

2022-2023

ANNUAL PROGRESS REPORT



Photo credit: Mission Housing Development Corporation



MAYOR'S OFFICE OF
HOUSING & COMMUNITY DEVELOPMENT

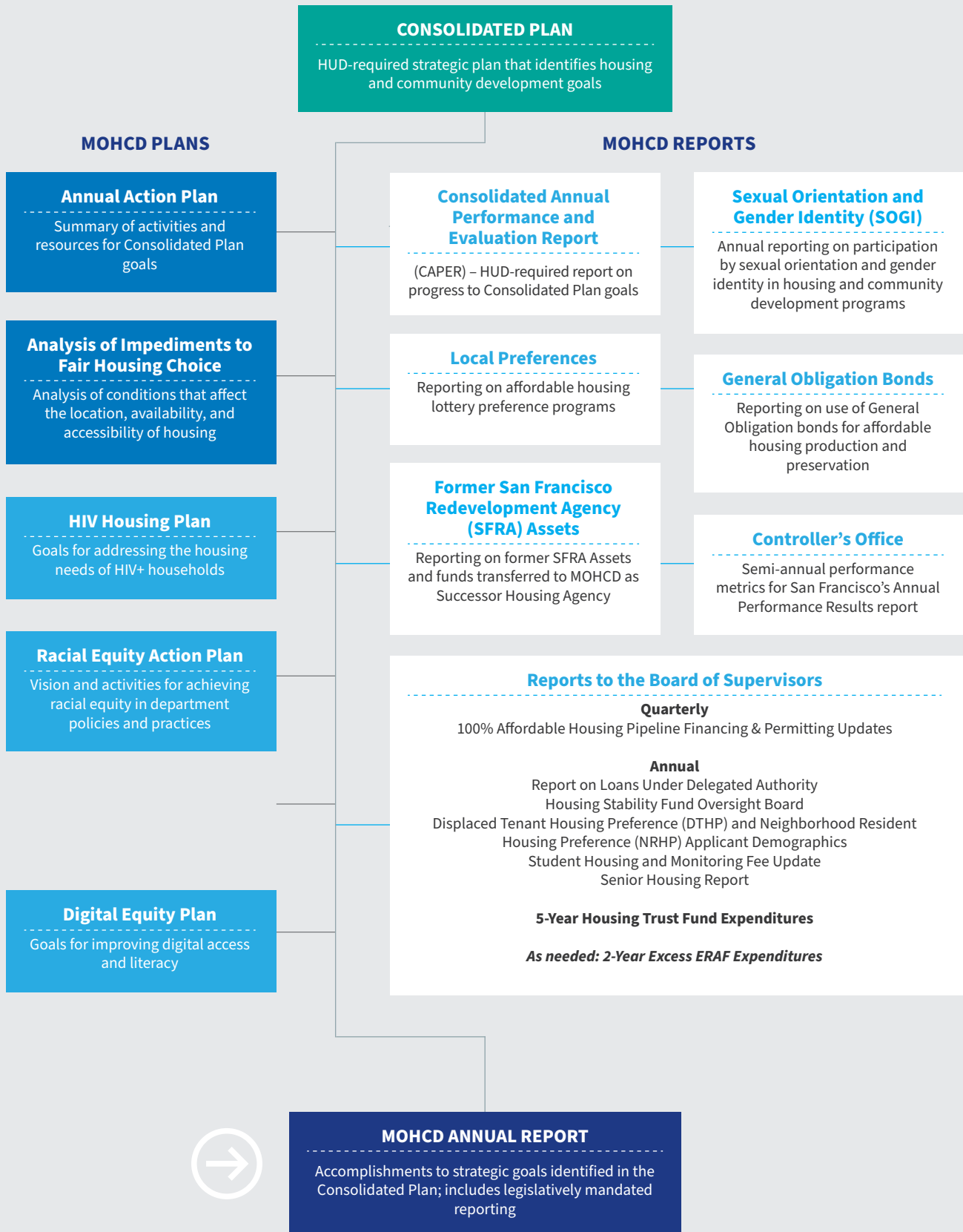


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Overview of Plans and Reports





Message From the Director

As the newly appointed Director of the San Francisco Mayor's Office of Housing and Community Development (MOHCD), I am delighted to present the following Fiscal Year 2022-23 Annual Report. The report highlights the incredible work of the entire MOHCD team in supporting lower income communities and vulnerable populations across a wide array of housing, community development, and homeownership programs. While I am new in the role of Director, I have a deep history working at MOHCD, and could not be more proud of the accomplishments of this organization during the previous fiscal year. I also want to thank the outgoing Director Eric Shaw as it was under his leadership that the achievements outlined below were realized.

Fiscal Year 2022-23 was a pivotal year for the Mayor's Office of Housing and Community Development (MOHCD) and for the City at large, with the completion and approval of the Housing Element, the issuance of Mayor Breed's Housing for All executive directive, and the implementation of measures to ignite economy recovery. At the same time, MOHCD made significant investments to advance the construction of its affordable housing pipeline, supporting residents in remaining stably housed, increasing opportunities for homeownership, and working in collaboration with city and community partners to build inclusive communities.

MOHCD's Housing Division provided more than \$500 million in financing for the construction and predevelopment of more than 2,600 units for families, seniors, and transitional age youth. The division also procured development teams for the future development of more than 580 units at five sites throughout the City, and for what will be the largest 100% affordable housing project in the City, to be located at 1979 Mission Street.

The Homeownership/Below Market Division partnered with Habitat for Humanity Greater San Francisco for the first MOHCD-funded 100% affordable homeownership project. The division served a record number of income-eligible new homeowners through its administration of Downpayment Assistance Loan Programs, including the Dream Keeper Downpayment Assistance Loan Program as part of San Francisco's Dream Keeper Initiative.

The Community Development Division continued its investments in the City's housing stability programs, including Tenant Right to Counsel and Emergency Rental Assistance. The division provided almost \$100 million in grant funding to community organizations, made record investments in capital improvements to community facilities and supported the completion and approval of the Japantown Cultural District's Cultural History, Housing, and Economic Sustainability Strategies (CHHESS) Report.

continued on page 4

And finally, the Finance and Administration Division continued its work to ensure that all MOHCD investments are in line with funding parameters and that overall operations comply with the highest city standards. The division managed improvements to a number of internal processes to support staff development and improve cross division collaboration and onboarded a record number of new hires that will continue to increase the capacity of MOHCD.

While the Annual Report documents MOHCD's many accomplishments during FY22-23, our work is far from complete. We look forward to working with the Mayor, our elected leaders, and our many affordable housing and community development stakeholders, in the furtherance of our shared goal of creating an ever more inclusive and equitable San Francisco in the coming year, and years to come.

In Partnership,



Daniel Adams

Director

San Francisco Mayor's Office of Housing and Community Development



ABOUT MOHCD



Photo credit: Julio Cesar Martinez

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

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

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

- » Guides and coordinates the City's policies for affordable housing;
- » Administers a variety of Federal, State, and local capital and operating subsidy programs to develop new affordable housing, acquire existing housing units, and preserve MOHCD's portfolio of 25,000 affordable units serving low and moderate-income households (in FY22-23, this included \$360 million in loan closings);
- » Along with the Community Development division, administers the City's Housing Trust Fund, which will invest approximately \$1 billion in affordable housing production and housing programs over the next 20 years; and
- » Monitors the long-term affordability and physical viability of the MOHCD-assisted affordable housing portfolio in accordance with Federal and local requirements.

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

- » Administers major Federal grant programs including the U.S. Department of Housing and Urban Development's (HUD) Community Development Block Grant (CDBG) and Housing Opportunities for Persons with AIDS (HOPWA) programs;
- » Manages locally-generated funding to support a wide range of services (in FY22-23, this included \$106.3 million in grant funding disbursed to community-based organizations);
- » Manages housing stability services including various rental assistance programs;
- » Holds the lead role on the City's digital equity work as the Office of Digital Equity (ODE), in partnership with the Department of Technology;
- » Works with the Mayor's Office and the Board of Supervisors to be responsive to emerging needs (in FY22-23, this included increased support for the Asian and Pacific Islander communities and the Latino communities to stabilize their community facilities and increased support to immigrant communities and the transgender community);
- » Serves as the lead department for the City's Cultural Districts program, in partnership with the Office of Economic and Workforce Development (OEWD), the Planning Department, and the Arts Commission; and
- » Partners with community-based organizations and coalitions to engage residents and stakeholders in community planning activities.

Organization Chart

as of June 30, 2023

MOHCD Director

Daniel Adams

Policy/Leg, Comms, & Admin

Policy/Legislative Affairs	2
Communications	2
Executive Assistant	1

Deputy Director, Finance & Administration

Benjamin McCloskey

Fiscal

Finance Director	1
Sr. Fiscal Analyst	4
Accountant	4
Accounts Payable Clerk	1

HR & Ops

HR Director	1
Receptionists	2

IT Special Projects

Project Manager	1
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HOPE SF

Director	1
Comm. Partnerships Dirs.	2
Comm. Partnerships Dir.	2
Policy Director	1
Policy Lab Associate	1
Comm. Partnerships Liais.	1

Deputy Director, Community Development

Brian Cheu

Data, Evaluation & Compliance

Director	1
Dir., Housing Research	1
Program Eval. Manager	1
Program Eval. Manager	1
Data Analytics Manager	1
Contracts & Ops Manager	1
Sr. Comm. Dev. Specialist	3
Sr. Comm. Dev. Specialist	1
Data Analyst	2

Public Services

Program Manager	1
Sr. Comm. Dev. Specialists	3

Housing Services

Director	1
Program Manager	1
Sr. Comm. Dev. Specialists	2
Comm. Dev. Specialist	1

Housing Stabilization

Manager	1
Sr. Comm. Dev. Specialists	2
Comm. Dev. Specialist	1

Community Building & Neighborhood Planning

Comm. Building Manager	1
Cultural Districts Prog. Mgr.	1
Comm. Dev. Specialist	1

Digital Equity

Program Manager	1
Specialist	1
Tech Support Intern	1

Deputy Director, Homeownership & BMR

Maria Benjamin

Homeownership

Program Director	1
Program Managers	1
Program Manager	1
Compliance Manager	1
Program Proj. Manager	5
Program Coordinator	1
Program Specialist	3
Program Assistant	1

BMR Rental Programs & Housing Placement

Program Director	1
Program Managers	2
Program Manager	1
Project Manager	2
Project Asset Manager	1
Leasing Specialist	2
Lottery & Application Spec.	2
Preference Program Spec.	2
Program Assistant	1

Inclusionary Housing Policy

Policy Manager	1
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Deputy Director, Housing

Lydia Ely

Acquisition and Rehabilitation

Director	1
Senior Project Manager	1
Program Manager	1
Project Manager	2

Asset Management

Director	1
Senior Asset Managers	2
Asset Manager	3
Portfolio Specialist	1
Loan Admin. Specialist / Asset Manager	1

Joint Development

Director	1
Senior Project Managers	2
Project Manager	1
Loan Closing Project Mgr.	1
Assistant Loan Admin.	1

Housing Development

Director	1
Senior Project Managers	3
Project Manager	1
Project Manager	1

Construction Services

Director	1
Construction Reps.	5

Capacity Building and Special Projects

Director, Special Projects	1
Program Manager	1

V Vacant Position

126

TOTAL MOHCD STAFF

Capital

Program Manager	1
Sr. Comm. Dev. Specialist	1
Project Specialist	1

The **Homeownership and Below Market Rate (HBMR)** programs division delivers affordable homeownership opportunities in San Francisco, implements the Inclusionary Affordable Housing Program¹, and ensures that all City-sponsored affordable housing is accessible to the people it is intended to serve. Specifically, MOHCD's HBMR Programs division:

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

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

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

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

MOHCD Sources and Uses of Funds

During FY22-23, MOHCD had a total budget of \$552.5 million. For detailed information on sources and uses of funds, please see [Appendix Figure 1: FY22-23 Sources of Funds](#) and [Figure 2: FY22-23 Uses of Funds](#). The Appendix also includes [Table 1: Housing Trust Fund Expenditures](#), with additional detail on housing-related expenditures.

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



STATE & FEDERAL ADVOCACY

Ongoing Funding Pressures

MOHCD has been at the forefront of advocacy efforts to address ongoing funding concerns at all levels of government. The Policy and Legislative team meets regularly with state and federal officials, along with representatives from other Bay Area and large U.S. cities that face similar challenges in meeting the needs for affordable housing.

MOHCD is an ardent supporter of federal efforts to reform the Low-Income Housing Tax Credit (LIHTC) and private activity bond (PAB) thresholds for accessing LIHTC, and anticipates working with elected officials and HUD staff on future iterations of the Affordable Housing Credit Improvement Act of 2021. Additionally, MOHCD advocated in favor of Senator Alex Padilla (D-CA) and Rep. Ted Lieu (D-CA-33)'s Housing for All Act of 2022, which proposed ongoing investments in housing voucher programs, including Section 202 Supportive Housing for the Elderly, Section 811 Supportive Housing for People with Disabilities, Housing Choice Vouchers, and Project-Based Rental Assistance; the legislation did not pass in the 117th Congressional Session.

On the state level, MOHCD works closely with the San Francisco Department of Homelessness and Supportive Housing (SFHSH) to advocate for funding for permanent supportive housing, including the Project Homekey program. However, investments in HCD legacy programs have decreased, meaning local governments including San Francisco are shouldering a larger portion of the costs of new affordable housing construction and have had to identify new sources of funds, including General Obligation Bonds. To address this, MOHCD advocated in favor of lowering the voter approval threshold for General Obligation Bonds; the resulting legislation, ACA 1, passed the State Legislature and will appear on the November 2024 ballot.



Housing Element

IMPLEMENTATION



Photo courtesy of iStock; graphic courtesy of SF Planning via Instagram.

Expanding Housing Choice and Advancing Equitable Housing Access

MOHCD worked closely with SF Planning, the Office of Mayor Breed, and representatives from HCD to ensure San Francisco's Housing Element was verified. The Housing Element directs City departments to expand and diversify housing types, especially in neighborhoods where new housing opportunities have historically been scarce. In FY 22-23, MOHCD advanced pipeline projects in the Sunset and Richmond neighborhoods to meet these goals.

In February 2023, the Mayor issued Executive Directive 23-01, which called for fundamentally changing the approval and construction process for housing. MOHCD responded by identifying policy and programmatic changes that would accelerate the production of affordable housing.



2020-2024

CONSOLIDATED PLAN STRATEGIES

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

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

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

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

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

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

1. Extremely and very low-income households: Extremely low-income households are defined as households whose incomes are below 30% of the Area Median (AMI) Income. Very low-income households are those whose incomes are below 50% of AMI. The AMI for a San Francisco family of four for FY22-23 was \$138,550. In FY22-23, 30% AMI for a family of four was \$41,550 and 50% AMI for a family of four was \$69,300.

2. Households with barriers to opportunities: Primary barriers to opportunities include limited English proficiency, low digital access or literacy, low educational attainment, prior involvement with the criminal justice system, and immigration status.



Photo credit: Julio Cesar Martinez

3. Households at risk of displacement:

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

4. Households with a legacy of exclusion:

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

5. Households destabilized by systemic trauma:

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



Above: Breaking ground on the West Bay Filipino Multi-Service Center; photo courtesy of MOHCD. Below: ParolFest 2023 Tala Awards winners; photo courteso SOMA Pilipinas Cultural District.



OBJECTIVE 1

FAMILIES AND INDIVIDUALS ARE STABLY HOUSED



Photo courtesy of MOHCD.

