# Aging and Disability Affordable Housing Implementation Plan

SAN FRANCISCO HUMAN SERVICES AGENCY
**Department of Disability and Aging Services**

MAYOR'S OFFICE OF
**HOUSING & COMMUNITY DEVELOPMENT**

San Francisco **Planning**

HSH
DEPARTMENT OF
**HOMELESSNESS AND SUPPORTIVE HOUSING**

Mayor's Office on Disability

# Acknowledgements

The Aging and Disability Affordable Housing Implementation Plan (referred to as the "Implementation Plan" in this report) was made possible by the unrelenting work and advocacy of older adults, people with disabilities, community-based organizations, and professionals in the field that for decades have been advocating for expanding housing access for both populations. It was also made possible by the invaluable participation of stakeholders from these groups in the extensive outreach and engagement performed for the 2022 Aging and Disability Affordable Housing Needs Assessment (referred to as the "Needs Assessment" in this report). Their lived experience, input, and insights informed both the Needs Assessment and the Implementation Plan.

The Needs Assessment and the Implementation Plan would also have not been possible without the work of former Supervisor Gordon Mar, who advocated for the creation of two new reports focusing on older adults and adults with disabilities (the Needs Assessment and the Aging and Disability Affordable Housing Overview Report described below), and who helped fund the creation of this Implementation Plan. With the support of the Board of Supervisors, these actions have fostered collaboration between the Planning Department, the Mayor's Office on Disability, the Mayor's Office of Housing and Community Development, the Department of Homelessness and Supportive Housing, and the Department of Disability and Aging Services.

Finally, this work wouldn't have been possible without the support of the Aging and Disability Steering Committee, whose collaboration, input, liaisons, and honest conversations allowed for the Implementation Plan to be developed, and whose commitment will carry this work forward:

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# Introduction

The Aging and Disability Affordable Housing Implementation Plan ("Implementation Plan") was created in response to a 2022 budgetary add-back granted to the Planning Department for its development. The Implementation Plan was greatly informed by the 2022 Aging and Disability Affordable Housing Needs Assessment Report ("Needs Assessment"). The Implementation Plan builds on the Needs Assessment research on housing needs for older adults and adults with disabilities, current and future affordable housing stock available for these two populations, and recommendations to address unmet needs. The Implementation Plan expands on these recommendations by researching their status and constraints for their implementation. This creates, organizes, and prioritizes actions to address unmet need and reach agreements and commitments among City agencies to implement them.

The Implementation Plan primarily focuses on San Francisco's population of acutely-low- to moderate-income older adults and adults with disabilities who qualify for City-funded affordable housing rental units. The Plan supports the development, preservation and maintenance of City-funded affordable rental units managed by the Mayor's Office of Housing and Community Development (MOHCD), or permanent supportive housing managed by the Department of Homelessness and Supportive Housing. Most of the actions focus on City-funded affordable housing units, housing services, and other tools that support housing stability for both populations. The Implementation Plan also informs and leverages MOHCD's Consolidated Plan, HIV/AIDS Housing Plan and the Affirmatively Furthering Fair Housing Equity Plan, all currently under development.

Though the focus of the Implementation Plan is on City-funded affordable housing, the plan also informs and leverages current Housing Element Implementation efforts to increase production of affordable and mixed-income housing development citywide and incentivize the production of more housing and residential care facilities serving older adults and adults with disabilities. As the share of older adults and adults with disabilities continue to grow over the next decade, the City will also continue to expand housing choices and stabilization programs for a broad range of income levels. Some of these efforts are expressed in this Implementation Plan through programs that stabilize those already housed and through some future development waivers and exemptions that support housing for these populations.

The Implementation Plan includes the following six objectives:

a. Facilitate building more housing appropriate for older adults and adults with disabilities, prioritizing affordable housing.

b. Improve maintenance, modifications for accessibility, and rehabilitation of existing City-funded affordable housing.

c. Make access to City-funded affordable housing units easier for older adults and adults with disabilities.

d. Improve communication accessibility and cultural competence of housing services for older adults and adults with disabilities.

e. Enable aging in place by stabilizing older adults and adults with disabilities already housed.

f. Improve data collection, reporting, and accountability for affordable housing and services for older adults and adults with disabilities.

The Implementation Plan aims to achieve these objectives through:

1. Strengthening interagency collaboration and coordination in service of older adults and adults with disabilities.

2. Establishing action items related to affordable housing and services for older adults and adults with disabilities with clear responsibilities, timelines, implementing programs and budgetary estimates to ensure implementation.

3. Providing a tool for accountability and implementation tracking and reporting.

# Background

In December 2020, the Board of Supervisors passed ordinance 266-20 requiring two new reports focused on affordable housing for older adults and adults with disabilities. As a result, the Department of Disability and Aging Services (DAS) published the 2022 Aging and Disability Affordable Housing Needs Assessment Report on October 1, 2022. DAS brought together City experts at the intersection of disability, aging, social services, and housing to shape this inaugural Needs Assessment. Participating agencies included the Department of Homelessness and Supportive Housing (HSH), the Mayor's Office of Housing and Community Development (MOHCD), the Mayor's Office on Disability (MOD), and the Planning Department (Planning), collectively known as the Steering Committee.  The Needs Assessment detailed the housing needs for lower and moderate-income older adults and adults with disabilities, existing and future affordable housing available for these populations, barriers to entry, and recommendations for meeting gaps in need.

That same year (2022), the Planning Department received a budgetary add-back to develop this Aging and Disability Affordable Housing Implementation Plan to advance the recommendations in the Needs Assessment, particularly those centered around supporting affordable housing production, preservation, and maintenance for older adults and adults with disabilities, facilitating access to affordable housing units, addressing accessibility in City-funded buildings, addressing cultural competency in outreach, communications and housing services, and expanding other services for these populations. The purpose of the Implementation Plan was to identify accountable agencies, necessary resource allocation, policy and/or operational constraints, tracking and reporting, and other factors for policymakers and agencies to consider in support of meeting the housing needs for this vulnerable and growing segment of the population. It was the responsibility of the Planning Department to reach consensus among participating agencies on responsibilities and commitments regarding implementing actions. The implementation plan had to also consider other prior efforts by participating City agencies to identify needs and policy recommendations to adequately house older adults and adults with disabilities, including the 2022 Housing Element ("Housing Element") and the Budget and Legislative Analyst's Options for Housing for Seniors and People with Disabilities report ("BLA Report").

## Related Efforts

In line with current efforts to increase collaboration and coordination among City agencies and projects, the Implementation Plan informs as well as is supplemented by other ongoing efforts at the Planning Department, the Mayor's Office of Housing and Community Development, and other agencies. Chief among these efforts is the 2022 Housing Element, our city's plan for meeting our housing needs for the next 8 years (2023-2031). Its policies and programs express San Francisco's collective vision for the future of housing, guiding policymaking, housing programs, and the allocation of resources. Immediately following its adoption and certification at the beginning of 2023, City agencies started working on its implementation. Among the Housing Element implementing programs are actions related to increasing affordable housing production and to addressing the needs of older adults and adults with disabilities, among other vulnerable

groups. To see a full list of Housing Element actions related to these two populations, please see Appendix A.

Other efforts underway are MOHCD's [2025-2029 Consolidated Plan, 2026-2030 HIV/AIDS Housing Plan, and its Affirmatively Furthering Fair Housing Equity Plan (AFFH Equity Plan).](#) The Consolidated Plan is a required planning document required to be eligible for federal funds from HUD and identifies the City's community development and affordable housing activities, including assessing performance and monitoring results. The HIV/AIDS Housing Plan supplements the Consolidated Plan; it informs on current challenges in providing Housing Services for people living with HIV/AIDS (PLWHA) and provides a pathway to improve the delivery of housing services to this population. The AFFH Equity Plan satisfies HUD requirements to perform an analysis of impediments to fair housing and establish actions and strategies to affirmatively further fair housing and advance racial and social equity. The updates to these three strategies involve an extensive outreach and engagement process with residents, organizations, and other stakeholders. The Implementation Plan will be in alignment with these 5-year plans and will inform programs geared towards serving older adults and adults with disabilities.

# Important Definitions

As mentioned in the Introduction, the Implementation Plan mainly targets City-funded affordable housing development, preservation, and maintenance, and extremely-low- to moderate-income older adults and adults with disabilities that rent or are at risk of homelessness. Below are definitions of these plan targets.

## Description of affordable housing and key agencies

This plan focuses mainly on City-subsidized affordable housing, referenced throughout the plan as "City-funded affordable housing": this is when housing is subsidized, usually through public funding from local, state, and federal sources, to be affordable at lower incomes. In San Francisco, approximately two-thirds of the funding for City-funded affordable housing comes from State and federal sources, and one-third from local sources.  According to federal standards, housing is considered affordable when a household spends up to 30% of income on rent. Public funding provides the capital needed to develop housing that can be rented at affordable rents. Privately funded affordable housing also includes affordable units, however, most housing development that is 100% affordable at lower incomes requires public subsidy. Other public funding helps make rent more deeply affordable, using assistance tied to particular housing units for lower income renters (project-based) or by helping households directly (tenant-based) to bring the cost of housing they find in the market down to an affordable level. This plan mainly focuses on the following affordable housing programs:

- **100% affordable housing:** buildings in which all the units are restricted to certain brackets of affordability. Buildings are typically developed, owned, and operated by nonprofit organizations and others who agree to long-term deed restrictions. In these buildings, units are designated for specific household incomes (defined as a percentage of the Area Median Income between 0% and 80%) and rent is set at 30% of those incomes. For example, if a unit is designated at 55% of AMI and the current AMI is $100k, the tenants must make around $55k to meet income requirements and rents would be set at 30% of the designated AMI (around $16,500 annually or $1,375 monthly for this example).

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**DEFINITION OF AREA MEDIAN INCOME (AMI)**

If you lined up all the households in the Bay Area by their income from least to most, the income of the household in the middle would be the Area Median Income.



