7,065	27.23%	8.18%	24,050	1,747	7.26%	5.93%	1,205	4.62%	9.97%
Treasure Island	2,654	2,605	376	14.43%	.21%	120	4.52%	.07%	2,623	450	17.16%	.52%	2,258	36	1.59%	.12%	30	1.13%	.25%
Twin Peaks	7,092	6,916	670	9.69%	.38%	1,936	27.30%	1.20%	6,626	1,132	17.08%	1.31%	6,365	487	7.65%	1.65%	410	5.78%	3.39%
Visitacion Valley	17,197	16,231	7,015	43.22%	3.98%	3,660	21.28%	2.26%	17,153	1,898	11.07%	2.20%	13,677	419	3.06%	1.42%	115	.67%	.95%
West of Twin Peaks	36,377	34,558	4,520	13.08%	2.56%	9,335	25.66%	5.76%	36,344	2,851	7.84%	3.30%	29,782	2,033	6.83%	6.90%	301	.83%	2.49%
Western Addition	20,521	20,126	3,698	18.37%	2.10%	5,428	26.45%	3.35%	20,364	3,425	16.82%	3.97%	18,731	1,057	5.64%	3.59%	487	2.37%	4.03%
San Francisco Totals	817,501	780,888	176,336	22.58%	100%	161,999	19.82%	100%	813,103	86,344	10.62%	100%	707,664	29,478	4.17%	100%	12,090	1.48%	100%