PRIORITY NEED 1A

Develop and maintain accessible and affordable housing

STRATEGY

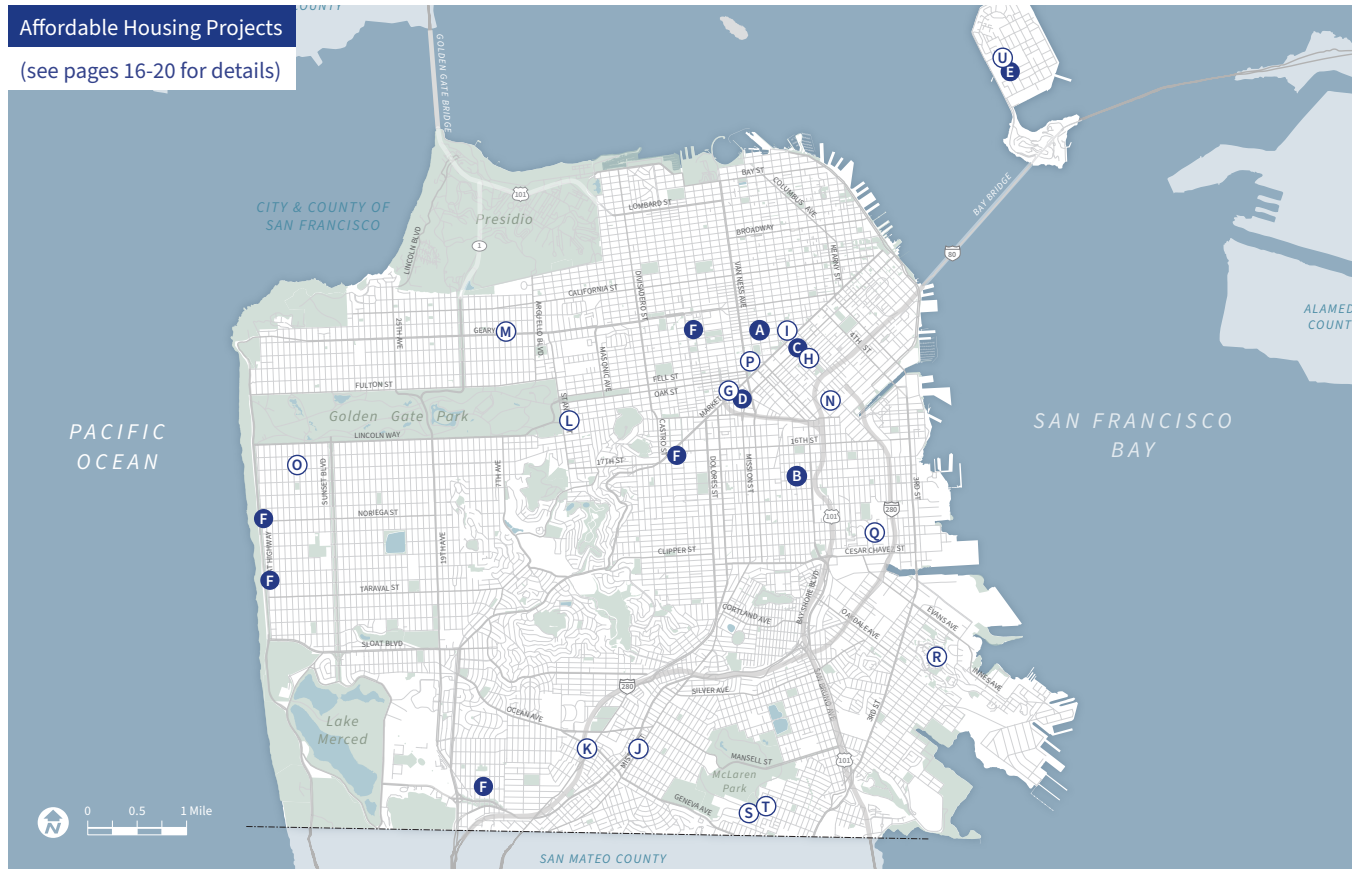
CREATE MORE AFFORDABLE HOUSING

Housing Ribbon Cuttings and Groundbreakings

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

TABLE 1: AFFORDABLE HOUSING CELEBRATORY EVENTS IN FY22-23

Address	# of Units	Priority Population	Sponsor(s)	Date of Event
Grand Openings (Ribbon Cuttings)				
53 Colton Street Jazzie Collins Apartments	96	Formerly Homeless Adults	HomeRise	July 2022
1064 Mission Street	256	Formerly Homeless Adults	Mercy Housing and Episcopal Community Services	February 2023
55 Cravath Street Maceo May Apartments	104	Veterans	Swords to Plowshares and Chinatown Community Development Center	May 2023
2268 Great Highway Small Sites Rehabilitation	15	Adults	Mission Housing Development Corporation	June 2023
681 Florida Street Casa Adelante	130	Families	Tenderloin Neighborhood Development Corporation and Mission Economic Development Agency	June 2023
Groundbreakings				
Star View Court	137	Formerly Homeless Families	Mercy Housing	July 2022
1360 43rd Avenue Shirley Chisholm Village	134	Educators	MidPen Housing	September 2022
Potrero Block B	155	Families / HOPE SF	BRIDGE Housing	November 2022
240 Van Ness Avenue The Kelsey Civic Center	110	Adults and Persons with Disabilities	The Kelsey, Mercy Housing	June 2023
730 Stanyan Street	159	Families	Tenderloin Neighborhood Development Corporation, Chinatown Community Development Center	June 2023
Topping-Out Ceremonies				
921 Howard Street	201	Families	Tenderloin Neighborhood Development Corporation	August 2022
4840 Mission Street Islais Place	137	Families / HOPE SF	BRIDGE Housing	August 2022
Acquisitions				
3661 19th Street	12	Adults	Mission Economic Development Agency	April 2023
Dedications				
290 Malosi Street	167	Families / HOPE SF	Mercy Housing	March 2023



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

100% Affordable Housing

MOHCD completed six 100% affordable housing developments with a total of 762 units in FY22-23, four of which include permanent supportive housing (PSH) units for households that have experienced homelessness. MOHCD includes PSH in most of its developments, with an emphasis on chronically homeless individuals and families, in support of the Department of Homelessness and Supportive Housing's "Home By the Bay" Five-Year Strategic Framework for 2023-2028.

In FY22-23, 1,907 affordable units were either under construction or began construction, 354 of which are designated as PSH.

The following pages show developments for families and seniors that were completed or under construction in FY22-23. Please note permanent supportive housing projects excludes any permanent supportive housing projects under development in the Office of Community Investment and Infrastructure (OCII)'s affordable housing pipeline. For additional housing development funding detail, please see [Appendix Table 2: Affordable Housing Fund Summary](#), and [Appendix Table 3: Affordable Housing Fund Unit Detail](#).

AFFORDABLE HOUSING COMPLETED IN FY22-23

762

AFFORDABLE UNITS COMPLETED



555 Larkin Street

No. of Units	No. of PSH Units
108	0
Priority Population	Families
Sponsor(s)	TNDC
Sources of Capital	1st Mortgage, MOHCD, HCD (AHSC), Tax Credit Equity, GP Equity, Deferred Developer Fee
Sources of Operating \$	Project-based Section 8 Vouchers (PBV)



681 Florida Street
Casa Adelante

No. of Units	No. of PSH Units
130	39
Priority Population	Families
Sponsor(s)	TNDC and MEDA
Sources of Capital	1st Mortgage, MOHCD, HCD (MHP), FHLB (AHP), Tax Credit Equity, Inclusionary Housing Land Dedication, GP Equity, Deferred Developer Fee
Sources of Operating \$	PBV, Local Operating Subsidy Program (LOSP)



1064-8 Mission Street

No. of Units	No. of PSH Units
258	256
Priority Population	Adults and Seniors
Sponsor(s)	Mercy Housing and ECS
Sources of Capital	MOHCD (including NPLH), Tax Credit Equity, GP Equity
Sources of Operating \$	LOSP



53 Colton
Jazzie Collins Apartments

No. of Units	No. of PSH Units
96	96
Priority Population	Adults
Sponsor(s)	HomeRise
Sources of Capital	MOHCD, HCD (MHP), Private Mortgage with Investor, FHLB (AHP), Tax Credit Equity, GP Equity, MGP Equity
Sources of Operating \$	LOSP



55 Cravath Street
Maceo May Apartments

No. of Units	No. of PSH Units
104	65
Priority Population	Veterans and Treasure Island Households
Sponsor(s)	CCDC and Swords to Plowshares
Sources of Capital	MOHCD, HCD (VHHP), Tax-Exempt Bonds, Tax Credit Equity, Deferred Developer Fee
Sources of Operating \$	Continuum of Care (CoC), HUD Veterans Affairs Supportive Housing (VASH)

AFFORDABLE HOUSING COMPLETED IN FY22-23



SFHA Scattered Sites Rehabilitation

No. of Units	No. of PSH Units
66	0
Priority Population	Families and HOPE SF relocated households
Sponsor(s)	Mission Housing Development Corporation
Sources of Capital	MOHCD, Tax-Exempt Bonds, Tax Credit Equity, SFHA Seller Carryback Loan, Deferred Developer Fee
Sources of Operating \$	PBV

AFFORDABLE HOUSING UNDER CONSTRUCTION IN FY22-23



78 Haight Street

No. of Units	No. of PSH Units
63	32
Priority Population	Adults and Transitional Aged Youth
Sponsor(s)	TNDC
Sources of Capital	MOHCD, State No Place Like Home, FHLB-AHP, Federal and State 9% tax credits
Sources of Operating \$	LOSP



921 Howard Street

No. of Units	No. of PSH Units
203	0
Priority Population	Families
Sponsor(s)	TNDC and Curtis Development
Sources of Capital	1st Mortgage, MOHCD, CalHFA (MIP), Tax Credit Equity, GP Equity, Deferred Development Fee
Sources of Operating \$	PBV

1,907

AFFORDABLE UNITS THAT BEGAN CONSTRUCTION OR WERE UNDER CONSTRUCTION

AFFORDABLE HOUSING UNDER CONSTRUCTION IN FY22-23



180 Jones Street

No. of Units	No. of PSH Units
70	35
Priority Population	ADULTS
Sponsor(s)	TNDC
Sources of Capital	1st Mortgage, MOHCDE, HCD (MHP and Accelerator), Deferred Developer Fee
Sources of Operating \$	LOSP



4840 Mission Street

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



2340 San Jose Street
Kapuso at the Upper Yard

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



730 Stanyan

No. of Units	No. of PSH Units
162	64
Priority Population	Families
Sponsor(s)	TNDC and CCDC
Sources of Capital	1st Mortgage, MOHCD, Tax Credit Equity, GP Equity, LP Equity
Sources of Operating \$	LOSP, PBV



4200 Geary

No. of Units	No. of PSH Units
98	32
Priority Population	Seniors
Sponsor(s)	TNDC
Sources of Capital	1st Mortgage, MOHCD, HCD (MHP and Accelerator), FHLB (AHP)
Sources of Operating \$	LOSP, PBV

AFFORDABLE HOUSING UNDER CONSTRUCTION IN FY22-23



600 7th Street

No. of Units	No. of PSH Units
221	120
Priority Population	Adults
Sponsor(s)	Mercy Housing
Sources of Capital	MOHCD, State No Place Like Home, FHLB (AHP), Tax Credits, Permanent Loan, GP Equity
Sources of Operating \$	LOSP



1360 43rd Avenue
Shirley Chisholm Village

No. of Units	No. of PSH Units
167	0
Priority Population	Educators
Sponsor(s)	MidPen Housing
Sources of Capital	1st Mortgage, MOHCD, Lender Mortgage, Tax Credit Equity, GP Equity
Sources of Operating \$	N/A



240 Van Ness Avenue
The Kelsey

No. of Units	No. of PSH Units
112	0
Priority Population	People Living with Disabilities
Sponsor(s)	Mercy Housing
Sources of Capital	1st Mortgage, MOHCD, HCD (AHSC and Accelerator), FHLB (AHP), philanthropic fundraising
Sources of Operating \$	PBV



HOPE SF Potrero Block B

No. of Units	No. of PSH Units
155	0
Priority Population	Families and HOPE SF households
Sponsor(s)	BRIDGE Housing
Sources of Capital	MOHCD, HCD (AHSC, IIG and Accelerator), Permanent Loan
Sources of Operating \$	PBV



HOPE SF Hunters View Phase IIIA(1)

No. of Units	No. of PSH Units
117	0
Priority Population	Families and HOPE SF households
Sponsor(s)	The John Stewart Company
Sources of Capital	MOHCD, Housing Trust of Silicon Valley Apple Fund, Tax Credit Equity, Permanent Loan, Deferred Developer Fee
Sources of Operating \$	PBV

AFFORDABLE HOUSING UNDER CONSTRUCTION IN FY22-23



HOPE SF Sunnydale Block 3A

No. of Units	No. of PSH Units
79	0
Priority Population	Families and HOPE SF households
Sponsor(s)	Related California and Mercy Housing
Sources of Capital	MOHCD, HCD (AHSC), Tax-Exempt Bonds, Tax Credit Equity, Deferred Developer Fee
Sources of Operating \$	PBV



HOPE SF Sunnydale Block 3B

No. of Units	No. of PSH Units
89	0
Priority Population	Families and HOPE SF households
Sponsor(s)	Related California and Mercy Housing
Sources of Capital	MOHCD, HCD (IIG and Accelerator), Permanent Debt, Deferred Developer Fee
Sources of Operating \$	PBV



Groundbreaking at Shirley Chisholm Village. Photo by MOHCD



Treasure Island C3.1
Star View Court

No. of Units	No. of PSH Units
137	71
Priority Population	Families and Treasure Island households
Sponsor(s)	Mercy Housing
Sources of Capital	MOHCD, HCD (AHSC and Accelerator), Permanent Debt
Sources of Operating \$	CoC, LOSP

Middle-Income Housing

The work that MOHCD initiated in 2015-2016 to create housing opportunities for households earning between 61% and 150% of area median income (MOHCD AMI) continued in FY22-23. Due to changes in the regulations for federal Low-Income Housing Tax Credits, MOHCD has since been able to expand its support to households earning up to approximately 105% of MOHCD AMI while continuing to utilize tax credits as a source of capital funding for several projects.

In FY22-23, construction was underway on four projects containing middle-income units:

- » 921 Howard, an 18-story project that will provide 203 units to households with a range of incomes between 75% and 120% MOHCD AMI and an average income of 90% AMI
- » Kapuso at the Upper Yard (2340 San Jose Avenue), a nine-story project next to the Balboa Park BART Plaza that will provide 131 homes for households with incomes up to 108% AMI, 32 of which will be set aside for HOPE SF Sunnydale residents who are voluntarily relocating
- » Islais Place (4840 Mission Street), a five-story project that will provide 137 homes to households with incomes up to 108% AMI, 34 of which will be set aside for HOPE SF Sunnydale residents who are voluntarily relocating
- » Shirley Chisholm Village (1360 42nd Avenue), the City's first educator housing project developed in collaboration with the San Francisco Unified School District (SFUSD) which will provide 135 homes for SFUSD employees making between 40% and 120% AMI.

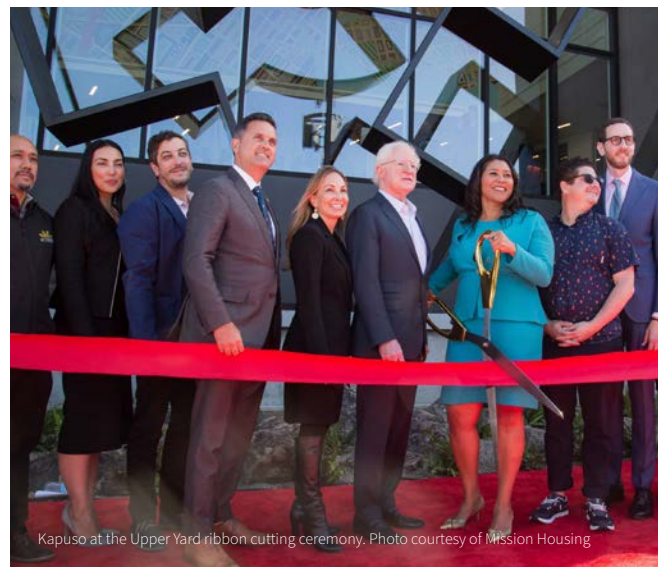
Additionally, an important part of MOHCD's middle income strategy is the acquisition of existing properties vulnerable to market pressures and

ultimately converting those properties to permanent affordable housing, with rents at an average of 80% AMI and available to families earning up to 120% AMI, through the Small Sites Program (SSP). A program redesign was completed in FY22-23, culminating in revised guidelines and a new scoring rubric. As of June 30, 2023, the SSP acquisition and preservation program has deployed over \$222 million in funding to preserve 58 projects with 37 commercial spaces, and 672 residential units for low and moderate-income households.

New Project Funding and Acquisitions

NOTICE OF FUNDING AVAILABILITY

MOHCD solicits competitive bids for City funds through Notices of Funding Availability (NOFA). A NOFA invites proposals from qualifying applicants and ensures that funds are awarded through an open and transparent process. To support the development of new affordable housing in FY22-23, MOHCD issued three NOFAs, which resulted in the selection of seven new affordable housing projects and funding for emergency repairs or capital improvements for eight existing affordable housing properties. The next page contains a summary of the projects selected through these NOFAs.



Kapuso at the Upper Yard ribbon cutting ceremony. Photo courtesy of Mission Housing

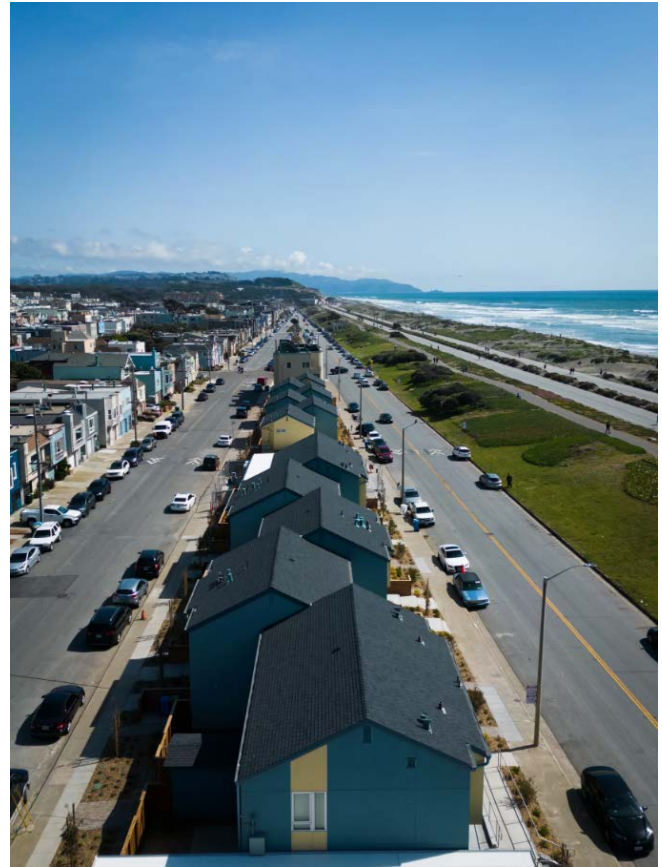
TABLE 2: NOTICES OF FUNDING AVAILABILITY ISSUED IN FY22-23

Address	Housing Type	Priority Population	Sponsor(s)
Site Acquisition and Predevelopment Financing for New Affordable Rental Housing <i>\$66.5 million • issued January 2023</i>			
1234 Great Highway	Rental	Seniors	TNDC and Self-Help for the Elderly
650 Divisadero Street	Rental	Families	Jonathan Rose Company and Young Community Developers
250 Laguna Honda Boulevard	Rental	Families	Mission Housing Development Corporation
3300 Mission Street	Rental	Adults and Families	Bernal Heights Housing Corporation, Tabernacle Community Development Corporation, and Mitchelville Real Estate Group
249 Pennsylvania Avenue	Rental	Families	TNDC and Young Community Developers
Acquisition, Predevelopment, and Construction Financing for New Affordable Educator Housing <i>\$32 million • issued February 2023</i>			
750 Golden Gate Avenue	Rental	Educators	MidPen Housing
2205 Mission Street	BMR Homeownership	Educators	MEDA
Existing Nonprofit-Owned Rental Housing Capital Repairs <i>\$20 million • issued February 2023</i>			
172 6th Street The Dudley	Rental	n/a	Mercy Housing
125 6th Street The Rose	Rental	n/a	Mercy Housing
150 9th Street El Dorado Hotel	Rental	n/a	Conard House and The John Stewart Company
1303 Larkin Street Larkin-Pine Senior Housing	Rental	Seniors	Chinatown Community Development Center
160 Eddy Street William Penn Hotel	Rental	n/a	Chinatown Community Development Center
1652 Eddy Street Positive Match	Rental	n/a	Bernal Heights Housing Corporation
3554 17th Street Hazel Betsey Apartments	Rental	n/a	Bernal Heights Housing Corporation
195 Woolsey Street	Rental	n/a	Bernal Heights Housing Corporation

Funding for these activities comes chiefly from the General Fund and Certificates of Participation bonds, augmented by Market-Octavia and Van Ness Special Use District fees and other City sources. Selected developer teams had to meet minimum qualifications outlined in each NOFA and were scored by a selection panel consisting of one to two community members and City staff with expertise in the areas of development, affordable housing finance, affordable housing construction management, community development, commercial space development, housing access and marketing, and housing and services for homeless households. Subject matter experts in the areas of education and/or climate change were included as relevant.