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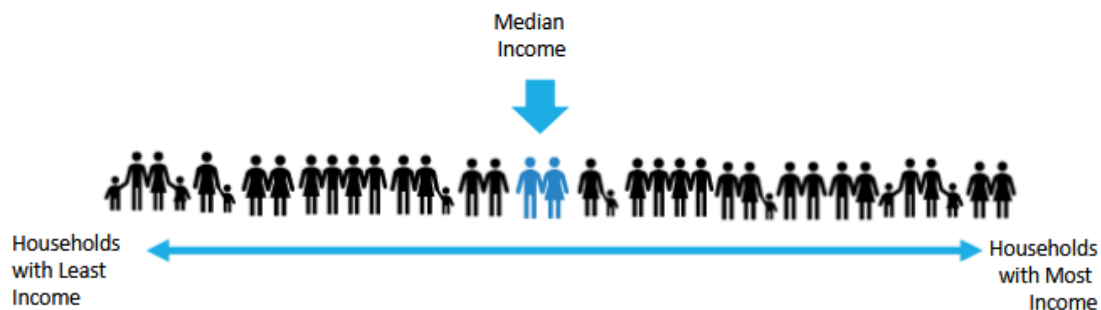
- **Inclusionary housing:** San Francisco requires new market-rate residential projects of 10 or more units to pay an Affordable Housing Fee or meet the inclusionary requirement by providing a percentage of the units in the project as "below market rate" (BMR) units. These BMR units must be rented or sold at a price that is affordable to low- to middle-income households (30% to 120% of AMI or $30,000 to $120,000 from our example above), either "on-site" within the project, or "off-site" at another location in the city, generally within one mile of the market-rate project.

- **Permanent supportive housing (PSH):** this is long-term affordable housing that includes a range of supportive services (behavioral health, mental health, and support services, for example). PSH serves formerly unhoused people or people at risk of homelessness. PSH tenants receive a variety of public rent subsidies such that they pay no more than 30% of their income in rent. Supportive services for PSH units are funded separately by the Department of Homelessness and Supportive Housing (HSH), and in some cases are supplemented by the Department of Public Health. PSH includes site-based PSH, where tenants live in a building that the City or a non-profit partner owns or master leases, and scattered-site PSH, where tenants make use of subsidies to live in private-market units and receive support from mobile service providers.

- **Local operating subsidies:** Through these programs, the City pays the gap between the cost of operating housing and all other sources of operating revenue for the building, such as tenant rental payments and other operating subsidies. Currently, the City has two operating subsidies: the Local Operating Subsidy Program, targeting unhoused adults, families with minor children, older adults, Transitional Aged Youth (TAY) and people with severe mental illness, among others; and the Senior Operating Subsidy Program, which specifically targets acutely and extremely low-income seniors in 100% affordable senior housing. In November of 2024, Prop G was passed, which will fund operating subsidies for low-income seniors, families, and persons with disabilities.

This plan also focuses on the following forms of tenant-based affordable housing:

- **Local rental subsidies:** San Francisco offers limited and short term local rental assistance programs to qualifying lower income households aimed at reducing rent burden and stabilizing tenants.

- **Local rental assistance:** This type of rental assistances comes in the form of the San Francisco Emergency Rental Assistance Program (SF ERAP) and other forms of rental assistance for emergency and one-time rental assistance aimed at preventing eviction, displacement and/or homelessness.

MOHCD funds the development of 100% affordable housing, tracks affordable and inclusionary housing units, preserves existing housing, and stabilizes vulnerable residents. MOHCD distributes affordable and inclusionary units through a lottery system portal, DAHLIA. It also works closely with the San Francisco Planning Department (Planning) and the Office of Community Investment and Infrastructure (OCII) to coordinate review of affordable housing projects. Affordable units are

developed by nonprofit or for-profit developers in coordination with MOHCD. Funding for the construction, acquisition, and rehabilitation of affordable housing includes tax credits, private and public loans, and grants.

HSH focuses on preventing and ending homelessness in San Francisco through the City's Homelessness Response System, which includes homelessness prevention, housing problem solving, outreach, Coordinated Entry, shelter and crisis interventions, and permanent supportive housing. This system combines programs and contracts with the Department of Public Health (DPH), the Human Services Agency (HSA), the Mayor's Office of Housing and Community Development (MOHCD), and the Department of Children Youth and Their Families (DCYF) to serve people experiencing homelessness or at-risk of homelessness. HSH is responsible for the management of permanent supportive housing units, as well as short-term tenant-based subsidies like Rapid Re-housing. People experiencing homelessness can connect to these interventions through the Coordinated Entry process which includes contacting a Coordinated Entry Access Point, receiving a housing assessment, and based on the assessment, being prioritized and referred to a housing program where available and eligible. Other agencies such as the Department of Disability and Aging Services also manage limited rental subsidy funds.

## Definition of "senior" or "older adults"

Funding sources typically define who qualifies as a "senior" or an older adult. For MOHCD, seniors are defined as ages 62 and older, while HSH has two different cut offs depending on the type of housing and funding source: 55 and older and 60 and older.

## Definition of "adults with disabilities"

An individual with a disability is defined by the Americans with Disabilities Act (ADA) as "a person who has a physical or mental impairment that substantially limits one or more major life activities, a person who has a history or record of such an impairment, or a person who is perceived by others as having such an impairment." The ADA does not specifically name all the impairments that are covered.

The ADA defines "major life activities" as "functions such as caring for oneself, performing manual tasks, walking, seeing, hearing, speaking, breathing, learning and working." The ADA also defines a physical or mental impairments as including, but are not limited to visual, speech, and hearing impairments; intellectual and/or developmental disabilities, emotional illness, and specific learning disabilities; cerebral palsy; epilepsy; muscular dystrophy; multiple sclerosis; orthopedic conditions; cancer; heart disease; diabetes; and contagious and noncontagious diseases such as tuberculosis and HIV disease (whether symptomatic or asymptomatic).

## Description of accessible units

For the Implementation Plan, "accessible units" are best understood as housing units representing a spectrum of accessibility for people with disabilities. There are three types of accessibility features required in publicly funded or affordable housing under California Building Code requirements and when California Tax Credit Allocation Committee regulations apply:

- **Mobility features:** An accessible dwelling unit constructed for a person using a wheelchair which provides a higher level of accessibility than an adaptable unit.

- **Communication features:** An accessible dwelling unit constructed with audible or visual elements such as visual doorbell alarms, visual fire alarm pre-wiring, and TTY features.

- **Adaptable units:** An accessible dwelling unit within a covered multifamily building as designed with elements and spaces allowing the dwelling unit to be adapted or adjusted to accommodate the user.

The percentage of accessible units required may depend on whether the project is receiving funding from specific state or federal programs, for instance:

- **Baseline requirements:** California Building Code requirements for publicly funded housing are based on a percentage of the total unit count:

  - In facilities with residential dwelling units, at least 5 percent, but no fewer than one unit, of the total number of residential dwelling units shall provide mobility features.

  - In publicly funded housing facilities with residential dwelling units, at least 2 percent, but no fewer than one unit, of the total number of residential dwelling units shall provide communication features.

  - With some exceptions, the remainder of the units are required to be adaptable if those units are served by an elevator. Multistory units, those with stairs at the interior of the unit, also referred to as "visitable", require adaptable features on the accessible levels.

- Projects receiving California Tax Credit Allocation Committee low-income housing tax credits must provide a higher percentage of accessible units. Effective December 21, 2020, these requirements were increased to the following:

  - In facilities with residential dwelling units, at least 15 percent, but no fewer than one unit, of the total number of residential dwelling units shall provide mobility features.

  - In facilities with residential dwelling units, at least 10 percent, but no fewer than one unit, of the total number of residential dwelling units shall provide communication features.

Accessibility requirements apply to both new buildings being constructed and existing buildings undergoing alterations. For existing buildings, there are numerous factors that determine to what extent accessible units are installed. For example, in older or small buildings, certain modifications may not be feasible.

It is important to note that accessible units are not equivalent to units designated for people with disabilities. Accessible units may or may not be occupied by people with disabilities given that these units aren't restricted for occupancy by people with disabilities. Fair Housing law limits the ability of the City, property managers, building owners, and service providers from asking applicants or residents about disability status, to protect adults with disabilities from being discriminated against. This restricts the City's ability to designate units for people with

disabilities, unless there is a dedicated funding source, such as HUD's Section 811 program for people with developmental disabilities. It is also important to mention that accessible units are only available to adults with disabilities whose needs match unit features; thus, accessible units are out of reach for adults with disabilities that do not have mobility, vision or hearing impairments. The Objective 3 section below describes current efforts to ensure people with disabilities are assigned to these units.

## Definition of "effective communication"

The ADA requires that State and local governments, as well as businesses and nonprofits that serve the public "communicate effectively with people who have communication disabilities". Given that people who have vision, hearing, or speech disabilities (also known as communication disabilities) use different ways of communicating, this provision requires that these entities ensure that "communication with people with these disabilities is equally effective as communication with people without disabilities". Some of the rules of effective communication include requirements for entities to provide auxiliary aids and services, such as real-time captioning or sign language interpreters.

## Definition of "plain language"

Plain language refers to a style of communication that emphasizes clarity and simplicity, making information accessible and understandable to a wide audience. It involves using clear and straightforward language without unnecessary jargon, technical terms, or complex sentence structures. The goal of plain language is to ensure that the intended message is easily comprehensible to the reader or listener, regardless of their level of expertise or background knowledge on the topic. Plain language can increase access to programming and crucial communications for people with cognitive or intellectual disabilities.