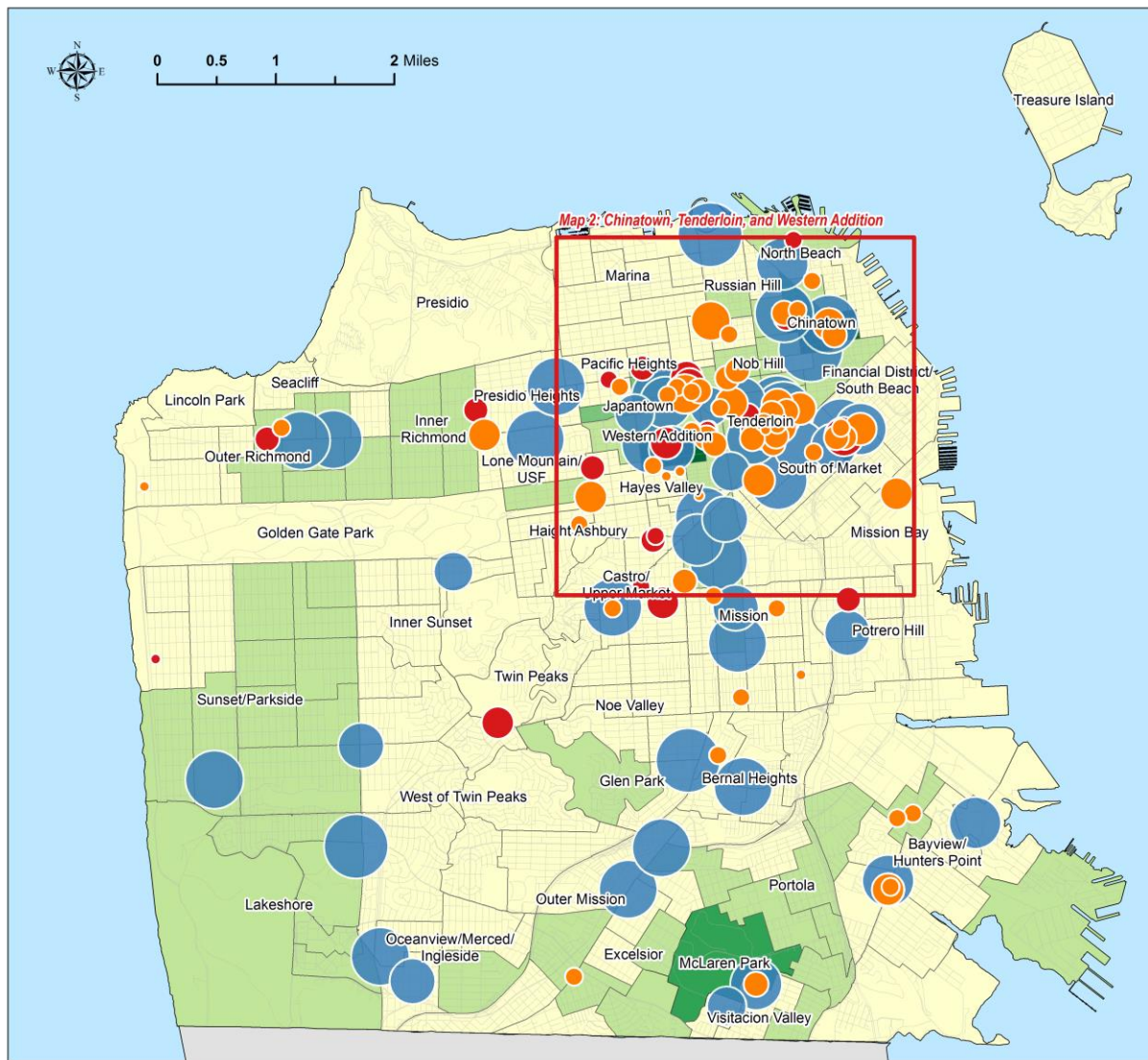
\*NRSA

Vulnerable Populations By Neighborhood

Neighborhood	Total Population	Black or African Americans			Public Housing Residents				American Indian			Re-Entry Population			Disconnected TAY			
		Total Black or African American	% of Neighborhood	% of City	Total Renter Housholds	Public Housing Units	% of Neighborhood	% of City	American Indian and Alaska Native	% of Neighborhood	% of City	Re-Entry Population	% of Neighborhood	% of City	Population 15 to 24	Disconnected Transition Age Youth (TAY)	% of Neighborhood	% of City
Bayview Hunters Point*	37,363	12,369	33.10%	26.94%	5,526	968	17.52%	15.48%	329	.88%	9.59%	307	.82%	14.64%	5,232	595	11.37%	20.42%
Bernal Heights	26,052	884	3.39%	1.93%	4,170	280	6.71%	4.48%	92	.35%	2.68%	81	.31%	3.86%	2,669	106	3.97%	3.64%
Castro/Upper Market	19,775	504	2.55%	1.10%	6,244	219	3.51%	3.50%	109	.55%	3.18%	25	.13%	1.19%	823	5	0.61%	.17%
Chinatown	14,905	261	1.75%	.57%	6,343	520	8.20%	8.32%	47	.32%	1.37%	21	.14%	1.00%	2,060	49	2.38%	1.68%
Excelsior	39,437	722	1.83%	1.57%	3,802	0	.00%	.00%	117	.30%	3.41%	115	.29%	5.48%	4,626	260	5.62%	8.92%
Financial District	16,091	361	2.24%	.79%	5,808	0	.00%	.00%	57	.35%	1.66%	0	.00%	.00%	1,218	15	1.23%	.51%
Glen Park	7,895	492	6.23%	1.07%	1,494	0	.00%	.00%	36	.46%	1.05%	17	.22%	.81%	467	18	3.85%	.62%
Golden Gate Park	39	0	.00%	.00%	35	0	.00%	.00%	0	.00%	.00%	0	.00%	.00%	0	0	0.00%	.00%
Haight Ashbury	17,715	530	2.99%	1.15%	6,153	0	.00%	.00%	8	.05%	.23%	19	.11%	.91%	1,826	17	0.93%	.58%
Hayes Valley	17,787	2,531	14.23%	5.51%	7,100	159	2.24%	2.54%	149	.84%	4.34%	100	.56%	4.77%	1,625	44	2.71%	1.51%