The NOFAs aligned with MOHCD's racial equity goals and its five-year Consolidated Plan, and included racial equity goals and a re-iteration of the policies in the City's Administrative Code Chapter 47 (Certificate of Preference Program, Displaced Tenant Program, and Neighborhood Resident Preference Program):

- » Maximize the number of priority placements (COP holders, etc.)
- » Maximize (meet or exceed) the City's requirements for promotion of SBE/LBE organizations with contracts and local hiring with construction labor
- » Create opportunities for growth of Emerging Developers (smaller organizations) in a development role or as a member of development team
- » Provide initial draft marketing plans within 18 months of anticipated Temporary Certificate of Occupancy ("TCO"), outlining the affirmative steps Respondents will take to market each Project to the City's preference program participants including Certificate of Preference (COP) Holders, Displaced Tenants, and Neighborhood Residents, as well as how the marketing is consistent with the Mayor's Racial Equity statement.



SFHA Scattered Sites rehabilitated housing on Great Highway. Photo courtesy of Mission Housing.

- » Submit responses to requests for demographic data regarding the Boards of Directors of member organizations of the Development Team's and of the staff of the Respondents that are selected. This data will not be evaluated or scored.
- » Split any Developer Fee per MOHCD Underwriting Guidelines.



Attendees at the grand opening ceremony for Maceo May Apartments. Photo courtesy of Swords to Plowshares.

STRATEGY

PRESERVE AFFORDABLE HOUSING

Acquisition and Preservation Programs

In FY22-23, MOHCD made loans totaling approximately \$115 million to assist nonprofits in acquiring and rehabilitating 10 properties with three commercial spaces and 226 residential units under its acquisition and preservation programs, including the Small Sites Program, the Cooperative Living for Mental Health Program, and the Preservation and Seismic Safety Program.

These programs were created to protect long-term affordable housing in properties throughout San Francisco that are vulnerable to market pressure and resulting property sales, increased evictions and rising tenant rents. Acquired properties are converted to permanent affordable housing with rents at an average of 80% AMI, and available to families earning up to 120% AMI.

To date, these acquisition and preservation programs have deployed over \$320 million in funding to preserve 60 projects with 37 commercial spaces, and 835 residential units. See [Appendix Tables 6 and 7](#) for Acquisition and Preservation Program revenues and commitments through FY22-23.

» **Small Sites Program.** Established in 2014 and funded by local sources, the Small Sites Program is an acquisition and rehabilitation loan program for multifamily rental buildings of 5 to 40 units.

On November 9th, 2022, San Francisco’s Citywide Loan Committee approved the proposed reform of the program’s guidelines, updating program and funding requirements in response to current market conditions and to align with the City’s Preservation Goals of Community Stabilization, Geographic Equity, Housing Affordability, and Maximizing the City’s Impact. The new guidelines also expand on the long-term Small Sites Program goal of preventing the displacement of San Franciscans through investments in nonprofit ownership and implementation of MOHCD rent stabilization policies. MOHCD’s Preservation team is working in partnership with Enterprise Community Partners to help build sponsor capacity through joint training opportunities for existing sponsors along with eight new Qualified Non-Profit (QNP) sponsors expanding the City’s racial and geographic equity goals.

» **Cooperative Living for Mental Health (CLMH).** In July 2021, the Citywide Affordable Housing Loan Committee approved \$11 million in preservation funds to fund the CLMH Program, a preservation initiative built on the Department of Public Health’s cooperative living (“co-op”) program model, where DPH places a small group of individuals in a home or apartment to offer the opportunity to live independently but still within a supportive setting. The CLMH Program builds upon the Small Sites Program framework, with the goal to provide long-term housing security to people living with chronic mental illness or substance use disorders who

have been deemed capable of living in communal, noninstitutional, neighborhood-based household settings, and remove these buildings from the speculative market while increasing the supply of permanently affordable rental housing. There are a total of 4 CLMH projects acquired to date which represent 50 beds across 13 units.

» **Preservation and Seismic Safety (PASS)**

Program. Authorized by voters in 2016 and funded by approximately \$260.7 million in general obligation bonds, the Preservation and Seismic Safety Program provides low-cost and long-term first mortgage financing to fund the acquisition and preservation of affordable housing, and seismic retrofits to existing buildings. The first series of bonds totaling \$72.4 million was issued in February 2019, and the second series of bonds totaling \$102.6 million was issued in December 2020.

In FY22-23, PASS loans closed on 11 projects comprised of 168 residential units and two commercial spaces using \$26,440,000 in PASS funds. MOHCD's financing provided critical funds for both acquisition and rehabilitation and will ensure that these buildings are permanently operated as affordable housing. In particular, the deployment of PASS funds enabled 125 Mason, originally developed as off-site inclusionary housing, to avoid foreclosure action, preserving its 81 units as affordable housing in perpetuity.

» **Portfolio Rehabilitation Projects.** MOHCD funds and supports the rehabilitation of its existing portfolio of affordable housing projects. These projects serve a variety of low-income populations: families, seniors, disabled individuals, veterans, people experiencing chronic homelessness, transitional-age youth, and people with HIV/AIDS, among others. In performing its duties, MOHCD works to ensure that all projects financed by MOHCD provide safe and sanitary housing at affordable rents for intended low-income target populations and are financially sound and sustainable. Five substantial rehabilitation projects

were completed or underway in FY22-23, including the San Francisco Housing Authority Scattered Sites, the Ambassador and Ritz Hotels, South Park Scattered Sites, the Yosemite Apartments and the San Cristina Hotel. These projects have a combined 455 units across 12 sites.

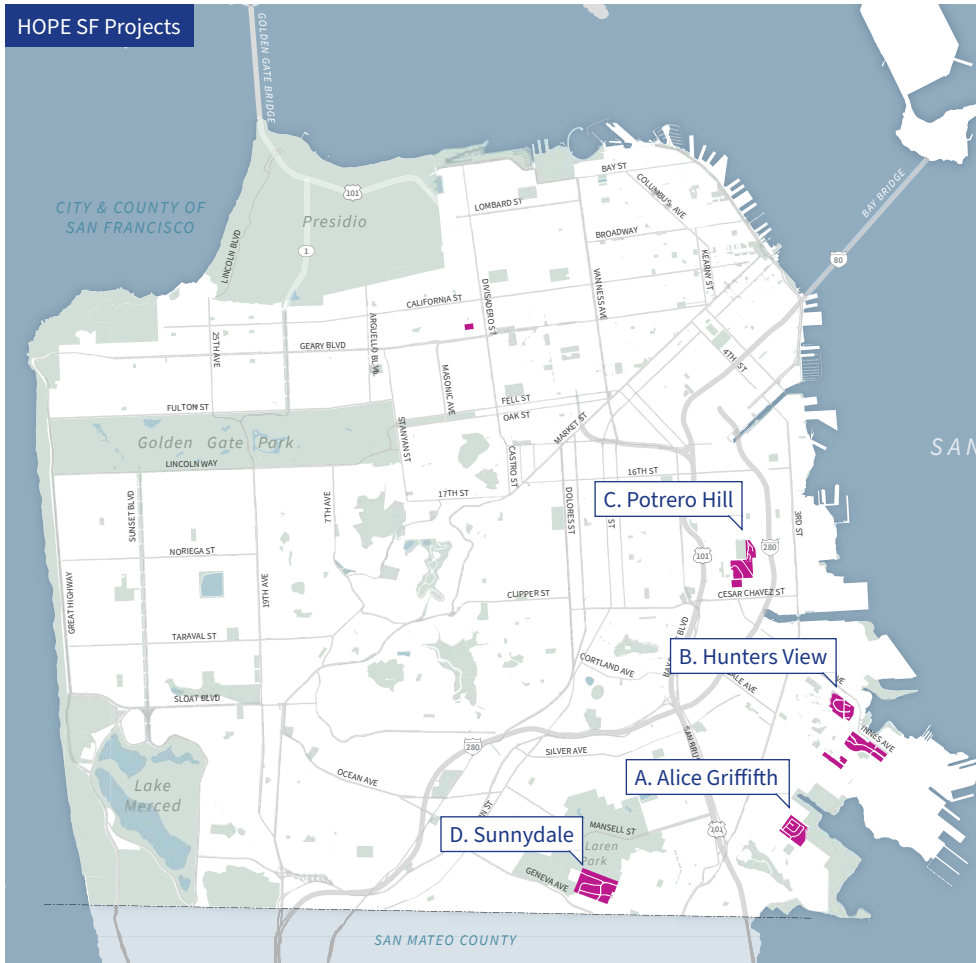
Multifamily Asset Management

MOHCD's Multifamily Division oversees and monitors the operation and financial performance of the 100% affordable, multifamily rental housing projects that have been developed with financial and other forms of support from MOHCD and the former SF Redevelopment Agency. MOHCD's portfolio includes 25,000 units of affordable housing within over 400 properties ranging in size from one unit to over 500 units and in age from newly constructed to over 100 years old. These projects serve a variety of low-income populations: families, seniors, disabled individuals, veterans, chronically homeless people, transition-age youth, people with HIV/AIDS, among others.

The Asset Management Team's core responsibilities include evaluating project compliance with affordability requirements and financial obligations including debt service and reserves and other financial performance metrics. The Asset Management Team supports the fiscal health and operations of owners through technical assistance, loan servicing, lease up, and loan workouts when necessary.

HOPE SF

Launched in 2007 and now spanning four mayoral administrations, HOPE SF is a 20-year human and real estate capital commitment aimed at creating racially equitable, mixed-income communities in which the original public housing residents can experience the benefits of neighborhood transformation. Leveraging MOHCD's investments in public housing and affordable housing transformation, HOPE SF takes a place-based approach by expanding



conditions of inclusion and the re-enfranchisement of public housing residents through deep investments in education, economic mobility, health, and community leadership across four of the largest and most historically isolated former public housing communities in the City: Hunters View, Alice Griffith, Potrero Terrace & Annex, and Sunnydale.

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

ambitious vision of racially and economically inclusive communities.

REAL ESTATE DEVELOPMENT AND INFRASTRUCTURE

To-date, more than \$468 million in City funds has been committed to HOPE SF, including investments in infrastructure improvements, general construction, and the development of community spaces.

- A Alice Griffith.** Across the first four phases, 333 units of affordable housing have been completed, resulting in the successful rehousing all the former public housing households at Alice Griffith, bringing the overall retention rate to 82%. Phases 5 and 6, which will provide another 30 public housing replacement units, will begin predevelopment in upcoming years, pending completion of infrastructure improvements by

the master developer. Development partners for Alice Griffith include the San Francisco Housing Development Corporation, McCormack Baron Salazar, and Tabernacle Community Development Corporation.

- B Hunters View.** Hunters View was the first public housing project to be redeveloped in the HOPE SF program. Construction Phases 1 and 2, completed in 2013 and 2017, included the development of two new parks, new roads, sidewalks, and public utilities; dedicated social and supportive services offices, including a childcare center and wellness center; and 286 units of affordable housing, featuring 214 public housing replacement units and 69 additional affordable units, all of which have been fully occupied since 2018. 70% of the residents who lived on-site in November 2005 have been successfully re-housed in their community. This retention rate is a remarkable achievement compared to the national rate of return of 27.6% for all public housing residents in HOPE VI developments from 1993 to 2014.

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

- C Potrero Hill.** In January 2019, for the first time in three generations, new construction at Potrero Hill was completed, with 1101 Connecticut delivering 72 state-of-the-art affordable units, 53 of which were set aside for Potrero public housing families. Construction on 157 units of affordable housing at Block B broke ground in FY22-23, and infrastructure construction for all of Phase 2, which includes Block B and a future market-rate project known as Block A, is ongoing and set to

finish in winter 2024. Of those 157 units, 108 will be set aside for residents of Potrero's public housing. BRIDGE Housing Corporation serves as the lead development partner for Potrero Hill.

- D Sunnydale.** The first public housing replacement project at Sunnydale, known as Casala, completed construction of 55 units and fully leased up in Fall 2019 with 41 replacement units for Sunnydale public housing families. In Spring 2022, the second affordable housing development at Sunnydale, known as Block 6 at 290 Malosi, completed construction of 167 affordable units. This included 125 replacement units for Sunnydale public housing families. To date, 222 affordable units have been completed at Sunnydale, with 75% of them designated as public housing replacement units for Sunnydale residents. All 222 units are fully occupied as of March 2022.

Sunnydale 3B, a phase that will create 90 affordable units including 67 for Sunnydale public housing families, started construction in March 2023. Sunnydale 3B will also provide seven retail business space opportunities for local enterprises and entrepreneurs. Construction of 80 units of affordable housing, an early childhood education center, a health and wellness center, a grocery store, and a food hall at Sunnydale 3A began in June 2023.

Construction for the Herz Recreation Center began in November 2022, followed by infrastructure construction for the adjacent Block 1 community center beginning in December 2022.

Predevelopment for the next infrastructure phase and two affordable housing developments, known as Sunnydale Blocks 7 and 9, is underway with housing construction estimated to begin in 2025. Development partners for Sunnydale include Mercy Housing California and Related California.

PRIORITY NEED 1B**Make housing more affordable****STRATEGY****INCREASE AFFORDABILITY OF RENTAL HOUSING****Operating Cost Subsidies**

As part of the City and County of San Francisco's effort to address the needs of people who are experiencing homelessness, including preventing homelessness, the City has prioritized the development of non-profit owned and operated permanent supportive housing (PSH) for adults, families, seniors and transition age youth (TAY) in collaboration with the Department of Homelessness and Supportive Housing (HSH). Since 2006, MOHCD has worked with City departments and non-profit service providers to administer operating subsidies that leverage capital financing by integrating permanent supportive housing units

into Low-Income Housing Tax Credit (LIHTC) projects by providing funds to eliminate operating deficits. Additionally, City departments fund supportive services at these sites to reduce the barriers that people exiting homelessness face in accessing critical social services and resources.

LOCAL OPERATING SUBSIDY PROGRAM

In 2006, the Local Operating Subsidy Program (LOSP) was established by MOHCD in partnership with the Department of Public Health and the San Francisco Human Services Agency (which at the time housed the homeless-serving divisions that have since become HSH) to support the creation of permanent supportive housing on a large scale.

In FY22-23, LOSP expenditures were \$35.8 million in support of 2,300 PSH units. Subsidies under the program are placed in buildings that have a mix of PSH and general affordable units, as well as in 100% permanent supportive housing developments. Other federal and state rental subsidies are leveraged when possible to maximize the number of supportive housing units that can be developed. MOHCD and HSH have increased funding to increase base wages of staff working in key on-site positions, such as



MOHCD funds housing counseling services for families through nonprofits like BiSHoP, which helped this family secure housing and submit their application through DAHLIA. Photo courtesy of BiSHoP website (bishopsf.org/more-client-stories).

desk clerks, janitors, and maintenance techs, to standardize and stabilize operations at permanent supportive housing sites. These increases started in FY22-23 and are benefitting 40 PSH sites which receive operating funding through LOSP contracts.

TABLE 3. LOSP Projected Expenditures

Budget Year	LOSP Projected Expenditures	# of LOSP Homes
FY23-24	\$37,914,972	2,527
FY24-25	\$41,131,699	2,675
FY25-26	\$49,522,117	3,256
FY26-27	\$53,898,895	3,364
FY27-28	\$59,657,433	3,622
Total	\$242,125,116	

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

SENIOR OPERATING SUBSIDY PROGRAM

The Senior Operating Subsidy (SOS) Program was established in July 2019. The SOS Program fund is used exclusively for the purpose of providing project-based subsidies to new senior affordable housing developments funded by the City so that rents are affordable to senior households with an income of 15% or 25% AMI.

In FY22-23, SOS expenditures were \$472,909 in support of 53 SOS housing units.



Mayor Breed and MOHCD staff with families who received downpayment assistance loans through the DK DALP program. Photo courtesy of MOHCD.