# Building the Implementation Plan

The adoption of ordinance 266-20 in December 2020 brought together agency partners to form an Aging and Disability Affordable Housing Steering Committee to inform the Needs Assessment. This committee, which includes DAS, MOHCD, HSH, MOD and Planning, worked to bring together community members to provide input, and to analyze data to assess the needs of older adults and adults with disabilities, identify unmet needs, and create a list of recommendations to meet these needs. The BOS add-back to the Planning Department extended this collaboration to the creation of the Implementation Plan.

The purpose of the Implementation Plan is to turn the recommendations from the Needs Assessment into actions; identify responsible agencies, timelines, and funding; and to build commitment and collaboration among participating agencies towards implementation. The actions are also informed by the Budget and Legislative Analyst's report on Options for Housing for Seniors and People with Disabilities.

Additionally, priority actions from the 2022 Housing Element specific to older adults and adults with disabilities are also included in the Implementation Plan. Appendix A shows all other actions identified in the Housing Element that are related to the needs of older adults and adults with disabilities, as well as to supporting affordable housing development. These actions are being monitored as part of a broader interagency effort to implement the 2022 Housing Element in compliance with State law.

Given that the Needs Assessment recommendations were developed through robust outreach and engagement, the Implementation Plan relies heavily on that engagement, which included key interviews, focus groups with clients and service providers, community forums, a citywide survey for older and disabled residents, and a survey of adults with disabilities living in a sample of affordable buildings managed by MOHCD. However, the Planning Department conducted additional outreach to identify the implementation status of the recommendations, refine action language, identify responsible agencies, prioritize actions, and identify existing and required funding. This outreach included interviews and conversations with participating agencies, the Mayor's Disability Council Housing Committee, affordable housing and mixed-income housing developers, and advocacy organizations. Appendix D lists all the stakeholders involved in the development of the Implementation Plan.

Through these interviews and conversations, the Steering Committee identified four focus areas, which agencies and community advocates wanted the City to prioritize. These areas are described in the objectives for the Implementation Plan below:

- Remove constraints and support the production of housing for older adults and adults with disabilities.

- Address City-funded SRO elevator maintenance issues.

- Review accessible affordable housing inventory tracking and unit assignment process to improve access to affordable housing for older adults and adults with disabilities.

- Improve cultural competency and resident service for older adults and adults with disabilities in City-funded housing and programs in compliance with ADA requirements.

The resulting actions were reviewed by participating agencies through an iterative process to create a first draft. During this process, actions were further prioritized by timeline, impact, complexity, and cost to implement. Additional feedback was shared by the Mayor's Disability Council, the Disability and Aging Service Commission, and community groups. This feedback was incorporated into the actions to create the final plan.

# Summary of aging and disability housing need in San Francisco

Since the focus of the Implementation Plan is affordable housing, it primarily targets lower-income renter households with older adults or adults with disabilities. These two populations are particularly vulnerable to San Francisco's skyrocketing housing prices since older adults and adults with disabilities tend to live on lower and/or fixed incomes, experience higher levels of poverty and higher housing cost burdens. This section summarizes the information detailed in the 2022 Aging and Disability Affordable Housing Needs Assessment.

Older adults (62 and older) are the fastest growing demographic in San Francisco. While they represented 18% of the population in 2019, the California Department of Finance estimates older adults will represent 25% of the population by 2030; 34% also have a disability. 42% of older adults are in renter households and 77% of these households have lower incomes. Almost half of older adult renter households are considered extremely low-income. 47% of lower-income older adults who are renters live alone, with median annual income of just $17,313. 68% of extremely low-income older adult renter households are cost burdened, with 42% being extremely cost burdened. Cost burdens are also high for very low-income and low-income older adult renter households.

**FIGURE 1:** Rates of Cost Burden among Older Adult Households by Income Group
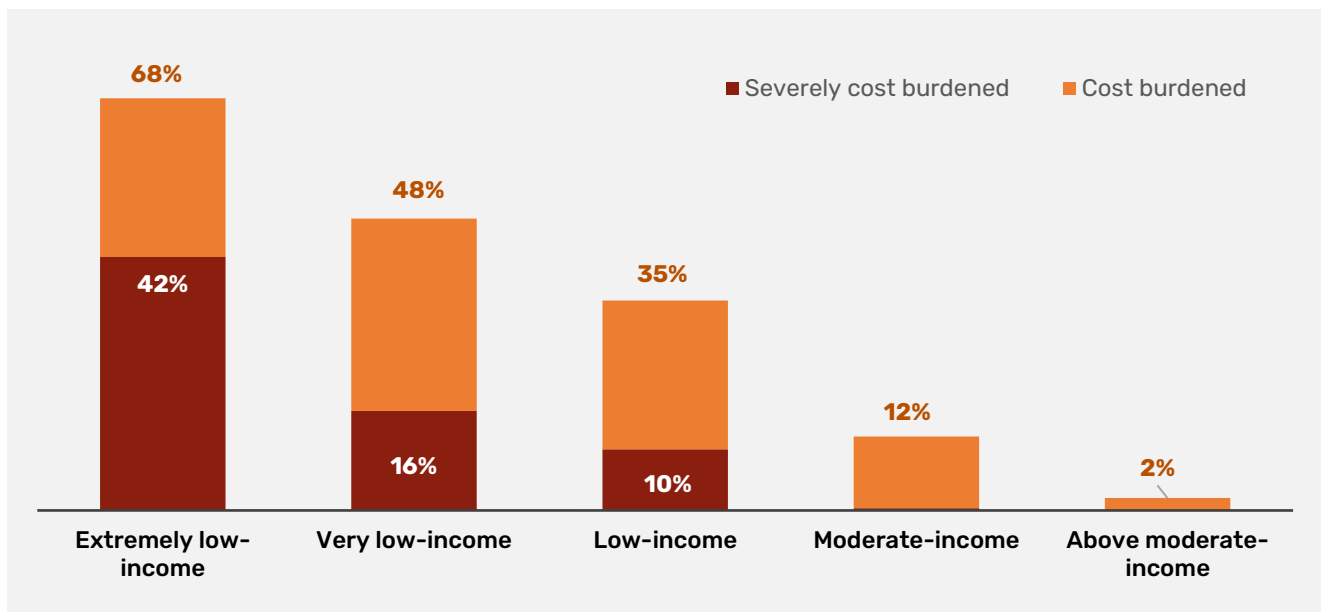


Asian/Pacific Islander (API), Black/African American, and Latinx/Hispanic populations are slightly overrepresented among lower-income older adult renter households compared to other senior households. Furthermore, 60% of lower-income older adult renter households do not list English as their primary language.

**FIGURE 2:** Older Adult Households by Race and Ethnicity



■ All Senior Households (N=155,600)  ■ Low-income Senior Renter Households (N=50,237)

| | API | White | Latinx/Hispanic | Black/African American | Other |
|---|---|---|---|---|---|
| All Senior Households | 44% | 39% | 9% | 6% | 2% |
| Low-income Senior Renter Households | 46% | 31% | 12% | 8% | 2% |
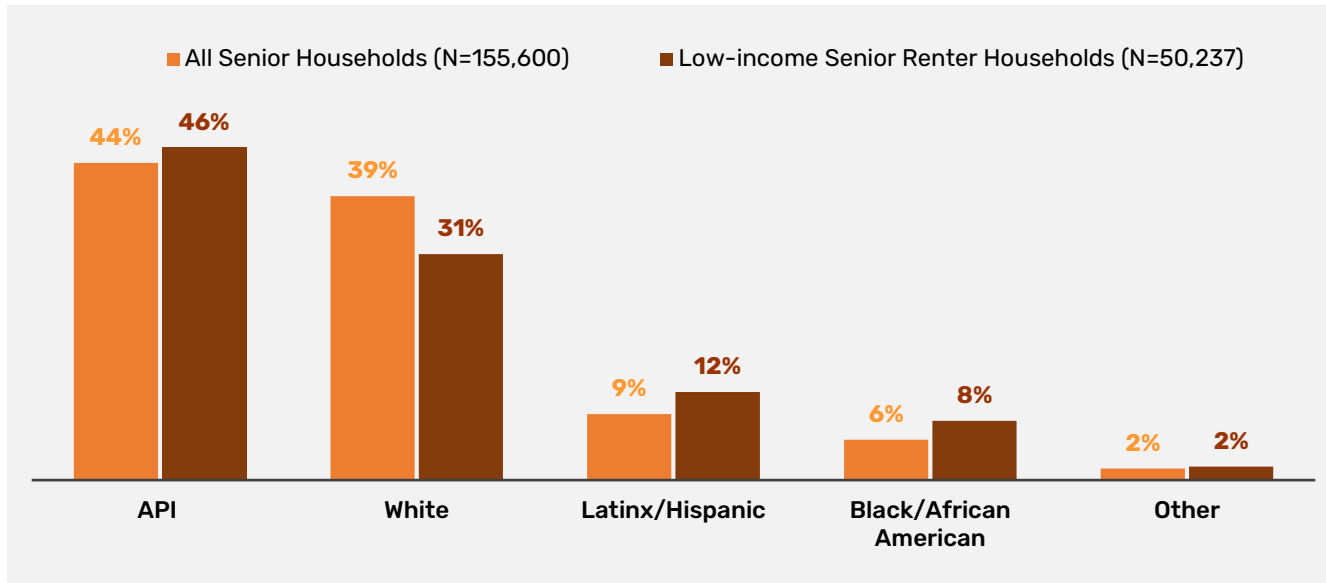
Adults with disabilities represent 10% of San Francisco's population. 72% of adults with disabilities are renters, with 41% living alone with a median income of $13,439. In fact, 70% of all disabled renter households are lower income, with 44% considered extremely-low-income. 79% of extremely low-income disabled renter households are cost burdened, with 55% being extremely cost burdened. Cost burdens are also high for very low-income and low-income older adult renter households. Adults with disabilities also tend to live on fixed income and they face acute issues regarding housing affordability.