Inner Richmond	21,861	368	1.68%	.80%	6,433	69	1.07%	1.10%	70	.32%	2.04%	10	.05%	.48%	2,243	30	1.34%	1.03%
Inner Sunset	27,710	401	1.45%	.87%	7,075	0	.00%	.00%	102	.37%	2.97%	24	.09%	1.14%	2,847	22	0.77%	.75%
Japantown	3,939	315	8.00%	.69%	2,076	136	6.55%	2.18%	0	.00%	.00%	10	.25%	.48%	109	7	6.42%	.24%
Lakeshore	13,189	778	5.90%	1.69%	4,696	0	.00%	.00%	123	.93%	3.59%	20	.15%	.95%	5,248	24	0.46%	.82%
Lincoln Park	324	30	9.26%	.07%	46	0	.00%	.00%	0	.00%	.00%	0	.00%	.00%	9	0	0.00%	.00%
Lone Mountain/USF	15,608	816	5.23%	1.78%	4,662	0	.00%	.00%	40	.26%	1.17%	24	.15%	1.14%	3,528	18	0.51%	.62%
Marina	23,793	169	.71%	.37%	9,970	0	.00%	.00%	37	.16%	1.08%	12	.05%	.57%	1,113	7	0.63%	.24%
McLaren Park	662	118	17.82%	.26%	175	0	.00%	.00%	0	.00%	.00%	1	.15%	.05%	165	6	3.64%	.21%
Mission	54,611	1,753	3.21%	3.82%	16,895	394	2.33%	6.30%	411	.75%	11.98%	179	.33%	8.54%	5,500	288	5.24%	9.88%
Mission Bay	9,251	263	2.84%	.57%	3,008	0	.00%	.00%	0	.00%	.00%	6	.06%	.29%	897	15	1.67%	.51%
Nob Hill	25,816	606	2.35%	1.32%	13,146	0	.00%	.00%	79	.31%	2.30%	35	.14%	1.67%	3,306	32	0.97%	1.10%
Noe Valley	21,564	575	2.67%	1.25%	5,290	0	.00%	.00%	43	.20%	1.25%	30	.14%	1.43%	1,372	30	2.19%	1.03%
North Beach	12,451	137	1.10%	.30%	5,395	189	3.50%	3.02%	13	.10%	.38%	13	.10%	.62%	1,097	36	3.28%	1.24%
Oceanview/Merced/Ingleside	27,930	3,504	12.55%	7.63%	2,546	17	.67%	.27%	124	.44%	3.62%	78	.28%	3.72%	4,178	138	3.30%	4.74%
Outer Mission	23,223	226	.97%	.49%	2,043	0	.00%	.00%	168	.72%	4.90%	46	.20%	2.19%	2,645	101	3.82%	3.47%
Outer Richmond	44,910	535	1.19%	1.17%	11,493	75	.65%	1.20%	128	.29%	3.73%	63	.14%	3.00%	4,334	85	1.96%	2.92%