TABLE 4. SOS Projected Expenditures

Budget Year	SOS Projected Expenditures	SOS Homes
FY23-24	\$815,364	88
FY24-25	\$1,267,998	118
FY25-26	\$1,317,003	118

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

STRATEGY

INCREASE OPPORTUNITIES FOR SUSTAINABLE HOMEOWNERSHIP

Prospective Homebuyer Assistance

MOHCD’s pre-purchase homebuyer programs support first-time homebuyers in the purchase of either a below market rate (BMR) or a market priced home. The BMR homeownership program is designed to assist individuals and families across a spectrum of income levels, spanning from 55% to 150% of Area Median Income (AMI). BMR homes are specific units in San Francisco that are sold at prices below the market rate, ensuring affordability. These homes are resold at below market rates as well, creating a continuous cycle of affordable homeownership opportunities for future generations.

Overall, in FY22-23, MOHCD assisted 164 low to middle-income households in purchasing their first home in San Francisco. Of the 164 households, 102 purchased BMR homes, and 62 purchased market-rate homes. Of the 102 households that purchased BMR homes, nine received downpayment assistance through one or more of MOHCD’s diverse loan programs.

DOWNPAYMENT ASSISTANCE LOAN PROGRAM

The Downpayment Assistance Loan Program (DALP) provides financial assistance to help individuals and families earning up to 200% of AMI with a no monthly payment loan of up to \$500,000 to purchase a market-rate home.

In FY22-2023, MOHCD distributed over \$24 million through the DALP program’s funding sources to 62 San Francisco households, including active members of the Police, Fire and Sheriffs Departments, and San Francisco Unified School District (SFUSD) educators.

MOHCD also continued to implement the “Teacher Next Door” program, offering up to \$40,000 in assistance to SFUSD middle-income educators for the purchase of their first home through a forgivable loan.

As part of the Dream Keeper Initiative (DKI), an interagency effort that seeks to address and remedy racially disparate policies, MOHCD implements the Dream Keeper Downpayment Loan Assistance Program (DKDALP) which incorporates improved communication about resources, home purchase assistance loans and grants to hundreds of Black San Franciscans to address systemic inequities in homeownership.

In FY22-23, 71 households received downpayment assistance in the form of one or more no-payment or forgivable loans for the purchase of either a BMR or a market-rate home. The downpayment assistance programs distributed \$24.6 million in deferred and forgivable loans, and MOHCD staff processed over \$6.8 million in loan payoffs from homeowners in its portfolio recycling those funds to assist additional homebuyers.

TABLE 5. Downpayment Assistance Loan Programs in FY 2022-23

Loan Program / Purchase Type	# of Loans Distributed *
DALP: Purchase of Market-Rate Home	30
DK DALP: Purchase of Market-Rate Home	28
DALP: Purchase of BMR Home	8
Teacher Next Door: Purchase of Market-Rate Home	8
City Second Loan Program: Purchase of Market-Rate Home	3
Teacher Next Door: Purchase of BMR Home	1
First Responders DALP: Purchase of Market-Rate Home	1

* - some households received loans from more than one program.

With voter-approved bond funding, MOHCD held the 2023 DALP lottery among a pool of 420 lottery applicants – the largest and most diverse pool of eager first-time homebuyers since the program began in 1996. Funds disbursed will serve approximately 45 families, first responders, and educators. The comprehensive updates to remove eligibility barriers in the 2023 DALP Manual demonstrate MOHCD's continued commitment to advance equity and broaden housing accessibility. Noteworthy revisions include a reduction in borrower contribution, an increase in the income limit, and an increase in the DALP loan amount.

PARTNERSHIP WITH HABITAT FOR HUMANITY OF GREATER SAN FRANCISCO

MOHCD collaborated with Habitat for Humanity of Greater San Francisco on a strategic homeownership pilot program that paved the way for future innovative homeownership opportunities. Through financial support from MOHCD, eight new homeowners were selected through a lottery process to participate in Habitat's sweat equity program and purchase new homes at 36 Amber Drive. The pilot project is on track to be completed before the end of 2023.

LEGACY IN TOWN PROGRAM

In a collaborative effort between the Legacy Foundation for Bayview Hunters Point and the Office of Community Investment and Infrastructure, MOHCD developed the Legacy In Town (LIT) program to support first-time homebuyers in District 10, encompassing the 94124, 94134, and 94107 zip codes. Funded by the Legacy Foundation, this initiative provided financial support for downpayment and/or closing costs for families earning up to 150% of AMI through a forgivable loan.

In FY22-23, MOHCD distributed the entire program fund of \$171,000 and supported 5 families, each receiving \$34,200 towards the realization of their homeownership dreams.

CREATING A DIVERSE NETWORK OF LENDERS

In FY22-23, MOHCD expanded its network of first mortgage lenders, providing more competitive options for homebuyers and sellers. MOHCD onboarded 11 new lenders to participate in our homeownership programs and assisted financial institutions including Chase, Silicon Valley Bank, First Republic Bank, and Union Bank to rejoin MOHCD's Homeownership programs.

Post-Purchase Homeowner Services

MOHCD provides services that not only assist in the purchase of a household's first home, but also help homeowners protect their investments and stay in their homes. MOHCD's Homeowner Emergency Loan Program (HELP) assists households in danger of foreclosure due to unaffordable HOA special assessments or mortgage arrears. In FY22-23, MOHCD continued to assist distressed homeowners with the HELP program and expanded and improved the HELP program guidelines to better cater to the diverse needs of low- to moderate-income homeowners. With a significant upswing in mortgage interest rates, refinance activity reached its lowest point since 2000.

Despite these challenging circumstances, MOHCD assisted 8 homeowners who were able to receive a reduced interest rate from their mortgage lender. In addition, MOHCD assisted 31 BMR homeowners with their estate planning needs such as transferring their property title to a living revocable trust. MOHCD also monitors program compliance, to ensure that precious housing resources are going where they should, and to enforce program rules in collaboration with the City Attorney's Office, Planning Department, the Office of Short-Term Rentals, and the Assessor-Recorder's Office. In FY22-23, MOHCD corrected 7 homeowners who were out of program compliance and for violating the owner occupancy and other minor requirements of Inclusionary programs.

Through MOHCD investments in non-profit partners to support the stewardship of the BMR and DALP programs, HomeownershipSF, a collaborative of HUD-approved housing counseling agencies, provided homeownership counseling and monthly workshops on a variety of topics of interest to homeowners, including COVID-19 financial recovery, assistance with negotiating mortgage forbearances and other resources for families out of work.

STRATEGY

INCREASE ACCESS TO RENTAL AND HOMEOWNERSHIP HOUSING

MOHCD works to increase access to new rental and homeownership housing opportunities through application counseling and assistance, expanding access through the DAHLIA web portal, and overseeing the lottery process that prioritizes increased access to these new opportunities for San Francisco households that are disproportionately at risk of losing housing or being displaced.

In FY22-23, MOHCD and its partners facilitated 137 housing lotteries for the lease-up or sale of 459 affordable homes. A total of 88,131 applications were submitted for these lotteries; this included 1,181 applications by low- to moderate-income hopeful homebuyers for 102 ownership units and 86,950 very low- to low-income household applications for 357 rentals. The volume of applications is a result of MOHCD's success in increasing access to the application process.

Housing Access Counseling

In FY21-22, MOHCD granted \$3.7 million to 12 community-based organizations to help low- and moderate-income residents access affordable rental housing. During FY21-22, with COVID-19 still posing a significant health threat, these agencies

continued to provide virtual and telephone services as well as slowly beginning to safely offer in-person services. Services include housing education and counseling, financial education and counseling, and assistance in applying for affordable housing opportunities. These projects served 11,984 residents, with a particular emphasis on vulnerable populations including monolingual non-English speakers, people with disabilities, seniors, people experiencing homelessness, veterans, disconnected LGBTQIA+ individuals, transitional age youth, re-entry populations, and survivors of domestic violence.

DAHLIA: Database of Affordable Housing Listings, Information & Applications

Since 2017, the affordable housing application system and web portal called DAHLIA (Database of Affordable Housing, Listings, Information, and Applications) has improved resident access to affordable housing opportunities. DAHLIA aggregates all affordable units into one website and utilizes a short, standardized application to ensure a low barrier-to-entry for residents in need of affordable housing. The system also enables San Francisco to administer its affordable housing lottery preferences.

DAHLIA has enabled MOHCD to be more responsive to the needs of applicants and leasing agents utilizing best practices that accommodate those who may have difficulty applying for affordable housing listings electronically. Non-profit agencies throughout the City offer application assistance clinics and one-on-one sessions to help those without digital access to apply. See Appendix Table 8, Demographics of New BMR Tenants and Homeowners for more information on DAHLIA applicants.

In partnership with the Department of Technology, MOHCD continues to make improvements to DAHLIA to meet the needs of all users, including applicants,

project sponsors, and leasing and sales agents. The creation of the DAHLIA Partners Leasing Portal greatly improves the ability of leasing agents to move quickly and thoroughly through lottery lists while giving each applicant the opportunity to access housing resources. Upgrades to DAHLIA Partners and Salesforce during the reporting period represent a significant step in the monitoring of vacancies and communication with applicants, concurrently offering invaluable support to our leasing partners. The enhancements contribute to a more efficient DAHLIA system, bridging the gap between MOHCD, partners, and individuals seeking affordable housing opportunities. Virtual lotteries, informational sessions, and virtual unit tours can now be accessed through DAHLIA, providing greater accessibility to applicants.

The long-term impacts of the COVID-19 pandemic created unprecedented challenges in the rental market. MOHCD continues to work diligently with our partners to assist them in expediting the leasing process, including a method for leasing agents to reach out to larger numbers of applicants. In addition, MOHCD implemented a streamlined referral process to address SF Housing Authority voucher placements and tenant concerns and coordinated the advertising of private housing opportunities to SFHA pandemic emergency voucher holders.

Throughout the year, MOHCD staff attend community meetings and information fairs to promote affordable rental and homeownership opportunities and respond to questions related to DAHLIA and the application and lottery process. Additional trainings on affordable housing programs and DAHLIA are available for community organizations and City departments to support residents in their housing search.

As the City's affordable housing stock evolves, MOHCD will continue to work with Digital Services to update and improve DAHLIA to incorporate new housing types, including workforce-designated housing. See [Appendix Table 8](#), *Demographics of New*

BMR Tenants and Homeowners for more information on DAHLIA applicants.

Affordable Housing Lotteries and Preference Programs

Lotteries for City-sponsored affordable housing, both rental and homeownership, are conducted in accordance with MOHCD's housing preference programs, which are designed to protect community diversity and stem displacement. Once applications for an affordable housing development close, applicants are then ranked in order of preference in accordance with Administrative Code Sec. 47.3. See [Appendix Table 9](#), *Housing Preference Programs* for more detail on these programs.

1.) CERTIFICATE OF PREFERENCE

The Certificate of Preference (COP) program gives a lottery preference to persons displaced in the 1960s and 1970s by the former Redevelopment Agency's urban renewal programs. This priority applies to both City-sponsored and Office of Community Investment and Infrastructure (OCII)-sponsored affordable housing developments.

In 2021, Governor Gavin Newsom signed Assembly Bill 1584 to allow descendants of people displaced by redevelopment efforts to receive this priority in affordable housing opportunities created by OCII.

In FY22-23, MOHCD approved 116 COP applications: 21 original displacees and 95 direct descendants. This brought the total number of COP holders to 3,932 since the program was created, 215 of which are direct descendants. .

During this reporting period, 87 COP holders applied to affordable housing opportunities, submitting 159 applications in total, and nine COP holders secured affordable rental housing. Additionally, one COP holder used the DKDALP to purchase a market-rate home. To date, approximately 1,196 COP holders have already used their certificate at least one time.

A COP holder can only use their certificate twice to obtain a preference in the lottery process for an affordable housing unit. In FY22-23, six COP holders used their certificate for the second time, bringing the total number of COP holders that have exhausted their certificate to approximately 42.

2.) DISPLACED TENANT HOUSING PREFERENCE

The Displaced Tenant Housing Preference (DTHP) program addresses increased eviction rates by providing a lottery preference for tenants displaced from rent-controlled housing by no-fault eviction, fire, or unaffordable rent due to expiring affordability restrictions. This priority applies to at least 20% of affordable units in new and existing City-sponsored housing developments.

During FY22-23, MOHCD housed a total of 37 tenants and facilitated homeownership for six residents through DTHP who had been evicted or displaced from their rent-controlled homes.

3.) NEIGHBORHOOD RESIDENT HOUSING PREFERENCE

To further protect existing San Francisco residents, the Neighborhood Resident Housing Preference (NRHP) gives a housing lottery preference to residents of the supervisorial district and people living within a half-mile radius of a project for up to 40% of available units in new City-sponsored affordable projects. The goal of the program is to protect community diversity, stem displacement, and allow neighborhood residents to participate in the benefits that come with new and rehabilitated housing.

In FY22-23, 83 households were able to secure new affordable housing in their own neighborhood using NRHP – 78 rental units and five homeownership units. Please see [Appendix Table 10, Neighborhood Resident Housing Preference Detail](#) for more information on NRHP.

4.) LIVE OR WORK IN SAN FRANCISCO

The fourth-ranked lottery preference applies to any remaining lottery units and prioritizes applicants who

either already live in San Francisco or spend at least 75% of their working hours in San Francisco.

U.S. MILITARY VETERAN PRIORITY

In July 2022, Mayor Breed and the Board of Supervisors added a priority for veterans within each category of preference (e.g., if there are four applicants with a DTHP preference and one is a veteran, the veteran would be prioritized before the other three in the lottery process). MOHCD is working with the Department of Technology to add this priority layer through DAHLIA.

PROJECT-SPECIFIC PREFERENCES

In addition to the veterans priority and the four categories of preferences that apply to all City-sponsored affordable housing, some projects have specific preferences that aim to address either past displacement of communities or to prevent further displacement:

- » HOPE SF Right to Return: for current and former residents of HOPE SF former public housing sites, when applying for newly constructed HOPE SF replacement or additional units;
- » Treasure Island: for all current residents of The Villages at Treasure Island, when applying for newly constructed affordable units located on Treasure Island;
- » Renovated Affordable Housing: for former residents of a City-sponsored affordable housing project, when applying for renovated units at the same development; and
- » Bayview OCII-Sponsored Units: for current San Francisco paying more than 50% of their income toward housing costs and/or current residents of public housing or project-based Section 8 housing in San Francisco, when applying for certain OCII-sponsored projects in the Bayview.

PRIORITY NEED 1C

Provide services to maintain housing stability

STRATEGY

REDUCE RATE OF EVICTIONS

Eviction Prevention and Housing Stabilization

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

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

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

MOHCD funding in these services has increased significantly since 2012 to help meet the demand. In FY22-23, MOHCD allotted a total of \$36.77 million in grant funds for the following anti-displacement services:

Anti-Displacement Service Provided	Households
Full-Scope Legal Representation	1,797
Limited-Scope Legal Representation	288
Tenants' Rights Counseling, Education, & Outreach	1,778
Mediation	570
Tenant-Based Subsidies	1,006

EMERGENCY RENTAL ASSISTANCE

In June 2021, in response to the devastating impact that COVID-19 had on San Francisco renters' ability to pay their rent, MOHCD partnered with more than a dozen community-based organizations to launch the San Francisco Emergency Rental Assistance Program (SF ERAP) – a large-scale, low-barrier and community-based program. In FY22-23, SF ERAP transitioned into a steady-state program providing ongoing relief for households struggling to pay their rent. In FY22-23, MOHCD allotted a total of \$44.68 million in emergency rental assistance to 4,975 households.

Additionally, MOHCD administers San Francisco's Season of Sharing Program, a long-running program designed to provide financial assistance for unforeseen household emergencies. Season of Sharing serves low-income families with minor children, pregnant persons, veterans, seniors, adults with disabilities, former foster youth, and survivors of domestic violence. The program's direct financial assistance is funded by private donations via the Chronicle Season of Sharing Fund, while the cost of administration is funded by the City. In FY22-23, San Francisco's Season of Sharing deployed more than \$2.9 million in direct financial assistance to more than 926 households.

Tenant Right to Counsel

In FY22-23, MOHCD entered its fourth year of implementation of a City ordinance that resulted from the 2018 passage of ballot initiative Proposition F, the No Eviction Without Representation Act. Prop F established a policy that all residential tenants facing eviction have a right to full-scope legal representation. This program is called the Tenant Right to Counsel (TRC) and requires eviction legal assistance projects to provide full-scope legal representation to the maximum extent possible.

MOHCD continues to fully fund the TRC program led by the Eviction Defense Collaborative (EDC) in collaboration with eight other legal services organizations. In FY22-23, \$17.6 million was dedicated to TRC efforts. In combination with ERAP, TRC provides a comprehensive safety net for tenants hit hard by the pandemic. As a result of Mayor Breed's series of mayoral orders early in the pandemic and subsequent local and state eviction moratoria, San Francisco tenants have been protected from most types of evictions except for evictions based on violence, threat of violence, health/safety issues and Ellis Act.

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

Monitoring Evictions From MOHCD-Supported Housing

The Administrative Code requires MOHCD to annually report the number of tenants receiving eviction notices, unlawful detainer notices filed in court, and

the number of tenants who have been evicted from housing for which MOHCD has a loan agreement or lease with an affordable housing provider. The most recent set of comprehensive eviction data is from prior to the COVID-19 pandemic, and as such data from FY 22-23 will be included in the FY 23-24 report. Please see [Appendix Table 11, Evictions from MOHCD-Assisted Housing](#) for additional information.

STRATEGY

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

Place-Based Services in Housing

The Rental Assistance Demonstration (RAD) and HOPE SF revitalization programs increase tenant engagement activities and tenant services substantially. This program area funds on-site service delivery to residents in affordable housing and former public housing, such as the RAD, HOPE VI, and HOPE SF projects comprised of 20 senior/disabled households and 16 family properties serving over 6,000 households.