**FIGURE 3:** Rates of Cost Burden Among Disabled Adult Households by Income Group



■ Severely cost-burdened  ■ Cost-burdened

| | Extremely low-income | Very low-income | Low-income | Moderate-income | Above moderate-income |
|---|---|---|---|---|---|
| Total | 79% | 47% | 40% | 22% | 2% |
| Severely cost-burdened | 55% | 22% | 12% | | |
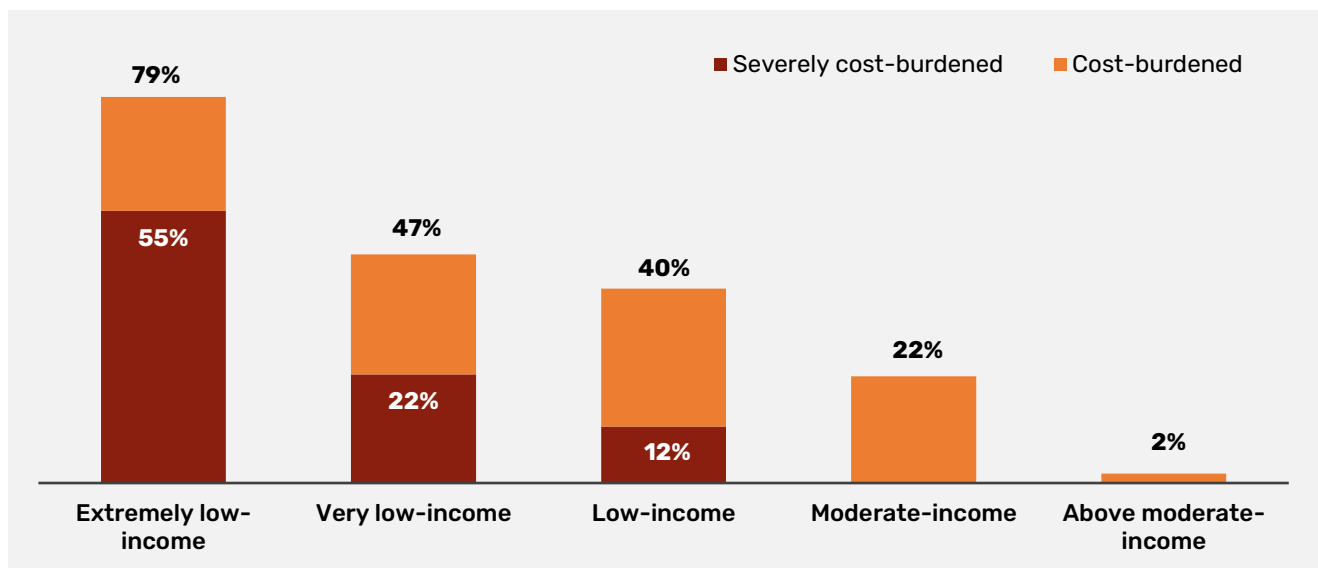
Black/African American and Latinx/Hispanic populations are overrepresented among lower income disabled renter households compared to other disabled households.

**FIGURE 4: Disabled Adult Households by Race/Ethnicity**
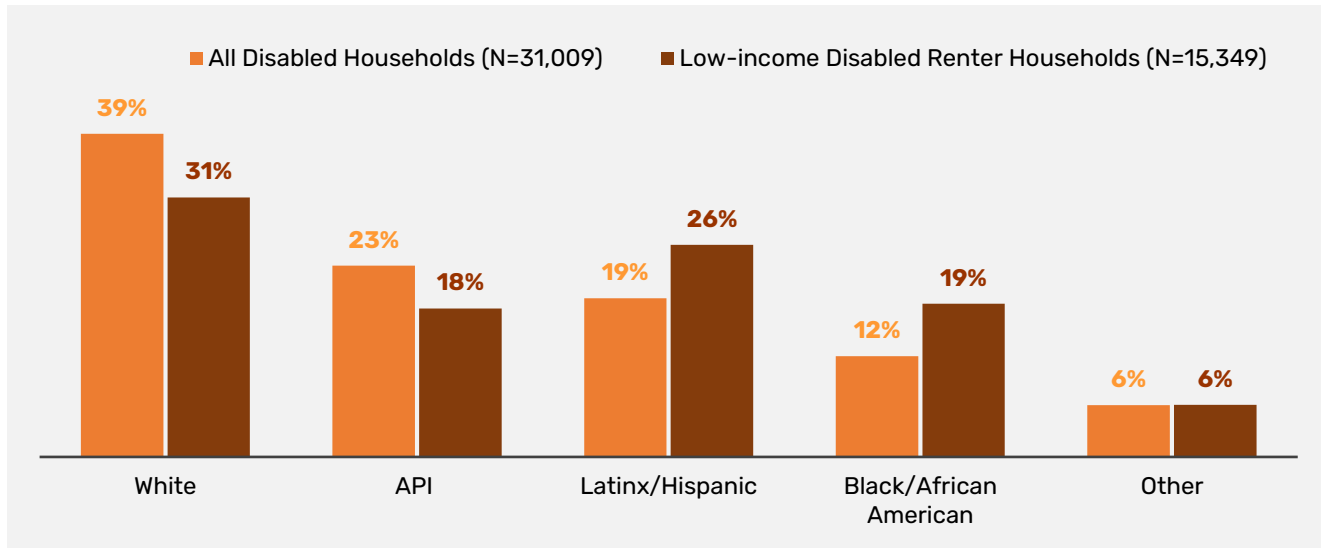


Affordable housing disproportionately serves older adults and adults with disabilities: 45% of households living in affordable housing are older adult households and an estimated 10-20% representing disabled households.[1] 70% of older adult households in affordable housing are older adults living alone; 84% of these households are extremely low income.

Data on adults with disabilities living in affordable housing is inconsistent, but a sample survey performed among affordable housing residents found that 62% of respondents with a disability were seniors, 65% were living alone, and 9% identified as LGBTQ+. The survey also found that accessibility needs tend to be unmet either within the unit or in building amenities. Lack of communication accessibility through the whole affordable housing placement process was also a main concern.

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1   This estimated range is based on rates of disability occupancy reported by MOHCD property managers in 2019 and extrapolation from the Disability Survey administered to affordable housing residents as part of the 2022 Needs Assessment, which found that as many as 65% of households across all age groups have a disabled member, inclusive of seniors with disabilities. Fair Housing law limits the ability of the City to ask about disability status to protect people with disabilities from discrimination. The Steering Committee, as part of Objective 6, is currently working to address data collection to better understand how the City is serving adults with disabilities.

# Summary of available aging and disability affordable housing units

This section provides an overview of affordable housing units specifically set aside for older adults and adults with disabilities and those occupied by these two populations. While these units specifically serve these two populations, many more units are occupied by other groups. The 2023 Aging and Disability Affordable Housing Overview Report provides more information on available aging and disability affordable housing units.

As of Fall 2023, there are 28,597 affordable housing units in MOHCD's portfolio. These include 100% affordable housing, inclusionary units, and permanent supportive housing. While 44% of these units (12,527) are occupied by older adult households, only 21% are specifically set aside for seniors (6,039), most of which are in senior-specific buildings. As for disability designated units (e.g. units that are federally-funded and require occupants to provide documentation of accessibility needs), these are commonly located (though not exclusively) in permanent supportive housing buildings, as disability designated units in 100% affordable housing can only be set aside by dedicated and more limited funding sources such as HUD Section 811 funding, which serves people with developmental disabilities. Of the 9,457 permanent supportive housing units in the city, 47% (4,967) are occupied by a disability household, while 45% (4,270) are designated for an adult with a disability. The City currently doesn't have reliable data on disability occupancy of the broader affordable housing stock. Most of the housing serving both populations is in central and eastern neighborhoods.

Accessible units aren't necessarily disability designated units. While accessible affordable units have accessibility features for people with mobility, vision or hearing needs, these units are not specifically set aside for people with disabilities. Across the city's affordable housing portfolio, 12,950 units (45%) are identified as accessible or adaptable.

# The Implementation Plan

The Implementation Plan has six objectives related to aging and disability affordable housing and to serving the needs of older adults and adults with disabilities. Each objective includes a context statement that includes updates on the status of crucial issues raised by stakeholders for the 2022 Needs Assessment, and information on the types of actions included. This context statement is followed by a table of actions related to each objective, which has been reviewed by the Interagency Steering Committee. For each action, the Committee identified the lead agency, partnering agencies, existing programs that can be used to implement the action, and an analysis on the complexity of implementing each action to inform prioritization (timeline, impact, complexity and cost). This analysis can be found on Appendix A. The tables below have been simplified for accessibility.

In moving the Implementation Plan forward, economic context is important: as of January 2024, City budget officials have projected an $800 million budget deficit over the 2024-2025 and 2025-2026 fiscal years. City agencies were asked to make 10% budget cuts, as well as an additional 5% for contingency. Recognizing insufficient funding, the Interagency Steering Committee prioritized actions that fit within existing budgets and work programs. These appear as "yes" under the "Year 1 and 2 Priorities." Given budget limitations, the Steering Committee has also identified where full action implementation is contingent on additional funding.

## OBJECTIVE 1:
## Facilitate building more housing appropriate for older adults and adults with disabilities, prioritizing affordable housing.

The senior population is the fastest growing population in our city; by 2030, it may grow to represent as much as 30% of the population, up from 18% in 2019. As this population and the population of adults with disabilities grow in number and share, the need for affordable housing will too. Older adults and adults with disabilities who rent are disproportionately rent-burdened and lower income. In addition, both populations have special needs that must accompany safe and secure housing.

According to data from the 2022 Housing Element (see Tables 1 and 2), 8,197 or 27% of low-income households that include older adults are rent-burdened, meaning that they are spending more than 30% of their income in rent. Further, 10,686 or 34% are severely or extreme rent-burdened, which means they are spending more than 50% or 75% of their income in rent, respectively. For low-income households that include people with disabilities (no older adults), 3,099 or 23% are spending more than 30% of their income in rent, and 10,686 or 34% are spending more than 50% of their income in rent (see table below).