Pacific Heights	23,299	566	2.43%	1.23%	9,932	359	3.61%	5.74%	18	.08%	.52%	20	.09%	.95%	1,326	7	0.53%	.24%
Portola	14,861	808	5.44%	1.76%	1,691	0	.00%	.00%	41	.28%	1.20%	48	.32%	2.29%	1,689	89	5.27%	3.05%
Potrero Hill	15,008	714	4.76%	1.56%	3,497	628	17.96%	10.04%	331	2.21%	9.65%	52	.35%	2.48%	940	81	8.62%	2.78%
Presidio	2,918	29	.99%	.06%	1,098	0	.00%	.00%	24	.82%	.70%	0	.00%	.00%	113	3	2.65%	.10%
Presidio Heights	10,251	223	2.18%	.49%	3,036	0	.00%	.00%	0	.00%	.00%	9	.09%	.43%	1,116	10	0.90%	.34%
Russian Hill	18,949	164	.87%	.36%	7,810	0	.00%	.00%	0	.00%	.00%	13	.07%	.62%	1,911	16	0.84%	.55%
Seacliff	2,459	0	.00%	.00%	171	0	.00%	.00%	0	.00%	.00%	1	.04%	.05%	183	1	0.55%	.03%
South of Market	17,797	2,124	11.93%	4.63%	6,969	276	3.96%	4.41%	123	.69%	3.59%	74	.42%	3.53%	1,569	59	3.76%	2.02%
Sunset/Parkside	78,132	530	.68%	1.15%	10,977	24	.22%	.38%	66	.08%	1.92%	98	.13%	4.67%	9,364	154	1.64%	5.28%
Tenderloin	26,085	2,689	10.31%	5.86%	15,426	285	1.85%	4.56%	242	.93%	7.06%	343	1.31%	16.36%	3,220	123	3.82%	4.22%
Treasure Island	2,654	609	22.95%	1.33%	618	0	.00%	.00%	26	.98%	.76%	18	.68%	.86%	868	49	5.65%	1.68%
Twin Peaks	7,092	389	5.49%	.85%	1,984	110	5.54%	1.76%	54	.76%	1.57%	6	.08%	.29%	295	36	12.20%	1.24%
Visitacion Valley	17,197	2,714	15.78%	5.91%	2,249	785	34.90%	12.56%	137	.80%	3.99%	74	.43%	3.53%	2,760	180	6.52%	6.18%
West of Twin Peaks	36,377	973	2.67%	2.12%	2,709	0	.00%	.00%	7	.02%	.20%	33	.09%	1.57%	3,025	55	1.82%	1.89%
Western Addition	20,521	4,129	20.12%	8.99%	9,159	759	8.29%	12.14%	79	.38%	2.30%	72	.35%	3.43%	2,319	103	4.44%	3.53%
San Francisco Totals	817,501	45,909	5.62%	100%	218,950	6,252	0.02855	100%	3,430	.42%	100%	2,097	.26%	100%	89,835	2,914	3.24%	100%