RAD SERVICES MODEL

Community Engagement

Foundational and ongoing work with residents and community members of housing developments by all service providers and those who conduct work there. This work includes establishing trusts, mapping assets and identifying needs, developing neighborhood partnerships, and beginning community activities.

Community Building

Building upon Community Engagement and as residents and community members grow relationships with providers, staff can begin recruiting peers and engaging them in leadership and skill-building activities. Work at this level includes community organizing and events, development of activities around health and wellness, education, and economic mobility, activities to reduce social isolation, and celebrations.

Service Connection

Once engaged, service providers are expected to leverage the work done in Community Engagement and Community Building to connect the community with additional resources and activities that best serve residents and neighbors, and provide one-on-one support for residents and their individual needs with a focus on housing stabilization. On-site service providers will have developed relationships with other service organizations, City staff, and a wide range of resources to provide curated opportunities to help residents with health and wellness, economic mobility, and education.

HOPE SF RESIDENT SERVICES AND COMMUNITY BUILDING

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

Each of the four HOPE SF sites continue to integrate intensive resident services and community building activities, executed by on-site service providers in collaboration with neighboring community-based organizations and city-wide programming. Services teams focus their efforts on preparing HOPE SF residents for the transition to new non-profit management, continuing to stabilize the tenant

populations, and developing pathways towards economic mobility. Across the HOPE SF portfolio, providers continue to coordinate the training and placement of residents in construction jobs occurring on site.

Additional community-building service connection and on-site programming focuses on financial literacy, resident leadership, housing stability, economic advancement, public safety, health and wellness, tenant education, and workforce development.

In FY22-23, households in Sunnydale and Potrero public housing units completed conversion to project-based voucher subsidies under new property management as part of SFHA's Accelerated Conversion. Households were supported by services teams to ensure a smooth conversion and continued housing stability. Similarly, as those households relocate to newly built replacement and affordable housing units, they will continue to be supported by services teams to ensure continued housing retention in their new homes.

All four HOPE SF sites continue to build on past success of the Peer Health Leadership program and pilot Health & Wellness Centers, with four DPH-led on-site wellness centers in operation. In addition, Stand in Peace International provides community wellness activities at all HOPE SF sites. Similarly, HOPE SF sites continue to deepen their educational strategies executed in collaboration with on-site educational liaisons, HOPE SF schools, and resident families. Five Keys Schools and Programs provide job readiness services and skill-building at all HOPE SF sites, while Young Community Developers provides similar services in addition to case management and service connection for transitional aged youth.

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

Alice Griffith: MOHCD continues to support and intensify resident focused programs. The Bayview Senior Services team will continue to link all residents with senior programs, family support programming, youth and education programming, afterschool activities, health and wellness activities, housing stability support, and workforce development opportunities. Young Community Developers provides academic skill-building and short-term case management for community youth. Bayview Association for Youth continues to provide education supports to Alice Griffith residents through the HOPE SF Education Liaison program.

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

Sunnydale: Mercy Housing, the Bayview YMCA, Samoan Community Development Center, and the Sunnydale Youth Center work collaboratively to provide outreach, family support, housing stability support, service connections, health and wellness, educational activities, and community convenings to Sunnydale residents.

Services for Survivors of Domestic Violence

Survivors of domestic violence are a vulnerable population for whom MOHCD sponsors housing, case management, and legal services support. Although domestic violence services fall primarily under the

purview of the Department on the Status of Women, in FY22-23, MOHCD assisted two shelter programs (Asian Women's Shelter and Gum Moon Women's Residence), as well as two legal services projects (Asian Pacific Islander Legal Outreach and Bay Area Legal Aid) that serve survivors of domestic violence. The programs assisted 78 individuals in their effort to secure safe, permanent housing and provided legal services to another 96 individuals.

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Supportive Housing for Persons Living With HIV/AIDS

The HIV Housing Plan published in FY20-21 seeks to improve the overall housing experience of people living with HIV/AIDS through more coordinated efforts amongst housing providers and HIV medical providers. The following goals, strategies, and objectives represent the recommendations of the HIV Housing Workgroup. They are reflective of the Getting to Zero Initiative's Strategic Plan to reduce HIV infections by ensuring stable housing for PLWHA.

Through this program area, MOHCD funds supportive services, case management, and operating costs for long-term facilities that serve persons living with HIV/AIDS (PLWHA) and provides deep rental subsidies and housing advocacy/case management services

for persons with HIV /AIDS. MOHCD's FY22-23 funding of \$8.73 million went to 17 projects with 7 different community-based organizations and helped 1,453 individuals secure or maintain stable housing and supportive services in San Francisco and San Mateo County.

HIV HOUSING PLAN GOALS AND METRICS

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

Metric: Continued operation of 32 facilities dedicated to supporting PLWHA

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

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

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

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

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

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

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

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

OBJECTIVE 2

FAMILIES AND INDIVIDUALS ARE RESILIENT AND ECONOMICALLY SELF-SUFFICIENT



MOHCD grantee Dev/Mission provides workshops and classes for individuals to develop digital literacy skills. Photo credit: Dev/Mission.

PRIORITY NEED 2A

Increase opportunities through improved language access and core skills development

STRATEGY

PROVIDE SKILL DEVELOPMENT AND TRAINING RESOURCES

Skill Development and Service Connection

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

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

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

Service connection is designed to connect people with supportive services, addressing the whole range of an individual's or family's needs and helping residents build their capacity and move toward self-sufficiency. In FY22-23, MOHCD allocated \$12.36 million in this program area, providing 1,266 residents with case management as an element of service connection, and 2,831 with academic, workplace, and life skills training.



MOHCD grantees support financial education programs like estate planning workshops led by the Assessor-Recorder's Office. Photo: Office of the Assessor-Recorder.

STRATEGY

IMPROVE FINANCIAL LITERACY AND PERSONAL FINANCE MANAGEMENT

Financial Education

Projects funded through this program area provide ongoing one-on-one financial coaching and education, credit repair, access to safe and affordable banking services, predatory lending alternatives through high quality financial products and services, and integration of these services to improve housing stability. These services provide low-income residents with the skills and resources to improve their financial security and achieve greater economic self-sufficiency. In FY22-23, MOHCD allocated a total of \$544,520 in funding and supported seven community-based organizations that provided 1,052 residents with financial counseling, education and coaching.

STRATEGY

IMPROVE DIGITAL LITERACY

Digital Equity Response

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

The City's 2019-2024 Digital Equity Strategic Plan sets forth a vision for all San Franciscans to thrive with full

and equitable access to digital technology. The Plan presents three goals:

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

These unifying goals brought together stakeholders and the community and initiated coordinated programs across multiple departments. Through the City's nationally recognized Fiber to Housing program, 3,238 households were connected across more than 27 communities in FY22-23, with 11,922 households connected to date.

MOHCD allocated \$1,111,973 in Digital Equity Grants during this fiscal year to 10 CBOs, which support the development of a variety of programs and services, including:

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

With distance learning, telehealth, and telecommuting the new normal, bridging the digital divide has become more urgent than ever. MOHCD and its grantees work to support the technology needs of residents and community partners. FY22-23 highlights include:

- » Through advanced policy analysis, ODE designed and initiated mass marketing and informational campaigns for the Affordable Connectivity Program (ACP), a Federal Communications Commission (FCC) benefit program that helps ensure that households can afford high-speed internet. During the reporting year, there was a 48.1% increase in claimed subscribers to the ACP in the City and County of San Francisco.
- » In partnership with the National Telecommunications and Information Administration (NTIA), City departments, and more than a dozen community-based organizations leaders, ODE launched "Connect San Francisco", a citywide initiative to raise awareness and provide enrollment assistance for the ACP.
- » ODE staff distributed Wi-Fi routers to 407 households and addressed 655 technical support tickets from affordable housing residents.
- » Through the Civic Bridge Program, staff developed the second iteration of the Digital Skills and Entrepreneurship Playbook for aspiring entrepreneurs and existing business owners looking to launch their own e-commerce businesses.
- » ODE funded and supported the development of the "SF Service Guide"; an online directory of human services to help San Franciscans find the services they need via smartphone, tablet, or computer.

PRIORITY NEED 2C

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

STRATEGY

INCREASE ACCESS TO CIVIL LEGAL SERVICES

Access to Civil Legal Services

According to the Legal Services Corporation's 2021 Justice Gap Measurement Survey, 74% of low-income households experience at least one civil legal problem per year, but only 19% are able to obtain adequate legal help. The legal system pervades all aspects of life: family, community, work, health, safety, etc. Most Americans are left to fend for themselves without the help of a legal professional in urgent, complex and high-stakes civil legal matters. However, thousands of San Franciscans access various City-funded civil legal services every year. MOHCD's investment in these services totaled \$15.89 million in FY22-23 across numerous projects, providing counseling to 6,260 clients, of which 3,877 received legal representation.

The programs that MOHCD funds address immigration status and other legal issues facing recent immigrants to this country, family law and domestic violence issues, employment rights, benefits advocacy, consumer rights and legal protections, and housing issues including habitability and discrimination. This is a portfolio of work that has grown significantly in recent years, particularly as immigrant communities have needed greater support and assistance. The immigration legal

services portfolio has responded to the urgent legal and social service needs of immigrant communities by providing a full range of legal services, including counseling, form/application processing, affirmative legal representation and removal defense at USCIS and the U.S. Immigration Court.

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

- » The **San Francisco Immigrant Legal Defense Collaborative (SFILDC)** is a diverse collective of 15 organizations that provide both affirmative legal representation and intensive deportation defense. In FY22-23, these agencies provided representation to 984 individuals faced with detention and deportation.
- » The **San Francisco Immigrant and Legal Education Network (SFILEN)** is another collaborative of 12 community-based organizations that provide counseling and affirmative legal representation, assistance with filing legal applications, and community education. In FY22-23, SFILEN provided legal counseling and full legal representation to 1,167 individuals.
- » The **Immigration Hotline project** is a collaborative of six agencies that provide a 24/7 emergency phone hotline for those facing immediate and urgent immigration issues, as well as those needing information about their rights and the rapidly changing legal and policy landscape. In FY22-23, these agencies responded to 1,784 calls and facilitated 73 community education workshops.

OBJECTIVE 3

COMMUNITIES HAVE HEALTHY PHYSICAL, SOCIAL AND BUSINESS INFRASTRUCTURE



The newly renovated Herz Playground in Visitacion Valley, which was completed in partnership with Sunnydale HOPE SF. Photo courtesy of The San Francisco Foundation.

PRIORITY NEED 3A

Enhance community facilities and spaces

STRATEGY

ENSURE NONPROFIT SERVICE PROVIDERS HAVE HIGH QUALITY, STABLE FACILITIES

Improvements to Community Facilities and Public Space

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



Kapwa Gardens, an interim use project at 967 Mission that received capital grant funding through MOHCD's SOMA Stabilization fund. Photo courtesy of Kultivate Labs.

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

In FY22-23, MOHCD's capital program awarded 9 organizations a total of \$1.12 million from CDBG funds and \$106,250 from HOPWA funds to make significant improvements or repairs to their facilities. Additionally, MOHCD awarded capital grants through general funds to support Castro Organ Devotees Association for \$300,000, Central American Resource Center (CARECEN) of Northern California for \$300,000, and Community Youth Center of San Francisco for \$2 million. Additionally, through combined support from the general fund and the SOMA Stabilization fund, MOHCD awarded capital grants \$3.1 million in capital grants to United Playaz; and through the SOMA Stabilization fund provided support to Renaissance Entrepreneurship for \$184,530 and Kultivate Labs for \$700,000.

PRIORITY NEED 3C

Support community-driven comprehensive strategies

STRATEGY

SUPPORT NEIGHBORHOOD-BASED PLANNING EFFORTS

and

SUPPORT LOCALLY-BASED COMMUNITY BUILDING

Community Building and Neighborhood Planning

The goal of this program area is to promote the development of social capital and sustainable healthy communities, and to support neighborhood-based capacity building efforts that encourage strategic planning and resident engagement to address collective needs and priorities. The outcome related to these investments is an overall strengthening of service connections for community members. In FY22-23, MOHCD allotted more than \$9.19 million to support 64 projects. These projects engaged nearly 39,670 residents to be more actively and consistently involved in their communities.

OBJECTIVE 4

COMMUNITIES AT RISK OF DISPLACEMENT ARE STABILIZED



The Transgender Cultural District's Black Trans Lives Matter mural designed by local artists Xara Thustra, Sen Mendez, and Kin Folkz. Photo credit: Gooch ([instagram.com/photosbygooch](https://www.instagram.com/photosbygooch)).

PRIORITY NEED 4A

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

STRATEGIES

IMPLEMENT POLICIES AND PROGRAMS THAT PRIORITIZE CURRENT RESIDENTS

and

REDUCE DISPLACEMENT OF RESIDENTS AND BUSINESSES

SoMa Community Stabilization Fund / Central SoMa Plan

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

The legislation also created the SoMa Community Stabilization Fund Community Advisory Committee (the CAC), composed of seven members representing the SoMa community, to advise MOHCD and the Board of Supervisors on the administration and expenditure of the SoMa Fund.

In December 2018, the Board of Supervisors adopted the Central SoMa Plan, which will generate additional fees allocated to the Fund for social and cultural programming as well as community facilities. Development associated with this Plan is expected to bring an infusion of \$45 million in development fees.

In FY22-23, the Committee invested \$875,000 in various services intended to reduce displacement including Rental Housing Counseling, Small Sites Identification and Tenant Education, Small Business Events, COVID Emergency Assistance for Small Businesses, Small Business Acceleration, Youth and Family Support, Community Action Grants, and Capacity Building. To-date, approximately \$26.8 million has been expended from the SoMa Community Stabilization Fund.

PRIORITY NEED 4B

Ensure economic growth offers benefits to existing communities

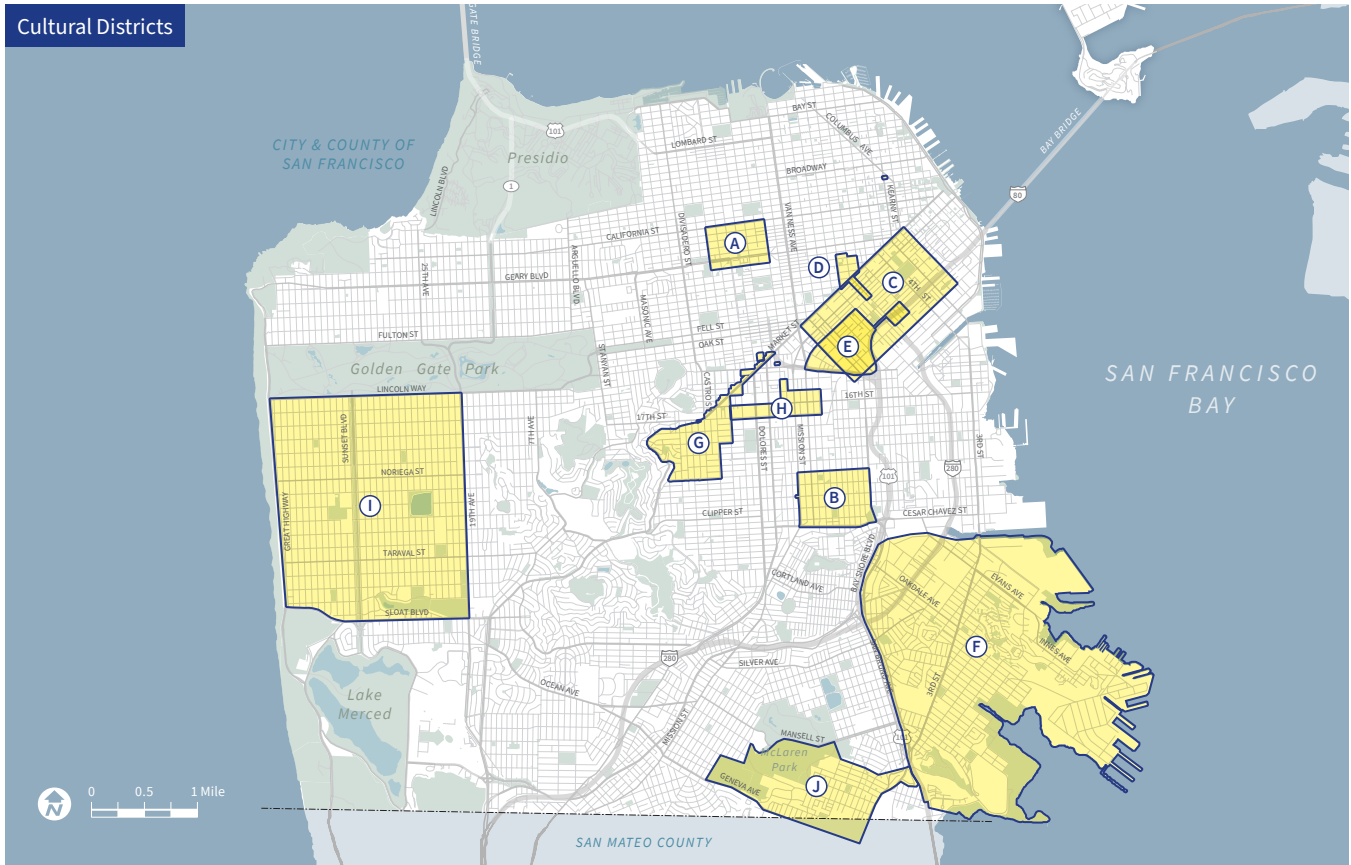
STRATEGY

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

Cultural Districts

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

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



In November 2022, the Pacific Islander Cultural District (PICD) was unanimously approved by the Board of Supervisors and became San Francisco’s tenth 10th Cultural District. The Districts, in order of official recognition by the Board of Supervisors, include:

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

The Cultural Districts serve as community hubs, connecting community members to resources, identifying neighborhood gaps and opportunities, and fostering cultural pride. Each of the ten legislated Cultural Districts maintains a community-based advisory board, dedicated staffing, and funding for its operations. Each District works toward its community-defined vision for self-determination, while also building connections across all Districts by collectively sharing policy strategies for strengthening community infrastructure, which are incorporated into their Cultural History, Housing, and Economic Sustainability Strategies (CHHESS) reports.