In recent years, the City has greatly invested in senior housing, created a Senior Operating Subsidy to improve access to affordable housing, and expanded the number of accessible units in all new affordable housing buildings. MOHCD currently has 1,200 senior units in its pipeline,

which represents 10% of all pipeline affordable units. As the housing affordability crisis in San Francisco continues and these populations grow, San Francisco must continue to do more to meet the needs of these to populations for housing affordability and aging in place.

**TABLE 1:** Affordable housing need for low-income renter households that include older adults. Rent burdened means that they are spending more than 30% of their income on rent; severe rent burdened more than 50%; extreme rent burdened more than 70%.

| | BELOW 30% AMI | 30%-50% AMI | 50%-80% AMI | TOTAL HOUSEHOLDS | SHARE OF LOW-INCOME SENIOR HOUSEHOLDS (RENTER) |
|---|---|---|---|---|---|
| Not Rent Burdened | 6,111 | 2,480 | 3,139 | **11,730** | 38% |
| Rent Burdened | 4,850 | 2,108 | 1,239 | **8,197** | 27% |
| Severe Rent Burdened | 2,473 | 843 | 502 | **3,818** | 12% |
| Extreme Rent Burdened | 6,154 | 597 | 117 | **6,868** | 22% |

Source: ACS 2019 5-Year Estimates; IPUMS USA

**TABLE 2:** Affordable housing need for low-income renter households that include people with disabilities. Rent burdened means they are spending more than 30% of their income on rent; severe rent burdened more than 50%; extreme rent burdened more than 70%.

| | BELOW 30% AMI | 30%-50% AMI | 50%-80% AMI | TOTAL HOUSEHOLDS | SHARE OF LOW-INCOME DISABILITY HOUSEHOLDS (RENTER) |
|---|---|---|---|---|---|
| Not Rent Burdened | 2,385 | 982 | 1,102 | **4,469** | 33% |
| Rent Burdened | 1,828 | 751 | 520 | **3,099** | 23% |
| Severe Rent Burdened | 1,447 | 461 | 157 | **2,065** | 15% |
| Extreme Rent Burdened | 3,535 | 323 | 17 | **3,875** | 29% |

Source: ACS 2019 5-Year Estimates; IPUMS USA

Despite City efforts, there is insufficient affordable housing to meet the need and building affordable housing has been challenging and costly. The 2022 Housing Element analyzed constraints to affordable housing development and created implementing programs and actions to address these constraints. Chief among these are constraints related to land use or where affordable housing can be built, high construction and land costs, lack of sufficient funding, and long processing times.

This plan works in tandem with the 2022 Housing Element implementing programs to support senior and disability affordable housing development. Various implementing programs of the Housing Element are part of the Affordable Housing Funding and Strategies effort that will identify new and existing funding streams and innovative approaches to produce and preserve affordable housing. This effort brings together City agencies (including Planning and MOHCD)

and other public, private, and philanthropic partners working on affordable housing. As part of this work, in 2023 the City convened the Affordable Housing Leadership Council, including affordable housing developers and experts in related fields, to provide recommendations on funding and financing strategies and other approaches to develop more affordable housing. These recommendations have been compiled in the Affordable Housing Leadership Council report released in early 2024. Planning and MOHCD and consultants have also been working on analysis and strategies for acquiring sites for affordable housing, including compiling an overview of the existing pipeline of affordable housing.

The Implementation Plan is also in direct coordination with the Housing Element's rezoning program, Expanding Housing Choice (see Related Efforts) which aims to allow for more housing options, particularly affordable housing, in neighborhoods with greater access to economic opportunities and services that can support growth, such as public transit, parks, retail, and community facilities. As part of this coordination, the Implementation Plan recommends zoning changes to the Senior Housing definition to provide more flexibility and incentives for its development and codifying concessions and incentives for the development of residential care facilities. Other longer-term actions aim to pilot an affordable assisted living facility at Laguna Honda.

### OBJECTIVE 1 ACTIONS

| | IMPLEMENTATION ACTION | YEAR 1 AND 2 PRIORITIES | CONTINGENT ON FUNDING |
|---|---|---|---|
| 1.1 | Increase the production of 100% affordable senior housing and increase the share of units affordable to acutely low-, extremely low-, and very low-income households. Strengthen coordination and planning among City agencies to improve service co-location for older adults and adults with disabilities in new affordable housing developments. *Lead agency:* MOHCD *Supporting agencies:* Planning, HSH | No | Yes |
| 1.2 | Explore creating an incentive program that secures additional accessible units through development agreements or inclusionary units. A number of units could be adaptable with some 11B standards, such as roll-in showers. *Lead agency:* Planning *Supporting agencies:* OEWD, OCII, MOD, MOHCD | Yes | No |
| 1.3 | Pilot a senior-specific shelter to better serve older adults experiencing homelessness, meet their specific needs, and get them housed faster. *Lead agency:* HSH | No | Yes (Additional analysis needed |

| IMPLEMENTATION ACTION | YEAR 1 AND 2 PRIORITIES | CONTINGENT ON FUNDING |
|---|---|---|
| *Supporting agencies:* Planning, DAS | | to determine funding level) |
| 1.4 Advocate for State funding to develop a project-based affordable assisted living facility.<br><br>*Lead agency:* Mayor's Office<br>*Supporting agencies:* MOHCD, DAS, MOD, DPH | Yes | No |
| 1.5 Pilot an affordable assisted living development at a major public site, such as Laguna Honda.<br><br>*Lead agencies:* MOHCD, DPH<br>*Supporting agency:* Planning | Yes | Yes<br><br>($150 million approximately and assisted living project-based funding from action 1.4) |
| 1.6 Modify the Planning Code to incentivize and facilitate the development of senior and disability housing, and residential care facilities. These changes could include lifting density and form-control restrictions or add flexibility to go from a residential use to a residential care facility.<br><br>*Lead agency:* Planning | Yes | No |
| 1.7 Continue to work collaboratively with City leadership, staff, policymakers, affordable housing advocates, and industry experts to expand affordable housing funding, financing and land acquisition strategies through the Affordable Housing Funding and Strategies program, which would aid in the development of aging and disability affordable housing.<br><br>*Lead agency:* Planning<br>*Supporting agencies:* MOHCD, HSH, OCII, SF Housing Authority | Underway | No |
| 1.8 Implement Expanding Housing Choice, the 2022 Housing Element rezoning program, to increase density in Housing Opportunity Areas, especially along transit and commercial corridors, to accommodate new housing more equitably and to increase opportunities for 100% | Yes | No |

affordable housing production, including expanding housing for older adults and adults with disabilities. This rezoning program will support the Housing Elements goal of building 25-50% of affordable housing units in the next 8 years (2023-2031) in Well-Resourced Neighborhoods.

*Lead agency:* Planning

## OBJECTIVE 2:
## Improve maintenance, modifications for accessibility, and preservation of City-funded affordable housing.

San Francisco's affordable housing stock is vital for housing older adults and adults with disabilities, many of whom live on low, fixed incomes. These financial constraints limit housing options, increase housing cost burdens, and heighten their risk of homelessness. While only 21% of City-funded affordable housing units are specifically designated for older adults, 44% of the City's affordable units house senior households. Similarly, 10% to 20% of these units are occupied by adults with disabilities. The availability of affordable units with disability features—comprising 44% of the City-funded affordable housing stock or 12,475 units—is critical, as ADA requirements do not apply to mixed-income housing, making 100% affordable housing a cornerstone of accessibility. Thus, securing funding for maintenance, modifications for accessibility, and rehabilitation of these units is crucial, as well as creating incentives for property owners to invest in permanent ADA modifications.

Single-Room Occupancy hotels (SROs) play a key role in housing extremely low-income residents, including many adults with disabilities and older adults. SROs offer single rooms with shared amenities like bathrooms and kitchens, making them a vital resource for those with limited income. Many Permanent Supportive Housing units (or PSH) and other 100% affordable housing units serving older adults and adults with disabilities are in City-funded SROs, which represent about a quarter of all SRO buildings. However, City-funded SROs face significant challenges, including aging infrastructure, limited accessibility, and frequent elevator breakdowns. In fact, 21 City-funded SROs each had more than five complaints related to broken elevators through the Department of Building Inspections in the past five years (see Appendix B). These issues disproportionately affect residents with mobility challenges, compromising their independence and safety. Reports of residents being trapped in their units for months due to broken elevators highlight the urgency of addressing these deficiencies.

Advocacy efforts, led by groups like Senior Disability Action, successfully secured $10 million for elevator maintenance in City-funded SROs beginning in 2024. However, permanent funding is needed to ensure long-term accessibility. To further address these challenges, the Controller's Office is auditing elevator access and functionality in City-funded SROs to estimate the funding required for maintenance, upgrades, and replacements. This audit is a critical step toward

ensuring that City-funded SROs remain safe and accessible for San Francisco's most vulnerable residents. Finally, Planning and MOHCD recently launched a capital needs assessment focusing on improving the longevity and livability of City-funded SRO units; coordination with the Implementation Plan is already happening for that effort. It is important to note that these efforts do not address issues in privately-owned and operated SROs, which represent 76% of SROs.