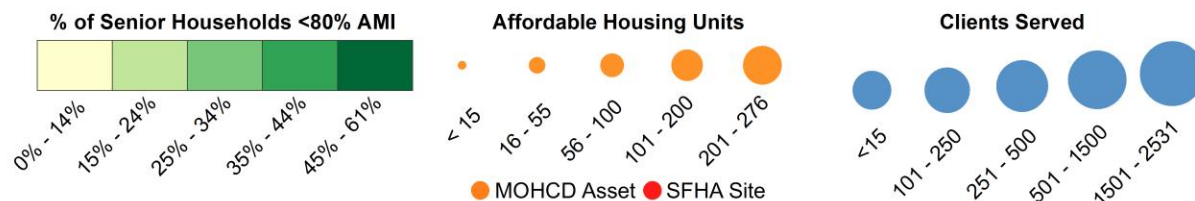
\*NRSA





**Map 1: Areas of Low-Income Senior Household Concentration, Affordable Senior Housing and City Funded Senior Services**

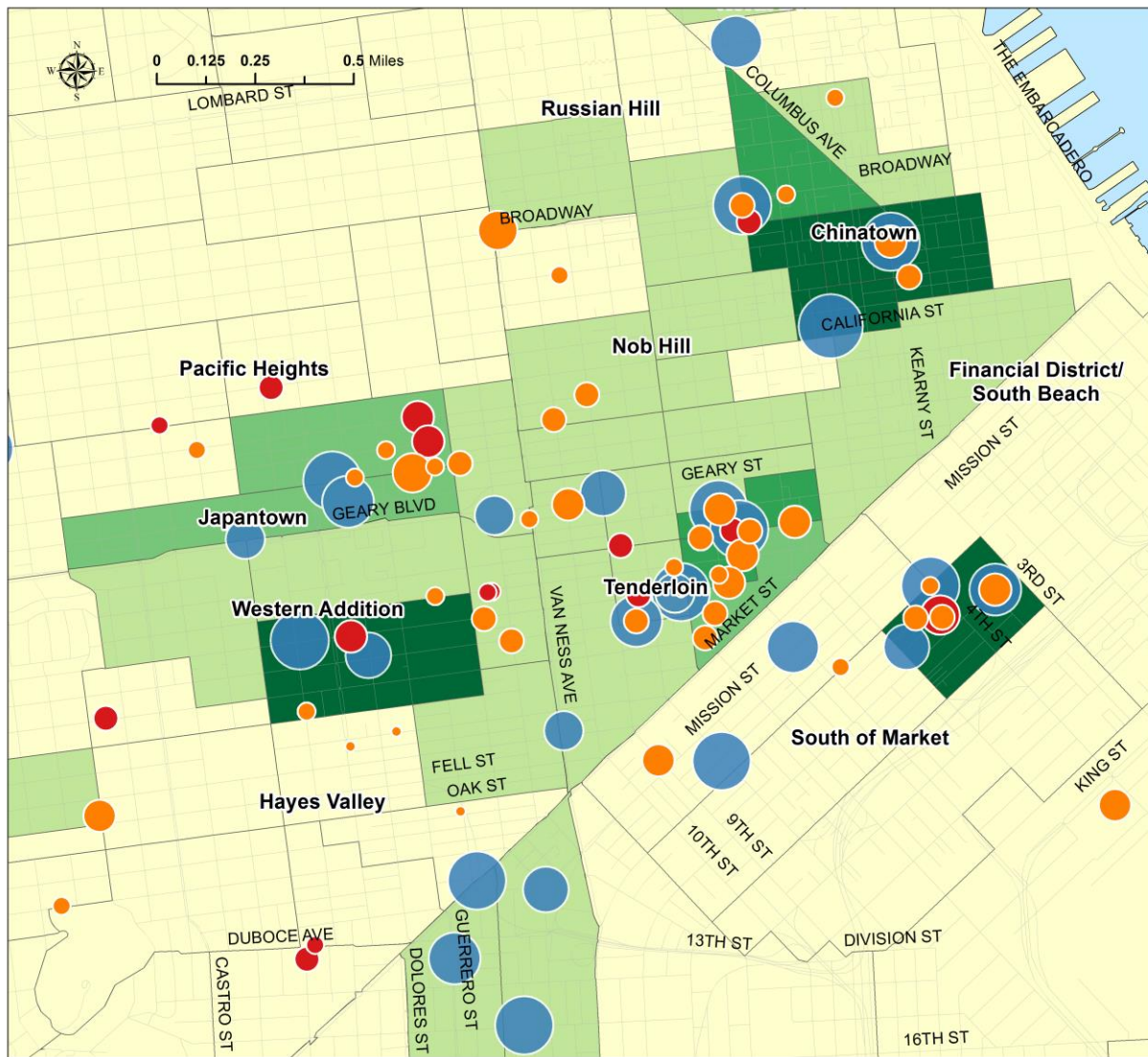
This map shows concentrations of low-income senior family and non-family households below 80% AMI at the census tract level for the City and County of San Francisco. The map also shows the location of affordable senior rental housing developments under contract with the Mayor's Office of Housing and Community Development (MOHCD) and San Francisco Housing Authority (SFHA) administered senior housing buildings alongside the location of Department of Aging and Adult Services delivered senior community services and congregate meals programs.



**Sources:**  
 U.S. Department of Housing and Urban Development. (2014). 2007-11 ACS 5-Year Average, Consolidated Planning/CHAS Data.  
 Mayor's Office of Housing and Community Development. (2015). Senior Affordable Housing Assets as of March 18, 2015.  
 San Francisco Housing Authority. (2015). Senior Public Housing.



2015 Mayor's Office of Housing and Community Development



**Map 2: Areas of Low-Income Senior Household Concentration, Affordable Senior Housing and City Funded Senior Services in Chinatown, Tenderloin, and Western Addition**

This map shows concentrations of low-income senior family and non-family households below 80% AMI at the census tract level for the City and County of San Francisco in the Chinatown, Tenderloin, and Western Addition neighborhoods. The map also shows the location of affordable senior rental housing developments under contract with the Mayor's Office of Housing and Community Development (MOHCD) and San Francisco Housing Authority (SFHA) administered senior housing buildings alongside the location of Department of Aging and Adult Services delivered senior community services and congregate meals programs.



**Sources:**  
 U.S. Department of Housing and Urban Development. (2014). 2007-11 ACS 5-Year Average, Consolidated Planning/CHAS Data.  
 Mayor's Office of Housing and Community Development. (2015). Senior Affordable Housing Assets as of March 18, 2015.  
 San Francisco Housing Authority. (2015). Senior Public Housing.



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