In FY22-23, Cultural Districts continued their work on the City-mandated CHHESS reports. Created through a robust research and community engagement process coupled with a broad set of City data, each report provides a framework for achieving community stabilization and must be approved by the full Board of Supervisors. City departments and community partners work together to create and meet the benchmarks outlined in the CHHESS related to the areas outlined below.

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



The Tazuri Watu Mural by artist Brooke Fancher, supported through the San Francisco African American Arts and Cultural District. Photo credit: Nate Watson.

OBJECTIVE 5

THE CITY WORKS TO ELIMINATE THE CAUSES OF RACIAL DISPARITIES



ULI San Francisco and MOHCD launched the Developers of Color Cohort to support emerging and established developers led by BIPOC executives. Photo courtesy of ULI San Francisco.

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

PRIORITY NEED 5A

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

STRATEGY

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

PRIORITY NEED 5B**Instill racial equity and trauma-informed values and practices in the work of MOHCD and its partners****STRATEGIES****INCORPORATE CULTURAL COMPETENCY/HUMILITY, TRAUMA-INFORMED SYSTEMS, AND OTHER EQUITY TRAINING AND RESOURCES FOR MOHCD'S PARTNERS****and****INCORPORATE RACIAL EQUITY PRINCIPLES IN MOHCD'S HIRING AND PROMOTION PRACTICES****and****IMPLEMENT RACIAL EQUITY AND TRAUMA-INFORMED VALUES AND APPROACHES THROUGHOUT MOHCD****Racial Equity**

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

Action Plan that aligns MOHCD's mission, policies, and procedures to reflect an ongoing commitment to an organizational culture of inclusion and belonging. MOHCD has successfully implemented many practices to improve hiring and staff support systems, and in FY22-23, MOHCD continued to assess programs, contracts, and procurements to ensure they advance the City's racial equity goals.

Operationalizing outward-facing racial equity practices involves working closely with partner organizations to monitor the impact of MOHCD's investments, build partner capacity, and create channels to give and receive feedback. MOHCD completed a comprehensive set of revisions to its underwriting and development policies with the goal of creating more equity and opportunity for emerging developers. In FY22-23, this effort included applying favorable terms to support emerging developers and co-sponsoring the Bay Area Developers of Color Cohort program with the ULI of San Francisco.

PROCUREMENT PROCESSES

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

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

integrated into the process to ensure that proposals would be reviewed by those with deep ties within the target communities.

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

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

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

This alignment resulted in:

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

Additionally, in FY22-23, MOHCD issued 15 separate Requests for Proposals responsive to neighborhood needs, including support for SOMA workforce, services, and capital; capacity building; support for the Tenderloin's revitalization; additional support for cultural districts; transgender services; and victim's rights services

OUTREACH TO AFRICAN AMERICAN COMMUNITIES

A recent SF Human Rights Commission report specifically included data describing the disparity between the City's African American community and other residents of San Francisco. This was also reflected in disparities between traditionally African American neighborhoods and other neighborhoods in the City.

- » African Americans have the lowest median household income in San Francisco. In 2019, the average income for a Black household was \$31,000, as compared with \$116,000 for white families.
- » Black/African Americans have the highest mortality rate for nine of the top ten causes of death in San Francisco.
- » African Americans have the highest rates of hospitalizations and emergency room visits due to asthma. Asthma is also exacerbated by stress, which is again worse for poor families, and for those experiencing racism.
- » High-income neighborhoods reported zero infant deaths in 10 years, while Bayview/Hunters Point, including lower income zip code 94124, reported over 20 infant deaths during this same timeframe.
- » Black/African American individuals comprise 37% of the City's unhoused population, despite making up only 6% of the City's population.

Responding to these disparities, MOHCD set out to amplify Black and African American voices in strategic planning and resource allocation in FY19-20. In Spring

2020, MOHCD launched the Community Stabilization Fund and co-designed a Request for Proposals for organizations targeting African Americans in San Francisco. In FY22-23, MOHCD continued to commit over \$1 million to nine organizations that responded to this RFP that focused on community services, collaboration, and digital equity. Through this cohort-based model, MOHCD offered direct training, technical assistance, and connections to other City departments for additional support services.

Additionally, MOHCD included \$1 million in the Organizational Capacity Building RFP to support the Fund's goal of targeted investment in organizations targeting African Americans in San Francisco. This capacity-building opportunity was made available specifically for current MOHCD grantees with a focus on Board Development, Leadership Development, Financial Systems and Management, and Program Development and Operational Infrastructure. MOHCD received 23 proposals and awarded \$1 million across 16 projects in FY22-23, MOHCD's second year of capacity building awards.

Dream Keeper Initiative

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

- » Providing a pathway for low to moderate-income Black/African American households to reach the goal of homeownership;

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

DREAM KEEPER DOWNPAYMENT ASSISTANCE LOAN PROGRAM

In FY22-23, the Dream Keeper Downpayment Assistance Loan Program (DK-DALP) hosted six Dream Keeper Homeownership information sessions, engaging more than 700 Black and African American potential homeowners to begin preparing to purchase their first home. This program not only provides down payment assistance but also ensures ongoing support throughout the process, including monthly Dream Keeper Circle meetings where participants network and learn from each other's experiences in the housing market. In FY22-23, 28 DK-DALP homebuyers closed on their first home and four more were in contract to purchase.

SENIOR HOME REPAIR PROGRAM

Also launched in FY21-22, the Senior Home Repair Program (SHRP) focuses on improving the habitability of homes purchased in areas historically affected by redlining. The community-based organization, Rebuilding Together SF (RTSF), facilitates application assistance and project management and addresses critical housing needs for senior homeowners by providing new roofs, heating systems, improved accessibility and estate planning services. In FY22-23,

RTSF and MOHCD engaged with 14 homeowners and closed 2 loans totaling \$79,217.

EMERGING DEVELOPERS CAPACITY BUILDING PROGRAM

In FY21-22, MOHCD, in collaboration with ULI San Francisco, was awarded a Breakthrough Grant to advance programs to support emerging and established Black housing developers. The resulting Bay Area Developers of Color Cohort program launched in FY22-23 aims to support the development and production of affordable housing by mission-driven, BIPOC-led development teams; leverage additional public and private resources for the development of affordable housing developed with BIPOC-led development teams; and support an expanded pool of emerging BIPOC developers in San Francisco and the broader San Francisco Bay Area. In FY22-23, ULI SF and the City and County of San Francisco worked together to engage and support developers of color, as well as research and revise the Housing Division's developer procurement processes, underwriting guidelines, and other internal procedures and policies to be more inclusive and equitable.

Trauma-Informed Systems

MOHCD was invited by the Department of Public Health, the City's lead agency on Trauma-Informed Systems (TIS), to become an early-adopter agency of Trauma-Informed Systems and practices. As an early-adopter agency, several MOHCD staff were trained to be TIS trainers and all MOHCD staff completed TIS 101 training. Furthermore, MOHCD has implemented TIS training and practices across all former public housing projects and rehabilitated under the Rental Assistance Demonstration program, HOPE SF properties as well as MOHCD's work with community-based organizations in the South of Market neighborhood. In FY22-23, MOHCD continued to support TIS systems, policies, and procedures, including offering training for affordable housing staff, housing counseling agencies, community-based agency staff, and City staff.

POLICY, LEGISLATIVE & MONITORING UPDATES



Photo courtesy SF.gov.

Policy, Legislative and Monitoring Updates

State and Federal Advocacy

In FY22-23, MOHCD's policy and legislative work focused on State legislation that funds all typologies of affordable housing and that can reduce the pre-development timeline and uncertainties. MOHCD continues to advocate to Federal and State policymakers to ensure that San Francisco can secure bond and tax credit funding for the critical affordable housing projects for households in need, including families, seniors, and those experiencing homelessness.

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

Looking ahead, in FY 23-24, MOHCD is focused on advocating for the State's ongoing investment in the California Housing Accelerator (CHA) program for shovel-ready 100% affordable housing projects, which can help San Francisco bring our pipeline of projects to completion. MOHCD will also be working with the State Department of Insurance to address rising insurance costs for the construction and operations of affordable housing.



Mayor London Breed and other Bay Area Mayors with Governor Gavin Newsom and State legislators in Sacramento in April 2022. Photo: Office of Mayor Breed.

Local Policy

MOHCD participated in several noteworthy interagency efforts to assess needs and identify policy priorities. In partnership with HSA and other agencies, MOHCD contributed to the 2022 Aging and Disability Affordable Housing Community Needs Assessment. MOHCD contributed data and analysis to the Inclusionary Housing Technical Advisory Council. The MOHCD Director co-chaired the Affordable Housing Leadership Council, a group focused on identifying funding mechanisms to support the Housing Element implementation.

In FY22-23, MOHCD contributed to 22 policy hearings at the Board of Supervisors, including the following:

- » In January 2023, MOHCD received Board approval for ministerial approval of Bond inducements. This significant process improvement action streamlines MOHCD's ability to pursue certain funding opportunities.

- » In March 2023, MOHCD and the Japantown Community presented the Japantown CHHESS to the Board. The first cultural district report to reach this milestone was unanimously approved.
- » In March 2023, presented on the BMR homeowner program at a hearing at the Land Use Committee.
- » In May 2023, MOHCD addressed the process for funding decision-making in response to a report from the Budget and Legislative Analyst.

2015 Affordable Housing General Obligation Bond

Implementation of the voter-approved 2015 General Obligation Bond funding was nearing completion in FY22-23. Highlights through June 30, 2023 include:

- » Third and final issuance sold in October 2019
- » Approximately 98% of funds from all three issuances encumbered or spent
- » 1,015 housing units completed, including 1101 Connecticut (Potrero Parcel X), 1477 Sunnydale Avenue (formerly Sunnydale Parcel Q), 290 Malosi St. (formerly Sunnydale Block 6), 1296 Shotwell, 555 Larkin (formerly 500 Turk), Broadway Cove (88 Broadway), and 2828 16th Street (formerly 1990 Folsom)
- » 547 housing units under construction, including Shirley Chisolm Village educator housing (located at 43rd & Irving) and Kapuso at the Upper Yard (formerly Balboa Park Upper Yard)
- » Downpayment assistance provided to 112 households.
- » Teacher Next Door loans provided to 59 households

2016 General Obligation Bond: Preservation and Seismic Safety Program

Financing funded by the voter-approved repurposing of seismic safety bonding authority to include acquisition and preservation of affordable housing continued in FY22-23. Highlights through June 30, 2023 include:

- » Issued \$174 million in two issuances to fund loans under the program
- » Provided an aggregate amount of \$84 million in first mortgage financing to acquire, rehabilitate and preserve as permanently affordable housing a total of 578 residential units and 29 commercial spaces
- » Balance of issuance fully committed to identified projects

2019 Affordable Housing General Obligation Bond

Implementation of the 2019 Affordable Housing Bond was fully underway in FY22-23. Highlights through June 30, 2023 include:

- » The second issuance closed in April 2023 at \$170 million.
- » Over 82% and 28% of funds from the first and second issuances, respectively, are encumbered or spent
- » Construction has begun on 1,699 units supported by the bond including projects at Sunnydale and Potrero HOPE SF sites, 4840 Mission, 921 Howard, 2550 Irving, and 4200 Geary.
- » Total proceeds are projected to aid in developing over 3,000 affordable housing units.

Downtown Neighborhood Preservation Fund

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

Student Housing Monitoring

MOHCD currently monitors two Student Housing Projects. Planning Code Section 415.3(F)(2) exempts Student Housing projects from the Inclusionary Housing requirements if certain criteria are met. Project sponsors must submit to MOHCD an annual monitoring fee and report that addresses the following:

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

STUDENT HOUSING MONITORING



California College of Arts

Property Address	75 Arkansas
Master Lease	August 06, 2018 plus 9 years
Total Number of Units	3 Two-Bedroom Units 27 Four-Bedroom Units
Number of Students Enrolled at Least Half-time	Number of Students in Good Standing
266	266



California College of Arts

Property Address	188 Hooper Street
Master Lease	Owned by CCA
Total Number of Units	254 Studios 2 One-Bedroom Units 15 Three-Bedroom Units 9 Four-Bedroom Units
Number of Students Enrolled at Least Half-time	Number of Students in Good Standing
1,090	1,090

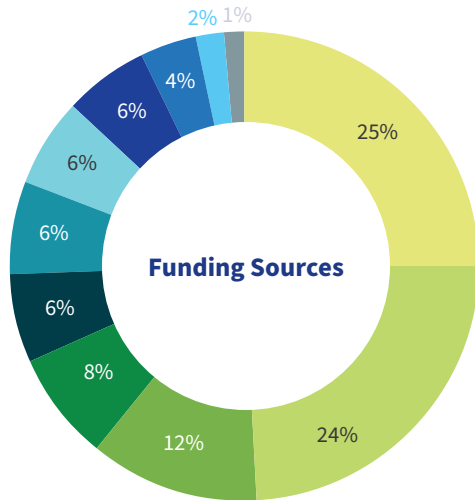


APPENDICES

WHY MOHCD COLLECTS DATA

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

FIGURE 1.
FY22-23 FUNDING SOURCES UTILIZED



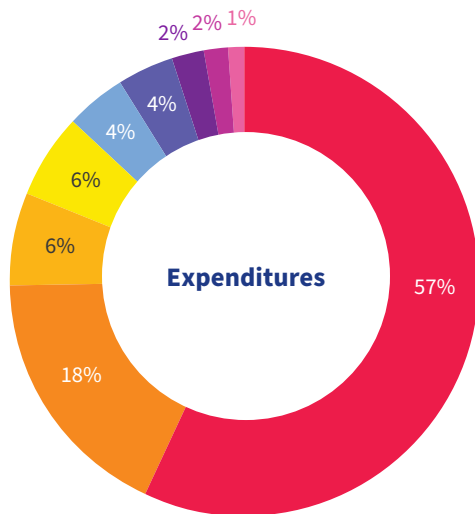
Funding Source	\$ Amount
General Fund	\$139,656,286
General Obligation Bond & Other Debt	\$132,165,454
Impact Fees	\$64,536,784
Federal Grants (Including COVID Stimulus)	\$41,679,967
Non-Federal Grants & Gifts	\$34,582,374
General Fund - ERAF	\$34,294,751
Housing Trust Fund	\$34,137,113
Local Operating Subsidy Program Workorder	\$32,230,324
Our City, Our Home (COH)	\$21,332,294
Former SFRA Housing Assets	\$11,538,275
Other	\$6,313,738

TOTAL FUNDING

\$552,467,359

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

FIGURE 2.
FY22-23 CATEGORIES OF EXPENDITURES



Expenditure	\$ Amount
Multifamily Housing Grants & Loans	\$315,729,015
Grants to Nonprofit Organizations	\$97,131,977
Rental Assistance Programs	\$35,816,297
Local Operating Subsidy Program (LOSP)	\$32,230,324
Homeowner Loans	\$23,855,522
Salaries and Fringe	\$21,363,631
Debt Service	\$11,236,203
Services of Other Departments	\$9,461,119
Departmental Personnel *	\$5,643,270

TOTAL EXPENDITURES

\$552,467,359

* Includes maintenance of property

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

TABLE 1. HOUSING TRUST FUND EXPENDITURES

Downpayment Assistance Loan Program	
Program Area	FY 2022-23 Expenditures
Downpayment Assistance Loan Programs	\$903,360
First Responders Downpayment Assistance	\$499,672
Subtotal	\$1,403,032
Housing Stabilization Programs	
Program Area	FY 2022-23 Expenditures
Existing Homeowner Loans	\$15,942
Housing Counseling and Assistance	\$234,941
Eviction Defense/Prevention and Tenant Housing Stabilization	\$8,241,704
Small Site Acquisition/Rehab	\$4,878,170
Subtotal	\$13,370,777
Complete Neighborhoods Infrastructure	
Program Area	FY 2022-23 Expenditures
Grants for neighborhood improvements	\$89,970
Subtotal	\$89,970
Affordable Housing Development	
Program Area	FY 2022-23 Expenditures
Multifamily Housing Loans and Grants	\$8,554,300
Multifamily Housing Loans and Grants - COP funded	-
Debt Service & Issuance	\$3,507,067
Subtotal	\$12,061,367
Program Delivery	\$5,552,622
TOTAL Housing Trust Fund Expenditures	\$32,477,768

TABLE 2. AFFORDABLE HOUSING FUND SUMMARY – SOURCES OF FUNDS AND BALANCES

Source of Funds:	Inclusionary PC-415 / PC-419	Jobs-Housing PC-413	Market/Octavia PC-416.5	Eastern Neighborhoods Mission & SOMA PC-423.5	Eastern Neighborhoods Alternative Inclusionary PC-417	Van Ness & Market Residential IUD PC-424	Expedited Condominium Conversion Program Subdiv 1396.4	180 Jones Fund* " Admin 10.100-375 "
Ending Balances 6/30/22	\$74,378,314	\$32,562,966	\$12,476,218	\$7,550,891	\$3,840,931	\$14,798,761	\$8,402,424	(\$11,250,000)
<i>adjustments to prior year ending balance</i>	\$1,308,642	\$1,521,141	-	\$649,365	-	-	\$849,591	\$8,587,528
Beginning Balances 7/01/22	\$75,686,956	\$34,084,107	\$12,476,218	\$8,200,256	\$3,840,931	\$14,798,761	\$9,252,015	(\$2,662,472)
Fee Payments	\$3,221,996	\$2,930,952	\$5,894,644	-	-	\$6,312,166	\$369,010	-
Other Revenues	\$5,065,759	\$829,525	\$308,710	\$163,116	-	\$349,801	\$196,082	\$12,450,000
less Expenditures	\$14,392,809	\$13,813,687	-	\$446,005	-	\$4,163,499	\$1,010,245	\$9,787,528
less Loan Encumbrances	\$39,921,288	\$8,274,354	\$10,500,000	\$203,359	-	\$9,836,501	\$839,346	-
Ending Balances 6/30/23	\$29,660,614	\$15,756,543	\$8,179,571	\$7,714,007	\$3,840,931	\$7,460,728	\$7,967,515	-
FY22-23 Project Expenditure Details								
1360 43rd Ave (Low-Income)	\$2,656,208							
160 Freelon	\$1,855,136							
234 Van Ness	\$2,163,123							
4200 Geary	\$12,043							
4840 Mission (Gap)	(\$150,242)							
600 7th Street	\$313,151	\$16,030,871		\$366,659				
645 5th Street	\$335,690							
730 Stanyan	\$1,000,000					\$4,163,499		
78 Haight St Parcel U	\$1,123,520							
568-570 Natoma St	\$59,609							
239 Clayton	\$344,037							
1950 Mission		\$237,297						
88 Broadway (Family)		(\$1,550,974)						
667 Linden							\$1,457	
1095 Connecticut							\$832,628	
125 Mason							\$176,159	
180 Jones		(\$903,506)						\$9,787,528
1515 South Van Ness	\$192,215							
150 9th Street				\$35,966				
38-42 Washburn				\$43,381				
Administrative Expenditures	\$4,488,319							
TOTAL Expenditures	\$14,392,809	\$13,813,687	-	\$446,005	-	\$4,163,499	\$1,010,245	\$9,787,528

* Negative loan amounts reflect funding source adjustments.