**OBJECTIVE 2 ACTIONS**

| | IMPLEMENTATION ACTION | YEAR 1 AND 2 PRIORITIES | CONTINGENT ON FUNDING |
|---|---|---|---|
| 2.1 | Continue to subsidize costly permanent ADA modifications of 100% affordable housing sites, such as elevators, doorways, ramps, bringing accessible units up to code, etc. where possible, particularly in connection with substantial building rehabilitation.<br><br>*Lead agency:* MOHCD<br>*Supporting agencies:* OCII | Underway<br><br>(Supported by one-time funding from the FY23 budget) | Yes |
| 2.2 | Increase funding for capital improvements of permanent supportive housing, especially across older housing stock, to make it safer, healthier, and more accessible for older adults and adults with disabilities.<br><br>*Lead agencies:* Mayor's Office, Board of Supervisors<br>*Supporting agencies:* ORCP, HSH | No | Yes |
| 2.3 | Advocate for a permanent line item in the General Fund Capital Plan for elevator repairs, upgrades, and replacements at permanent supportive housing sites, especially in City-funded SROs.<br><br>*Lead agencies:* MOD<br>*Supporting agencies:* Mayor's Office, Board of Supervisors, ORCP, HSH | Underway<br><br>(Supported by one-time funding of $10 million for elevator modernization) | Yes<br><br>($500k annually) |
| 2.4 | Explore legislation that creates a funding source or incentives for property owners to increase accessible features in City-funded affordable housing sites.<br><br>*Lead agencies:* MOD, MOHCD, HSH<br>*Supporting agency:* DAS | Yes | No |

## OBJECTIVE 3:
## Make access to City-funded affordable housing units easier for older adults and adults with disabilities.

Affordable housing units are generally unaffordable for older adults and adults with disabilities: while affordable housing units are affordable to those making 50% to 80% of AMI, most senior and disability households that rent are at about 15% of AMI. Without subsidies to meet the gap for rent payments, these households are rendered ineligible for affordable housing. The Senior Operating Subsidy (SOS) Program Fund was created in 2019 "for the purpose of providing project-based subsidies to new senior affordable housing developments funded by the City to maintain rents that are affordable to extremely low-income senior residents with incomes at or below 30% of area median income". The 2022 Housing Element and the Needs Assessment called for an expansion of this program. In 2022, MOHCD sought and was awarded $52 million in funding over five years (FY 2019-2024) from the State of California Department of Housing and Community Development to the SOS. The program will expand from serving 55 homes in the 2022-2023 fiscal year, to serving 118 homes by the 2024-2025 fiscal year and 178 homes by the 2025-26 fiscal year. Additionally, in 2023 the program formed an interagency SOS Working Group to support the creation of a program evaluation tool that leverages data to show the impact of this subsidy in combination with other programs serving older adults.

A similar program is needed for adults with disabilities. Many adults with disabilities depend on Supplemental Security Income/State Supplementary Payment (SSI/SSP) to live, which is only $1,267.32 per month, making most affordable housing units unattainable. Additionally, while applicants with mobility or communication accessibility needs (for example, those needing roll-in showers, visual doorbell alarms, or ranges with knobs) are prioritized for accessible affordable housing units, these units are not specifically designated or set aside for adults with disabilities. Currently, only units funded through the Supportive Housing for Persons with Disabilities federal program (Section 811) can be set aside for this population. This means that those with disabilities that do not have specific mobility or communication accessibility needs end up being underserved by our housing system (for example, someone with arthritis). A Disability Operating Subsidy would expand access to affordable housing units by making them deeply affordable, it would set aside units specifically for the disabled population, and it would open access for those that don't have a mobility or communication disability. Appendix C includes a draft proposal for this program.

Stakeholders during outreach and engagement for the Needs Assessment expressed concern over people with accessibility needs not being prioritized for accessible affordable housing units.

Both MOHCD and HSH have taken great strides to address this issue and continue to improve their systems, processes, and outreach to better serve older adults and adults with disabilities. MOHCD's introduction of the DAHLIA lottery system in 2017 has improved the process for people applying for accessible units (see call out box below for a description of this process) and the accuracy of their housing inventory. HSH has also continued to make improvements to its Housing Placement process, matching people to units that best meet their physical and service needs. HSH is currently redesigning Coordinated Entry to ensure an equitable process for people most disparately impacted by homelessness in San Francisco including reducing the time until people are placed into supportive housing that meets their needs. HSH also recently made changes to the ONE System, their asset management system, to better track its housing inventory and its characteristics. Despite these improvements, more coordination is needed between HSH's Housing Placement team and MOHCD's Plus Housing program, such that people who are on the Plus Housing list or are HOPWA-eligible (Housing Opportunities for Persons with AIDS) can be matched to HSH units that may be vacant due to lack of referral. Additionally, HSH also identified an opportunity to strengthen training of problem-solving access point staff on affordable housing options for people that do not qualify for housing referral status.

Finally, older adults and adults with disabilities also expressed the need to simplify the affordable housing application and placement process, and to make it more accessible for these populations. Increasing accessibility to affordable housing for these populations requires: culturally competent and accessible outreach on the housing system; offering alternatives to digital and online information sharing; considering digital and general communication accessibility throughout the process; and offering more intensive housing counseling for older adults and adults with disabilities that is sustained throughout the application and placement process.

## ABOUT CITY-FUNDED AFFORDABLE HOUSING PLACEMENT

There are several paths to placement in affordable housing. Those experiencing homelessness are served by the Department of Homelessness and Supportive Housing. Some households find homes on the private market with the help of subsidy vouchers. Many seeking placement in accessible 100% affordable or inclusionary housing units typically apply through the DAHLIA lottery system, an online platform launched in 2017 by MOHCD to process applications, lotteries, and placement. When accessible affordable units become available (either through attrition or as part of a new development), they are specifically marketed to organizations serving populations with mobility and communication needs. Those interested must apply through DAHLIA and express their accessibility need on the application, which could be the need for a mobility, hearing, or visual accessible unit. Once the application period is closed, MOHCD runs the lottery to create a ranked list of applicants (special preferences influence this ranking). MOHCD then creates two separate lists organized by ranking: one of those that stated an accessibility need and a general one for those that didn't.

During lease up, only applicants from the first list are contacted for the accessible affordable units according to ranking, need, and unit availability. Once a person is contacted for lease up, staff meets with them in person to confirm accessibility need. If a disability is not apparent, applicants are asked for third party reasonable accommodation verification, such as a letter from a medical professional specifying that accommodation is needed. To avoid potential discrimination issues under fair housing laws, proof of medical diagnosis is not required. Upon meeting other eligibility criteria such as income, applicants with accessibility needs are then assigned to accessible units. If the lottery list of applicants with accessibility needs is exhausted during lease up without filling an accessible unit, applicants from the general lottery list become eligible for this unit. Those without an accessibility need placed in accessible units must sign a short-term master lease, where they commit to moving to another unit when one becomes available. Given recent changes to marketing efforts, the creation of DAHLIA, and the limited number of accessible affordable housing units, recent lottery lists of people with accessibility needs haven't been exhausted, with enough people left to even create waiting lists for the accessible units being offered.

Adults with disabilities vulnerable experiencing homelessness access housing interventions through Coordinated Entry by first connecting with Coordinated Entry Access Points, where staff assess needs and provide housing problem solving. During this process, they are asked about their current housing situation, needs, and are provided housing interventions with resources to prevent homelessness and/or brainstorm housing options within their community network. Those who are prioritized as housing referral status are matched to permanent supportive housing using the ONE System (the City's Homeless Management Information System). Clients who may need an accommodation in housing placement are accordingly matched to units that meet their needs. This includes both consideration of the physical

attributes of the placement (e.g. wheelchair accessibility or proximity to client's care team) and the necessary service level (e.g. medication management).

## OBJECTIVE 3 ACTIONS

| | IMPLEMENTATION ACTION | YEAR 1 AND 2 PRIORITIES | CONTINGENT ON FUNDING |
|---|---|---|---|
| 3.1 | Expand the Senior Operating Subsidy (SOS) program to allow more extremely and acutely low-income older adults to be eligible for new 100% affordable housing units.<br><br>*Lead agency:* MOHCD<br>*Supporting agency:* DAS | Underway | Yes |
| 3.2 | Create a funding mechanism for a Disability Operating Subsidy (DOS) program to allow for more extremely- and very low-income adults with disabilities to be eligible for new 100% affordable housing units.<br><br>*Lead agencies:* Mayor's Office, Board of Supervisors<br>*Supporting agencies:* MOHCD, DAS | Yes<br><br>(Prop G passed in November 2024) | Yes<br><br>($6.3 million for 30 households, see Appendix C) |
| 3.3 | Recommend best practices for outreach to underserved disability communities about the City's affordable housing system. Work in collaboration with these communities to develop it.<br><br>*Lead agencies:* MOD, DAS<br>*Supporting agency:* MOHCD | Yes | No |
| 3.4 | Improve outreach about the affordable housing system, the application process, and housing services to older adults and adults with disabilities. Diversify modes of information-sharing (in-person, phone, printed, and digital options). Ensure the modes of communication used are accessible to all populations. Target outreach to community networks, particularly those that are blind or low-vision, or Deaf or hard of hearing.<br><br>*Lead agency:* MOHCD<br>*Supporting agencies:* DAS, MOD | Ongoing | No |
| 3.5 | Partner with local providers serving older adults and adults with disabilities, including Aging and Disability Resource Centers, community service centers, and other neighborhood hubs, to provide information and support on the wide range of housing resources and services that exist across the City. Leverage existing partnerships with community providers and develop | Yes | No |

| | IMPLEMENTATION ACTION | YEAR 1 AND 2 PRIORITIES | CONTINGENT ON FUNDING |
|---|---|---|---|
| | service co-location and training models to better reach and serve the community. *Lead agency:* DAS *Supporting agencies:* MOHCD, HSH, DPH | | |
| 3.6 | Improve non-English language access and communication assistance in housing navigation, counseling, placement, and services. Identify new practices that result in successful communication, such as vetting threshold language translations with internal staff to make sure they are high quality. Offer in-person, phone, and written language assistance. *Lead agencies:* MOHCD, HSH *Supporting agency:* OCEIA | Ongoing | No |
| 3.7 | Explore creating a housing counseling program specifically for older adults and adults with disabilities that proactively takes care of unit tracking, building openings, application, lottery tracking and waitlisting for them. *Lead agency:* MOHCD *Supporting agency:* DAS | No | Yes (Additional analysis needed to determine funding level) |
| 3.8 | Improve DAHLIA's user interface such that older adults and adults with disabilities can easily identify affordable units they are eligible for and better track units they have applied for. *Lead agency:* Digital Services *Supporting agency:* MOHCD | Yes | No |
| 3.9 | Continue to ensure applicants can define their preferred forms of communication regarding housing application status (phone, email, conventional mail, sign language, digital, etc.) to ensure cultural competence, relevance, and accessible communication. *Lead agency:* Digital Services *Supporting agency:* MOHCD | Ongoing | No |
| 3.10 | Update DAHLIA to assist building owners with proactive communication to update applicants on their waitlist and lottery positions on a regular basis; improve messaging on what being on a waitlist means and | No | Yes |

| IMPLEMENTATION ACTION | YEAR 1 AND 2 PRIORITIES | CONTINGENT ON FUNDING |
|---|---|---|
| proactively invite to continue applying for subsidized affordable housing.<br><br>*Lead agencies:* MOHCD, Digital Services | | (Additional analysis needed to determine funding level) |
| 3.11 Review tenant placement processes for available accessible affordable units, including but not limited to the consistent provision of affirmative marketing campaigns, and assurances that persons with disabilities and older adults are matched in available units that are the best fit for them.<br><br>*Lead agencies:* MOHCD, HSH | Ongoing | No |
| 3.12 Review and update marketing contact lists for older adults and adults with disabilities on a yearly basis and share across agencies and property managers.<br><br>*Lead agency:* MOHCD<br>*Supporting agencies:* MOD, DAS | Ongoing | No |
| 3.13 Continue to require property managers to do affirmative marketing to adults with disabilities that need accessible unit features when an accessible unit becomes available.<br><br>*Lead agency:* MOHCD | Ongoing | No |
| 3.14 Improve coordination between MOHCD and local and federal housing partners with HOPWA-funded units, to tap into the Plus Housing list and ensure people who are HIV positive are getting housed and HOPWA units aren't vacant.<br><br>*Lead agency:* MOHCD<br>*Supporting agencies:* HSH, DPH, HA | Underway | No |

# Improve communication accessibility and cultural competence of housing services for older adults and adults with disabilities.

Older adults and adults with disabilities who are already recipients of City housing services or residing in City-funded affordable housing have voiced concerns regarding lacking cultural competency in service provision, inconsistent fulfillment of reasonable accommodation requests, and insufficient accessible communication channels both digitally and in-person. These issues extend beyond just affordable housing to encompass various City services. The Needs Assessment underscored inconsistencies in meeting reasonable accommodation requests, as well as identified training gaps concerning communication and digital accessibility, particularly for individuals who are hard of hearing, Deaf, low vision, or blind. Consequently, there's a pressing need for standardized training programs addressing communication accessibility, reasonable accommodation, and overall accessibility compliance. These programs should be regularly updated, with required participation for staff providing housing services across City agencies and City-funded organizations. Additionally, there's a need for ongoing evaluation and refinement of these training programs to adapt to evolving accessibility standards and emerging challenges.

Given the diverse range of housing services available and the multitude of City agencies overseeing them, older adults and adults with disabilities advocated for centralized physical and online spaces offering comprehensive support and counseling on housing-related resources and services. Proposed initiatives included establishing centralized physical locations providing culturally competent and accessible assistance and creating a similar digital platform. In January 2024, an interagency effort began additional improvements to the SF Service Guide, an online tool that helps San Francisco residents find a range of social services, with a focus on housing resources. This endeavor encompasses content updates, streamlined navigation, demographic-specific filtering options, and future referral capabilities, transforming it into a supportive resource for both residents and service providers. The establishment of centralized physical and digital platforms holds immense potential in addressing the fragmented nature of current housing support systems.

Finally, City agencies can improve service provision by developing communication access plans. These plans involve mapping crucial housing services' processes and assessing gaps in accessibility from beginning to end. Enhancing housing services for older adults and adults with disabilities requires a concerted effort encompassing addressing these gaps, training initiatives, the establishment of centralized support platforms, and collaborative partnerships to make all of this happen. By prioritizing accessibility, cultural competency, and inclusivity, it becomes possible to create housing systems that are equitable, responsive, and empowering for these two populations.

**OBJECTIVE 4 ACTIONS**

| | IMPLEMENTATION ACTION | YEAR 1 AND 2 PRIORITIES | CONTINGENT ON FUNDING |
|---|---|---|---|
| 4.1 | Map processes related to housing application, placement, and other housing services from start to finish to identify gaps in effective communication and the use of plain language. Address identified gaps.<br><br>*Lead agencies:* MOHCD, HSH<br>*Supporting agencies:* MOD, DAS | Yes | Yes<br><br>(Additional analysis needed to determine funding level) |
| 4.2 | Recommend a process for standardizing reasonable accommodation requests as needed for City-funded affordable housing sites.<br><br>*Lead agencies:* MOD, HRC<br>*Supporting agencies:* MOHCD, HSH | Yes | No |
| 4.3 | Develop and maintain standard trainings for City agencies providing housing services and City-funded housing service providers on:<br><br>1) Existing obligations and best practices for the provision of effective communication and the use of plain language.<br><br>2) Existing obligations related to reasonable accommodation and recommended process for its consistent implementation.<br><br>3) Compliance with applicable digital accessibility requirements.<br><br>4) Compliance with elevator maintenance obligations.<br><br>5) Voluntary disability data collection protocols.<br><br>*Lead agencies:* MOHCD, HSH<br>*Supporting agencies:* MOD, DAS, HRC | Yes | Yes<br><br>($300k annually for staff position at MOHCD) |
| 4.4 | Require and regularly track trainings for property managers and housing service providers at City-funded affordable housing sites on:<br><br>1) Existing obligations and best practices for the provision of effective communication and the use of plain language. Ensure that ASL interpretation services are high-quality, available in-person and virtually, and suitable for people who | Underway | Yes<br><br>($150k annually for a training platform for MOHCD) |

| IMPLEMENTATION ACTION | YEAR 1 AND 2 PRIORITIES | CONTINGENT ON FUNDING |
| --- | --- | --- |
| are Deaf or hard of hearing. Ensure effective communication for people who are blind or low-vision. 2) Existing obligations related to reasonable accommodation and recommended process for its consistent implementation. 3) Compliance with applicable digital accessibility requirements. 4) Compliance with elevator maintenance obligations. 5) Voluntary disability data collection protocols. Lead agencies: MOHCD, HSH | | |
| **4.6** Utilize the Aging and Disability Resource Centers (ADRC), located in each district, to provide a physical space for older adults and adults with disabilities to get in-person counseling and support about the wide range of housing resources and services that exist across the City. Ensure ADRC staff are trained and knowledgeable about the City's affordable housing system, other housing services, and relevant accessibility obligations described in action 4.5. Resources should be accessible and available in multiple languages. *Lead agency:* DAS *Supporting agencies:* MOHCD, HSH | No | Yes (Additional analysis needed to determine funding level) |
| **4.7** Improve upon the SF Service Guide to: 1) Centralize information on existing rental assistance resources that exist across the City to better help consumers find the resources they need. 2) Centralize and better reflect the range of housing resources and services that exist across agencies for older adults and adults with disabilities. 3) Offer housing resources and services in multiple languages. 4) Be a resource for housing counselors and other housing service providers. 5) Be accessible. Provide direct links to this tool in all City agency websites, perform outreach to promote this tool, and train City staff as | Underway | Yes ($200K annually) |

| IMPLEMENTATION ACTION | YEAR 1 AND 2 PRIORITIES | CONTINGENT ON FUNDING |
|---|---|---|
| well as project sponsors, property managers, housing counselors and navigators, and social services providers on how to use it. *Lead agency:* MOHCD *Supporting agencies:* HSH, MOD, DAS | | |
| 4.8 Diversify modes of communication and information-sharing with residents at City-funded affordable housing to meet various population needs, including in-person, phone, print, and digital options. Consider effective communication, the use of plain language, and the needs of non-English speakers. *Lead agencies:* MOHCD, HSH | Yes | No |
| 4.9 Review and regularly update the Disability topic-specific page on the SFGov website to better reflect the wide range of housing resources and services that exist across the City, as well as applicable obligations, requirements, and laws that protect adults with disabilities. The page should be digitally accessible and in multiple languages. *Lead agency:* MOD *Supporting agencies:* MOHCD, HSH, DAS, DBI | Yes | No |
| 4.10 Develop a resource directory specifically for older adults and adults with disabilities that includes resources and referral information for City-funded affordable housing. *Lead agency:* DAS *Supporting agencies:* MOD, MOHCD, HSH | Underway | No |

## OBJECTIVE 5:
## Enable aging in place by stabilizing older adults and adults with disabilities already housed.

As noted earlier, older adults and adults with disabilities face significantly higher rates of rent burden, which is defined as spending more than 30% of their income on rent. Additionally, they often require more extensive care and health services, rendering them particularly susceptible to displacement, homelessness, or institutionalization. To uphold their independence, stability,

safety, and ability to age in place, it is imperative to co-locate supportive services with affordable housing and provide essential stabilization tools such as subsidies, tenant rights counseling, mediation, advocacy, and legal services. The Implementation Plan responds to community input received during outreach and engagement for the 2022 Needs Assessment, the 2022 Housing Element, and the current Expanding Housing Choice rezoning. Advocates and community members have consistently called for an expansion of supportive services, as well as these housing stabilization programs; they have also called for improved coordination among City agencies and community partners to facilitate access to housing services and resources.