TABLE 3. AFFORDABLE HOUSING FUND LOAN EXPENDITURES

FY 2022-23 Affordable Housing Fund Loan Expenditures: Unit Details						
	Inclusionary	Jobs-Housing	180 Jones Fund	Total Expenditures	# of Units Assisted	Type of Housing
1360 43rd Ave (Low-Income)	\$2,656,208	\$520,402		\$2,656,208	135	Families, Educators
160 Freelon	\$1,855,136			\$1,855,136	85	Families, Disabled, Formerly Homeless
234 Van Ness	\$2,163,123			\$2,163,123	112	Disabled
4200 Geary	\$12,043			\$12,043	97	Seniors, Veterans, Formerly Homeless
4840 Mission (Gap)	(\$150,242)			(\$150,242)	137	Families, Public Housing Replacement
600 7th Street	\$313,151	\$16,030,871		\$16,710,681	221	Families, Formerly Homeless
645 5th Street	\$335,690			\$335,690	107	Families, TAY, Formerly Homeless
730 Stanyan	\$1,000,000			\$5,163,499	160	Families, TAY, Formerly Homeless
78 Haight St Parcel U	\$1,123,520			\$1,123,520	63	TAY, Formerly Homeless
568-570 Natoma St	\$59,609			\$59,609	5	Small Sites Program
239 Clayton	\$344,037			\$344,037	8	Small Sites Program
1950 Mission		\$237,297		\$237,297	157	Families, Formerly Homeless
88 Broadway (Family)		(\$1,550,974)		(\$1,550,974)	125	Families, Formerly Homeless
667 Linden				\$1,457	84	Families, Public Housing Replacement
1095 Connecticut (Potrero HOPE SF)				\$832,628	-	Families, Public Housing Replacement
125 Mason				\$176,159	80	Families
180 Jones		(\$903,506)	\$9,787,528	\$8,884,022	69	Formerly Homeless
1515 South Van Ness	\$192,215			\$192,215	168	Families, Formerly Homeless
150 9th Street				\$35,966	57	Formerly Homeless
38-42 Washburn				\$43,381	22	Formerly Homeless
Administrative Expenditures	\$4,488,319			\$4,488,319	N/A	N/A
Total	\$14,392,809	\$13,813,688	\$9,787,528	\$43,613,774	1,892	

TABLE 4. LOCAL OPERATING SUBSIDY PROGRAM (LOSP) SUMMARY

FY 2022-23 Local Operating Subsidy Program (LOSP) Expenditures							
Project Name	Address	Sponsor(s)	Target Population	Total Units	Total PSH Units	PSH Units with LOSP Operating Contract	LOSP Operating Amount Expended
Monterey Boulevard Apartments	403 Monterey	Bernal Heights Neighborhood Center	Families	4	4	4	\$91,271
John Burton Advocates for Youth Housing Complex	800 Presidio	Booker T. Washington Community Service Ctr / JSCo	TAY	50	25	25	\$682,076
Mission Bay South Block 9	410 China Basin	BRIDGE Housing / HomeRise	Adults & Families	141	140	140	\$2,358,490
1950 Mission Street	1950 Mission Street	BRIDGE Housing / Mission Housing Development Corporation	Families	157	40	40	\$517,938
Armstrong Place	5600 3rd St	BRIDGE Housing	Seniors	116	23	23	\$330,052
The Coronet	3595 Geary	BRIDGE Housing	Seniors	150	25	25	\$220,609
735 Davis Senior	735 Davis	BRIDGE Housing / John Stewart Company	Seniors	53	15	15	\$332,516
Mary Helen Rogers Senior Community	701-725 Golden Gate	Chinatown Community Development Center (CCDC)	Adults	100	20	0	N/A
Broadway Sansome Family Housing	235 -295 Broadway	Chinatown Community Development Center	Families	75	37	37	\$646,888
Parkview Terraces	871 Turk	Chinatown Community Development Center/ Bayside Communities	Seniors	101	20	20	\$352,159
1296 Shotwell Senior Housing	1296 Shotwell	Chinatown Community Development Center/ Mission Economic Development Agency	Seniors	94	22	0	N/A
Maceo May Apartments	55 Cravath Street	Chinatown Community Development Center / Swords to Plowshares	Adults / Veterans	105	104	0	N/A
Mission Bay South Block 3E	1150 Third Street	Chinatown Community Development Center / Swords to Plowshares	Adults & Families	119	62	0	N/A
Jazzie Collins	53 Colton	Community Housing Partnership	Adults	96	96	96	\$2,253,464
Casa Quezada	35 Woodward	Dolores Street Community Services	Adults	52	52	52	\$837,960
1064 Mission	1064 Mission	Episcopal Community Services / Mercy Housing	Adults & Seniors	258	256	256	\$5,587,776
Bishop Swing Community House	275 10th St	Episcopal Community Services	Adults	135	134	75	\$243,038
Granada Hotel	1000 Sutter	Episcopal Community Services	Adults	214	212	212	\$3,146,626
Diva Hotel	440 Geary	Episcopal Community Services	Adults	122	121	121	\$1,319,078
TIHDI: Island Bay Homes	1411 Flounder	HomeRise	Families	70	41	25	N/A
Hotel Essex	684 Ellis	HomeRise	Adults	84	84	44	\$437,978

FY 2022-23 Local Operating Subsidy Program (LOSP) Expenditures							
Project Name	Address	Sponsor(s)	Target Population	Total Units	Total PSH Units	PSH Units with LOSP Operating Contract	LOSP Operating Amount Expended
Arnett Watson Apartments	650 Eddy	HomeRise	Families	83	83	79	\$1,403,425
Zygmunt Arendt House	850 Broderick St	HomeRise	Adults	47	46	30	\$869,803
Edward II	3151-3155 Scott St	HomeRise	TAY	25	24	24	\$911,432
Richardson Apartments (Parcel G)	365 Fulton St	HomeRise	Adults	120	120	64	\$803,391
Rene Cazenave Apts (Transbay Block 11A)	25 Essex St	HomeRise	Adults	120	119	68	\$433,708
Dr. George W Davis Senior Housing	1751 Carroll Ave	McCormack Baron Salazar / Bayview Hunters Point Multi-Senior Services	Seniors	121	23	0	N/A
Casa de la Mision	3001-3021 24th St	Mercy Housing California	Seniors	45	44	44	\$962,012
Tahanan	833 Bryant St	Mercy Housing California	Adults	146	145	145	\$1,300,925
Arlington Hotel	472 Ellis St	Mercy Housing California	Adults	154	105	38	\$402,374
10th & Mission Family Housing	1390 Mission St	Mercy Housing California	Families	136	44	44	\$729,393
Mission Creek Senior Community	225 Berry St	Mercy Housing California	Seniors	140	51	51	\$1,114,546
Edith Witt Senior Community	66 9th St	Mercy Housing California	Adults	107	27	11	\$348,142
Vera Haile Senior Housing	129 Golden Gate Ave	Mercy Housing California	Seniors	90	18	3	\$200,217
1100 Ocean	1100 Ocean Ave	Mercy Housing California	Families & TAY	71	25	19	\$620,220
1180 Fourth Street	1180 4th St	Mercy Housing California	Adults & Families	150	50	50	\$920,275
Bayview Hill Gardens	1075 Le Conte	Mercy Housing California	Families	73	72	22	\$309,498
95 Laguna Senior Affordable Housing	95 Laguna St	Mercy Housing California	Seniors	79	15	0	N/A
455 Fell Street Apartments	455 Fell St	Mercy Housing California	Families	108	33	33	\$693,196
2060 Folsom	2060 Folsom St	Mission Economic Development Agency / Chinatown Community Development Center	TAY & Families	127	29	29	\$613,132
Veterans Commons	150 Otis St	Chinatown Community Development Center / Swords to Plowshares	Adults / Veterans	76	75	0	N/A
990 Polk	990 Polk St	Tenderloin Neighborhood Development Corporation	Seniors	110	50	30	\$512,432
Folsom + Dore Apartments	1346 Folsom St	Tenderloin Neighborhood Development Corporation	Adults & Families	98	40	20	\$199,763
Mosaica Family Apartments	680 Florida St	Tenderloin Neighborhood Development Corporation	Families	93	20	20	\$233,942

FY 2022-23 Local Operating Subsidy Program (LOSP) Expenditures							
Project Name	Address	Sponsor(s)	Target Population	Total Units	Total PSH Units	PSH Units with LOSP Operating Contract	LOSP Operating Amount Expended
Plaza Apartments	988-992 Howard St	Tenderloin Neighborhood Development Corporation	Adults	106	106	53	\$240,703
Mosaica Senior Apartments	655 Alabama St	Tenderloin Neighborhood Development Corporation	Seniors	24	11	11	\$93,323
149 Mason Street Apartments	149 Mason St	Tenderloin Neighborhood Development Corporation	Adults	56	56	55	\$1,207,918
1036 Mission Family Housing	1036 Mission St	Tenderloin Neighborhood Development Corporation	Families	83	40	0	N/A
Kelly Cullen Community	220 Golden Gate Ave	Tenderloin Neighborhood Development Corporation	Adults	174	172	80	\$670,115
Eddy & Taylor Family Housing	168 Eddy St	Tenderloin Neighborhood Development Corporation	Families	113	30	0	N/A
Willie B. Kennedy Senior Housing	1239 Turk St	Tenderloin Neighborhood Development Corporation	Seniors	98	20	0	N/A
626 Mission Bay	626 Mission Bay Blvd	Tenderloin Neighborhood Development Corporation	Families	143	29	0	N/A
681 Florida (formerly 2070 Bryant)	681 Florida St	Tenderloin Neighborhood Development Corporation	Adults & Families	130	39	39	\$309,479
Railton Place	242 Turk St	The Salvation Army	TAY	40	40	40	\$355,023
Totals	-	-	-	5,582	3,334	2,312	\$35,816,306

TABLE 5. SENIOR OPERATING SUBSIDY (SOS) PROGRAM SUMMARY

Project Name	Address	Sponsor(s)	Target Population	Total Units	Units with SOS Operating Contract	SOS Budgeted
FY 2022-23						
Casa Adelante	1296 Shotwell	Chinatown Community Development Center / Mission Economic Development Agency	Seniors	94	40	\$380,173
735 Davis Senior	735 Davis Senior	BRIDGE Housing and John Stewart Company	Seniors	53	13	\$92,736
				147	53	\$472,909
FY 2023-24						
Casa Adelante	1296 Shotwell	Chinatown Community Development Center / Mission Economic Development Agency	Seniors	94	40	\$394,552
735 Davis Senior	735 Davis Senior	BRIDGE Housing and John Stewart Company	Seniors	53	13	\$96,446
1005 Powell	1005 Powell St	Chinatown Community Development Center	Seniors	64	35	\$324,366
				211	88	\$815,364
FY 2024-25						
Casa Adelante	1296 Shotwell	Chinatown Community Development Center / Mission Economic Development Agency	Seniors	94	40	\$409,289
735 Davis Senior	735 Davis Senior	BRIDGE Housing and John Stewart Company	Seniors	53	13	\$100,304
1005 Powell	1005 Powell St	Chinatown Community Development Center	Seniors	64	35	\$337,340
4200 Geary	4200 Geary	Tenderloin Neighborhood Development Corporation	Seniors	98	30	\$421,065
				211	88	\$1,267,998
FY 2025-26						
Casa Adelante	1296 Shotwell	Chinatown Community Development Center / Mission Economic Development Agency	Seniors	94	40	\$424,396
735 Davis Senior	735 Davis Senior	BRIDGE Housing and John Stewart Company	Seniors	53	13	\$104,316
1005 Powell	1005 Powell St	Chinatown Community Development Center	Seniors	64	35	\$350,384
4200 Geary	4200 Geary	Tenderloin Neighborhood Development Corporation	Seniors	98	30	\$437,907
				309	118	\$1,317,003
Totals				309	118	\$3,873,274

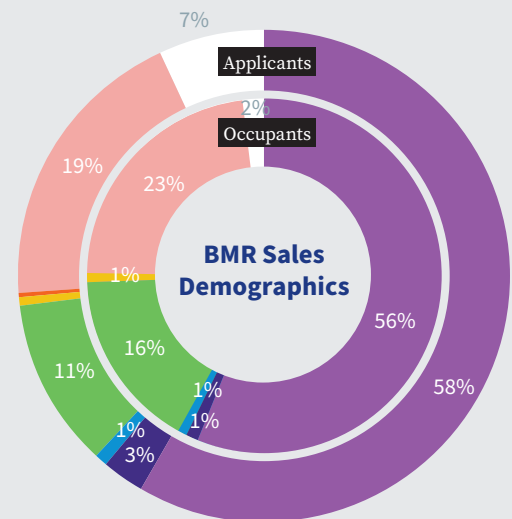
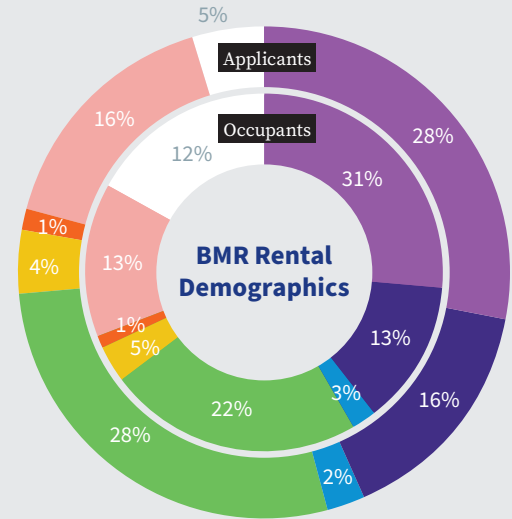
TABLE 7. DOWNTOWN NEIGHBORHOODS PRESERVATION FUND SUMMARY

Fee Revenue & Interest Received							
	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	TOTAL
	\$17,672,361	\$408,345	\$371,668	\$95,740	\$83,028	\$246,108	\$18,877,250
Funds Disbursed & Encumbered							
Number and Type of Housing Unit	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	TOTAL
1201 Powell Street 17 units; predominantly 1 bedroom senior units	-	\$5,925,856	-	-	-	-	\$5,925,856
266 4th Street 70 units, mix of studios, 1-bedroom and 2-bedrooms, for families	-	-	\$3,000,000	-	-	-	\$3,000,000
Balance available							\$9,951,394

TABLE 8. BELOW MARKET RATE (BMR) DEMOGRAPHICS

Demographics for BMR Rentals*		
384 units (new and re-rental)	Applicants**	Occupants**
Asian	26,848	96
Black	14,866	40
Indigenous	2,255	10
Latino	26,503	70
Middle Eastern/West Asian or North African	4,046	16
Pacific Islander	1,419	3
White	15,318	39
Unknown	4,399	38
Total	95,654	312
Unduplicated Count	86,950	287

Demographics for BMR Sales*		
102 units (new and resale)	Applicants**	Occupants**
Asian	728	62
Black	37	1
Indigenous	10	1
Latino	139	18
Middle Eastern/West Asian or North African	5	1
Pacific Islander	4	0
White	238	25
Unknown	86	2
Total	1,247	110
Unduplicated Count	1,181	102



* Listings in which the last unit was leased/sold, or re-rental/sale units that were leased/sold, in FY22-23

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

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

FY 2022-23 Neighborhood Resident Housing Preference (NRHP) Program						
Eligible Projects	Project Name	District	Lottery Date	NRHP Units	NRHP Applicants	Total Applicants
Ownership	Maison A SOMA	6	8/19/2021	2	12	71
	Lofton	9	6/28/2021	2	13	121
	The Quinn	6	10/6/2020	2	6	74
	Total			6	31	266
Inclusionary Rental	1863 Mission Street Apartments	9	5/10/2022	2	488	3,411
	1 Haight Street	6	12/22/2020	2	328	4,371
	363 6th Street	6	6/12/2020	4	978	5,420
	235 Valencia	9	1/8/2021	2	503	3,606
	The George	6	12/16/2021	36	223	942
	799 SVN	9	6/24/2022	4	639	4,117
	HQ	6	5/19/2021	8	918	4,485
	Total			58	4,077	26,352
Multifamily Rental	Broadway Cove	3	1/27/2021	37	1,069	8,427
	Total			37	1,069	8,427

Projects by Supervisor District			
District	Projects	Total NRHP Units	Total NRHP Applicants
District 1	0	0	0
District 2	0	0	0
District 3	1	37	1,069
District 4	0	0	0
District 5	0	0	0
District 6	6	54	2,465
District 7	0	0	0
District 8	0	0	0
District 9	4	10	1,643
District 10	0	0	0
District 11	0	0	0
Total	11	101	7,590

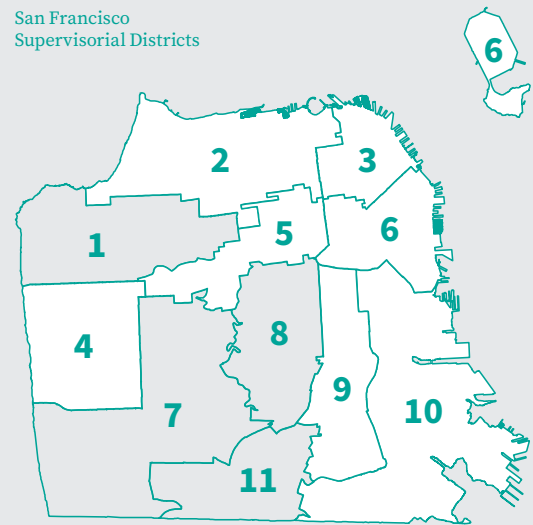


TABLE 10. HOUSING PREFERENCE PROGRAM SUMMARY

Certificate of Preference (COP)		FY 2022-23
New COP Certificates Issued		41
COP Placements to Rental Housing		8
COP Placements to Ownership Housing		0
Total Housed		8

Displaced Tenants Housing Preference (DTHP)	
DTHP Certificates Issued	
Ellis Act Eviction	34
Owner Move-In Eviction	26
Fire Victim Displacee	13
Rent Burden	0
Expiring Restrictions	0
Total Issued	73
DTHP Placements to Rental Housing	21
DTHP Placements to Ownership Housing	4
Total Housed	25

Neighborhood Resident Housing Preference (NRHP)	
New Developments with NRHP	
8 Rental Developments / 244 Units	
3 Ownership Developments / 18 Units	
Total Applications for NRHP-eligible Projects	35,045
NRHP Applicants in Completed Projects	5,177
NRHP Placements to Rental Housing	68
NRHP Placements to Ownership Housing	4
Total Housed	72

	Unit Type				
	Total Listings	Total Units	COP Units	DTHP Units	NRHP Units
New Rental	8	220	220	42	95
New Sale	6	27	27	3	6
Re-Rental	48	137	137	69	0
Re-Sale	75	75	75	66	0
Total	137	459	459	180	101

Lottery Preference Program			
	COP	DTHP	NRHP
# of Units Available	459	180	101
# of Applications	128	322	5,177
# of Unique Certificate Holders	75	161	N/A
# of Occupants Who Rented	8	21	68
# of Occupants Who Purchased	0	4	4

TABLE 10. HOUSING PREFERENCE PROGRAM SUMMARY (continued)

Where they came from and where they were housed

Supervisor District	COP			DTHP			NHRP		
	Applicants	Successful Applicants	Occupants	Applicants	Successful Applicants	Occupants	Applicants	Successful Applicants	Occupants
District 1	0	0	0	7	2	0	22	0	0
District 2	1	0	0	4	0	0	42	1	0
District 3	3	0	2	17	4	10	1,055	36	37
District 4	0	0	0	11	2	0	24	0	0
District 5	14	3	0	19	4	1	1,117	11	0
District 6	11	1	6	19	2	9	1,145	14	25
District 7	3	0	0	10	1	0	31	0	0
District 8	1	1	0	10	1	0	79	0	0
District 9	3	0	0	25	2	5	1,360	9	10
District 10	17	2	0	15	3	0	84	0	0
District 11	1	0	0	14	2	0	78	0	0
Outside of SF	21	1	-	10	2	-	140	1	0
Total	75	8	8	161	25	25	5,177	72	72

TABLE 11. EVICTIONS FROM MOHCD-ASSISTED HOUSING *

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

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

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










FIGURE 3.
COMMUNITY DEVELOPMENT PERFORMANCE MEASURES

Program Areas

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

Investment Area

Housing Stabilization

<p>Strategy </p> <p>Pre-Eviction Housing Law Services</p> <p>Performance Measure Individuals receiving legal representation</p> <table border="1"> <thead> <tr> <th>FY 22-23 Goal</th> <th>Actual</th> <th>% of Goal</th> </tr> </thead> <tbody> <tr> <td>509</td> <td>729</td> <td>143%</td> </tr> </tbody> </table>	FY 22-23 Goal	Actual	% of Goal	509	729	143%	<p>Strategy </p> <p>Rental Housing Counseling</p> <p>Performance Measure Individuals receiving assistance in accessing housing, including preparing for successful rental application</p> <table border="1"> <thead> <tr> <th>FY 22-23 Goal</th> <th>Actual</th> <th>% of Goal</th> </tr> </thead> <tbody> <tr> <td>2,619</td> <td>3,382</td> <td>129%</td> </tr> </tbody> </table>	FY 22-23 Goal	Actual	% of Goal	2,619	3,382	129%	<p>Strategy </p> <p>Homeownership Counseling</p> <p>Performance Measure Individuals provided with pre-purchase education and counseling</p> <table border="1"> <thead> <tr> <th>FY 22-23 Goal</th> <th>Actual</th> <th>% of Goal</th> </tr> </thead> <tbody> <tr> <td>3,202</td> <td>3,663</td> <td>114%</td> </tr> </tbody> </table>	FY 22-23 Goal	Actual	% of Goal	3,202	3,663	114%
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467	1,006	215%																		

Investment Area


Housing Stabilization, continued...

Strategy 

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

Performance Measure
Individuals whose evictions have been prevented


FY 22-23 Goal	Actual	% of Goal
478	1,006	215%

Strategy 

HOPWA Housing and Long-Term Rental Subsidies and Supportive Services

Performance Measure
Individuals living with HIV receiving subsidies and vouchers

FY 22-23 Goal	Actual	% of Goal
176	174	99%

Strategy 


HOPWA Housing and Long-Term Rental Subsidies and Supportive Services

Performance Measure
Individuals receiving acuity-based assessments for housing placements

FY 22-23 Goal	Actual	% of Goal
50	88	176%

Investment Area

Anti-Displacement

Strategy 

Immigration and Family Law Legal Services

Performance Measure
Individuals receiving legal representation

FY 22-23 Goal	Actual	% of Goal
2,000	2,345	117%

Strategy 

Convening and Collaboration

Performance Measure
Residents engaged in opportunities for neighborhood involvement


FY 22-23 Goal	Actual	% of Goal
8,000	39,670	496%

Strategy 

Convening and Collaboration

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

FY 22-23 Goal	Actual	% of Goal
27	32	119%

Strategy 

Convening and Collaboration

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

FY 22-23 Goal	Actual	% of Goal
215	457	213%

Strategy 

Convening and Collaboration

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

FY 22-23 Goal	Actual	% of Goal
588	1,239	211%

Investment Area

Economic Self-Sufficiency

Strategy 

Consumer Law, Employment Law, and Benefits Advocacy Services

Performance Measure
Individuals receiving legal representation

FY 22-23 Goal	Actual	% of Goal
600	803	134%

Strategy 

Community-Based Services

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

FY 22-23 Goal	Actual	% of Goal
1,000	1,266	127%

Strategy 

Community-Based Services

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

FY 22-23 Goal	Actual	% of Goal
742	620	84%

Strategy 

Community-Based Services

Performance Measure
Individuals trained in academic, workplace and life skills

FY 22-23 Goal	Actual	% of Goal
2,343	2,831	121%

Strategy 

Financial Capability Services

Performance Measure
Individuals receiving credit counseling and repair services

FY 22-23 Goal	Actual	% of Goal
944	1,052	111%

Strategy 

Financial Capability Services

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

FY 22-23 Goal	Actual	% of Goal
944	1,052	111%

Investment Area

Capital Investment

Strategy 

Community Facilities

Performance Measure
Nonprofit service providers receiving capital improvements to their facilities

FY 22-23 Goal	Actual	% of Goal
10	16	160%

Strategy 

Community Facilities

Performance Measure
Nonprofit service providers receiving Capital Needs Assessments

FY 22-23 Goal	Actual	% of Goal
1	2	200%

TABLE 12. COMMUNITY DEVELOPMENT GRANTEES

- 3rd Street Youth Center & Clinic
- African Advocacy Network
- AIDS Legal Referral Panel of the SF Bay Area
- Alliance for Social and Economic Justice
- APA Family Support Services
- Asian Americans Advancing Justice - Asian Law Caucus
- Asian and Pacific Islander Wellness Center, Inc. (dba San Francisco Community Health Center)
- Asian Pacific American Community Center
- Asian Women's Shelter
- ASIAN, Inc.
- Asociacion Mayab
- Bay Area Community Resources, Inc.
- Bay Area Community Resources, Inc., fiscal sponsor of Pacific Islander Cultural District
- Bay Area Legal Aid
- Bayview Hunters Point Foundation for Community Improvement
- Bayview Hunters Point Multipurpose Senior Services, Inc.
- Bernal Heights Neighborhood Center
- Booker T. Washington Community Service Center
- Boys & Girls Clubs of San Francisco
- BRIDGE Regional Partners, Inc.
- Castro Organ Devotees Association
- Catholic Charities CYO of the Archdiocese of San Francisco
- Causa Justa :: Just Cause
- Center for Immigrant Protection dba The LGBT Asylum Project
- Center for Immigrant Protection dba The LGBT Asylum Project, fiscal sponsor of Parivar Bay Area
- Centers for Equity and Success, Inc.
- Centers for Equity and Success, Inc., fiscal sponsor of San Francisco Black Leadership Academy
- Central American Resource Center - CARECEN - of Northern California
- Chinatown Community Development Center, Inc.
- Chinese for Affirmative Action
- Chinese Newcomers Service Center
- Chinese Progressive Association, Inc., fiscal sponsor of Excelsior Works!
- Collective Impact, DBA Mo' Magic
- Community Awareness Resources Entity
- Community Forward SF, Inc.
- Community Initiatives, fiscal sponsor of El/La Para TransLatinas
- Community Tech Network
- Community Vision Capital & Consulting
- Community Youth Center of San Francisco
- Compass Family Services
- Consumer Credit Counseling Service of San Francisco dba BALANCE
- Corporation for Supportive Housing
- Dolores Street Community Services, Inc.
- Donaldina Cameron House
- Dustys' Fishing Well
- Enterprise Community Partners, Inc.
- Episcopal Community Services of San Francisco
- Eviction Defense Collaborative, Inc.
- Family Connections Centers (Fiscal Sponsor to Portola Neighborhood Association)
- Filipino-American Development Foundation
- Filipino-American Development Foundation, fiscal sponsor of Filipino Community Center
- Filipino-American Development Foundation, fiscal sponsor of Pin@y Educational Partnerships (PEP)
- Filipino-American Development Foundation, fiscal sponsor of SoMa Pilipinas
- Filipino-American Development Foundation, fiscal sponsor South of Market Community Action Network
- Five Keys Schools and Programs
- Freedom West Homes
- Front Porch Communities Foundation
- Gay, Lesbian, Bisexual, Transgender Historical Society
- GOLDEN GATE PERFORMING ARTS, INC.
- Good Samaritan Family Resource Center of San Francisco
- Goodwill Industries of San Francisco, San Mateo & Marin Counties
- Gum Moon Residence Hall
- Hearing and Speech Center of Northern California
- Homeless Children's Network
- Homeless Prenatal Program, Inc.
- Homeownership San Francisco
- Homies Organizing the Mission to Empower Youth (HOMEY)
- Housing and Economic Rights Advocates
- Housing Rights Committee of San Francisco, Inc.
- International Indian Treaty Council
- Intersection, fiscal sponsor of The American Indian Cultural Center of San Francisco
- Japanese Community Youth Council, fiscal sponsor of Japantown Cultural District
- Kaboom!
- Kultivate Labs
- La Raza Centro Legal, San Francisco
- La Raza Community Resource Center, Inc.
- Larkin Street Youth Services
- Lavender Youth Recreation and Information Center, Inc.
- Legal Assistance to the Elderly, Inc.
- Legal Services For Children, Inc.
- LightHouse for the Blind and Visually Impaired
- Lower Polk Community Benefit District
- Lower Polk Community Benefit District, fiscal sponsor of the San Francisco Apartment Association
- Lyon-Martin Community Health Services
- Maitri Compassionate Care
- Mercy Housing California
- Mercy Housing California XVII, A California Limited Partnership
- Mission Asset Fund
- Mission Economic Development Agency
- Mission Housing Development Corporation
- Mission Neighborhood Centers, Inc.

TABLE 12. COMMUNITY DEVELOPMENT GRANTEES

- Mission Neighborhood Centers, Inc., fiscal sponsor of Mission Language and Vocational School
- Mujeres Unidas y Activas
- MyPath
- National Coalition of 100 Black Women Inc., San Francisco Chapter
- Native American Health Center, Inc.
- New Community Leadership Foundation, Inc.
- Nihonmachi Legal Outreach (dba Asian Pacific Islander Legal Outreach)
- Northeast Community Federal Credit Union
- One Treasure Island
- Open Door Legal
- Openhouse
- Operation Genesis, Inc.
- Parents for Public Schools of San Francisco
- Pomeroy Recreation and Rehabilitation Center
- Potrero Hill Neighborhood House
- PRC
- Public Health Foundation Enterprises, Inc. (dba Heluna Health), fiscal sponsor of SisterWeb
- Rafiki Coalition for Health and Wellness
- Rebuilding Together San Francisco
- Renaissance Entrepreneurship Center
- Richmond District Neighborhood Center, Inc.
- Safe & Sound
- Samoan Community Development Center, Inc.
- San Francisco African American Chamber of Commerce Foundation
- San Francisco Community Empowerment and Support Group, Inc.
- San Francisco Community Land Trust
- San Francisco Housing Development Corporation
- San Francisco Lesbian Gay Bisexual Transgender Community Center, fiscal sponsor of Castro LGBTQ Cultural District
- San Francisco Study Center, Incorporated - The Transgender Cultural District Project
- San Francisco Study Center, Incorporated, fiscal sponsor of AND Architecture + Community Planning
- San Francisco Study Center, Incorporated, fiscal sponsor of Calle 24 Latino Cultural District
- San Francisco Study Center, Incorporated, fiscal sponsor of St. James Infirmary
- San Francisco Study Center, Incorporated, fiscal sponsor of the Bill Sorro Housing Program
- San Francisco Study Center, Incorporated, fiscal sponsor of the Housing Rights Committee of San Francisco
- Self-Help for the Elderly
- SF CLOUT
- Shanti Project
- Shelter Tech
- SOMArts, fiscal sponsor of American Indian Cultural District
- SOMArts, fiscal sponsor of Leather and LGBTQ Cultural District
- Southeast Asian Development Center
- St. James Infirmary
- St. James Infirmary, fiscal sponsor of Compton's Transgender Cultural District
- Sunset District Community Development (dba Sunset Youth Services)
- Swords to Plowshares: Veterans Rights Organization
- Tabernacle Community Development Corporation
- Tenderloin Housing Clinic
- Tenderloin Neighborhood Development Corporation
- The African American Art & Culture Complex
- The Arc San Francisco
- The Bar Association of San Francisco
- The Friendship House Association of American Indians
- The Justice & Diversity Center of the Bar Association of San Francisco
- The Justice & Diversity Center of the Bar Association of San Francisco, fiscal sponsor of the Cooperative Restraining Order Clinic
- The Regents of the University of California, on behalf of its San Francisco campus
- The San Francisco Chapter of the A. Phillip Randolph Institute
- The San Francisco Foundation
- The San Francisco Lesbian Gay Bisexual Transgender Community Center
- The Southeast Asian Community Center
- The Tides Center, fiscal sponsor of the Arab Resource and Organizing Center
- The Transgender Advocates For Justice and Accountability Coalition
- Transgender, Gender Variant, Intersex Justice Project (TGIJP)
- United Playaz, Inc.
- United Way of the Bay Area
- Wah Mei School
- Wah Mei School, fiscal sponsor of Sunset Chinese Cultural District
- West Bay Pilipino Multi-Services, Inc.
- Westside Community Mental Health Center
- Without Walls Community Development Corporation
- Wu Yee Children's Services
- Young Community Developers
- Young Community Developers, fiscal sponsor of African American Arts and Cultural District
- Young Community Developers, fiscal sponsor of Black Women Revolt
- Young Community Developers, fiscal sponsor of The Bayview Association for Youth
- Young Community Developers, fiscal sponsor of Stand in Peace International
- Young Men's Christian Association of San Francisco (Bayview Branch)
- Young Men's Christian Association of San Francisco (Chinatown Branch)
- Young Men's Christian Association of San Francisco (Mission Branch)
- Young Men's Christian Association of San Francisco (Urban Services Branch)



MAYOR'S OFFICE OF
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COMMUNITY DEVELOPMENT



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