A recent example of successful co-location of supportive services with Permanent Supportive Housing for the Implementation Plan's target populations is the Enhanced Care Pilot at Kelly Cullen Community (KCC). KCC has 172 permanent supportive housing units. In May 2024, Cardea Health entered a contract with HSH to provide services to medically frail, often dual diagnosed tenants at KCC starting on June 1, 2024. Cardea's services provide in-home nursing, caregiving and medical case management, culturally competent services for individuals with complex chronic illness and personal care needs for people who have experienced homelessness (PEH). The program allows for in-home medical-related services to change as the needs of PEH change, while remaining stably housed. These enhanced on-site services thus prevent PEH from being institutionalized, supports them in living successfully in their community, and allows them to age in place through the end of their lives, regardless of how their care needs change over time. A similar program ran by Cardea at Oak Days, a permanent supportive site in Oakland, has resulted in an approximate 80% reduction in ED visits, skilled nursing facility and inpatient admissions among those housed for 180 days or more; an estimated $3.5 million reduction in healthcare spending for the residents over a 180-day period; and an estimated $8.4 million reduction in healthcare spending for residents between January 1, 2021 and December 31, 2022. Similar results are expected through this pilot program and its support and expansion will be crucial in serving our most vulnerable older adults and adults with disabilities.

While the primary focus of the Implementation Plan revolves around affordable housing, it's worth noting that some stabilization programs extend their services to individuals in market-rate housing or those who own homes. One exemplary program is the Dream Keeper Initiative's Senior Home Repair Program, which has played a pivotal role in preventing housing instability among low- to moderate-income senior or disabled homeowners residing in historically distressed and underserved neighborhoods in San Francisco. Through home repairs that improve accessibility, safety, and livability, older adults and adults with disabilities can remain in their homes. This program also fosters intergenerational wealth by preserving properties within extended families, contributing to equitable outcomes for low-income communities and communities of color. The Implementation Plan underscores the importance of sustaining this critical program, which promotes aging in place and fairness in housing outcomes.

## OBJECTIVE 5 ACTIONS

| | IMPLEMENTATION ACTION | YEAR 1 AND 2 PRIORITIES | CONTINGENT ON FUNDING |
|---|---|---|---|
| 5.1 | Expand tenants' rights education, counseling, mediation, advocacy, and legal services to assist with reasonable | No | Yes |

| IMPLEMENTATION ACTION | YEAR 1 AND 2 PRIORITIES | CONTINGENT ON FUNDING |
|---|---|---|
| accommodation requests and to ensure other tenant needs are met. Continue to require property managers and service providers to post information on tenant advocacy organizations. Encourage property managers and service providers to provide access to advocacy organizations to tenants through educational workshops or community events.<br><br>*Lead agency:* MOHCD<br>*Supporting agencies:* MOD | | |
| 5.2  Increase funding for emergency and one-time rental assistance aimed at preventing eviction, displacement, and/or homelessness for older adults and adults with disabilities.<br><br>*Lead agencies:* Mayor's Office, Board of Supervisors<br>*Supporting agencies:* HSH, MOHCD, DAS | No | Yes |
| 5.3  Increase funding for rental subsidies aimed at reducing rent burden for older adults and adults with disabilities.<br><br>*Lead agencies:* Mayor's Office, Board of Supervisors<br>*Supporting agency:* MOHCD, HSH, DAS | No | Yes |
| 5.4  Educate property managers and service providers on referral and resource connections for behavioral health, intensive case management, and other social services available to older adults and adults with disabilities in City-funded affordable housing sites. Develop more collaborations between City-funded affordable housing providers and community resources and services to support client stability and safety.<br><br>*Lead agencies:* MOHCD, HSH<br>*Supporting agency:* DAS | Ongoing | No |
| 5.5  Continue to invest in and expand site-based programs that facilitate residential social interaction, offer health services and education. Develop more collaborations between City-funded affordable housing providers and community resources that serve older adults and adults with disabilities.<br><br>*Lead agencies:* MOHCD, HSH<br>*Supporting agencies:* DAS, DPH | Ongoing | Yes |

| | IMPLEMENTATION ACTION | YEAR 1 AND 2 PRIORITIES | CONTINGENT ON FUNDING |
|---|---|---|---|
| 5.6 | Continue to mitigate senior and disability housing instability by investing in supportive services that keep older and disabled people housed and not institutionalized, able to keep up with the rising cost of living and maintain their quality of life in the community.<br><br>*Lead agency:* DAS<br>*Supporting agencies:* MOHCD, HSH, DPH | Ongoing | No |
| 5.7 | Expand access to intensive and holistic on-site case management, medical, and behavioral health services across Permanent Supportive Housing buildings for formerly homeless older adults and adults with disabilities, such as the Enhanced Care Pilot at the Kelly Cullen Community permanent supportive housing site.<br><br>*Lead agencies:* HSH<br>*Supporting agencies:* DAS, DPH | Ongoing | Yes |
| 5.8 | Continue the Dream Keeper Initiative's Senior Home Repair Program to advance equity among low- to moderate-income senior homeowners and foster intergenerational wealth.<br><br>*Lead agency:* MOHCD | Yes | Yes<br><br>($1M for HVAC, accessibility modifications, and coordinating CBO to support owners with improvements) |

## OBJECTIVE 6:
## Improve data collection, reporting, and accountability for affordable housing and services for older adults and adults with disabilities.

Ordinance 266-20 helped foster important interagency collaboration among MOHCD, HSH, MOD, DAS, and Planning in service of older adults and adults with disabilities. This collaborative effort has made it possible to create the 2022 Needs Assessment, track aging and disability affordable housing, create the Implementation Plan, and better coordinate programs serving these two populations. Continued collaboration will be crucial for implementing the actions listed here.

The 2022 Needs Assessment and the Implementation Plan have shed light on the need to improve data collection on adults with disabilities being served by our affordable housing system, address data quality related to our affordable housing inventory, and facilitate data sharing

among City agencies and with the public. Participating agencies in this effort already make publicly available data on affordable housing development, mandated housing and needs assessment reports, as well as other housing-related information. As these five agencies work to improve data collection, sharing, and reporting, the hope is that it will result in improved accountability, program evaluation, program design, and transparency to the community.

**OBJECTIVE 6 ACTIONS**

|  | IMPLEMENTATION ACTION | YEAR 1 AND 2 PRIORITIES | CONTINGENT ON FUNDING |
|---|---|---|---|
| 6.1 | Amend Ordinance 266-20 to: (1) change the timeline for the Aging and Disability Affordable Housing Needs Assessment to every 8 years to inform the Housing Element, (2) change the timeline for the Aging and Disability Affordable Housing Overview Report to every 2 years.<br><br>*Lead agency:* DAS | Completed | No |
| 6.2 | Dedicate 0.5 FTE for two years to support interagency collaboration and coordination to implement the actions of the Aging and Disability Affordable Housing Implementation Plan. After two years, evaluate if FTE is sufficient for implementation and adjust accordingly.<br><br>*Lead agencies:* Mayor's Office, Board of Supervisors<br>*Supporting agencies:* DAS, MOD, MOHCD, HSH, Planning | Yes | Yes<br><br>($150k annually for staff position) |
| 6.3 | Recommend best practices for collecting voluntary data on household disability status across all types of City-funded affordable housing.<br><br>*Lead agency:* MOD<br>*Supporting agencies:* MOHCD, HSH, DAS | Yes | No |
| 6.4 | Continue to improve data on City-funded affordable housing unit characteristics and consolidate MOHCD's and HSH's accessible affordable housing inventory (mobility units, communication units, adaptable units etc.).<br><br>*Lead agencies:* MOHCD, HSH<br>*Supporting agency:* DAS | Underway | No |
| 6.5 | Convene a multi-agency data work group with representation from all relevant departments to explore and guide implementation of best practices for data collection | Yes | No |

| | | |
| --- | --- | --- |
| and quality assurance, cross-departmental data sharing, and shared performance measurement pertaining to affordable housing services for older adults and adults with disabilities.<br><br>*Lead agencies:* MOHCD, HSH<br>*Supporting agencies:* DAS, DBI, Planning, OCII, OEWD, MOD | | |
| 6.6 Survey accessible permanent supportive housing units in SROs for accessibility features and physical location to improve placement for adults with disabilities and to inform future improvements to the units.<br><br>*Lead agency:* HSH<br>*Supporting agency:* MOD | No | Yes<br><br>(Additional analysis needed to determine funding level) |

# Next Steps

The intention of the Interagency Steering Committee is for the Implementation Plan to be tool for accountability to San Francisco's senior and disabled populations. All City agencies involved have committed to continue to meet on a quarterly basis to report on implementation status and to continue collaboration and coordination. Contingent upon receiving coordination support as expressed in action 6.2, the Steering Committee plans to share progress on implementation publicly and to periodically present on progress to the Board of Supervisors, the Disability and Aging Services Commission, and the Mayor's Disability Council.

As for specific agency commitments, MOD has committed to continue to facilitate coordination and advise on our citywide obligation to provide and maintain programmatic accessibility and architectural accessible features for people with disabilities. DAS will continue with the responsibility of publishing the Aging and Disability Affordable Housing Overview Report on a biannual basis, and the Aging and Disability Affordable Housing Needs Assessment Report every eight years, as well as continue to collaborate with MOHCD, HSH and MOD for implementation for the implementation of this plan. Planning is actively working on implementing the 2022 Housing Element, which aligns this Implementation Plan. Additionally, future Needs Assessments will align with and inform future Housing Element updates, which Planning is also responsible for. Finally, HSH and MOHCD have committed to implementing actions that fit within their current work program, with some of the implementation of actions contingent on additional funding pending.

# APPENDIX A: Detailed Action Analysis

For each action, the Committee identified the lead agency, partnering agencies, existing programs that can be used to implement the action, and an analysis on the complexity of implementing each action to inform prioritization (timeline, impact, complexity and cost). This analysis can be found on Appendix A. This categorization includes the following four columns:

- **Timeline**: this is the time it will take to implement each action. "1 – short" means 1 to 2 years. "2 – medium" means 3 to 4 years. "3 – long" means 5 or more years.

- **Impact**: actions are rated on how effectively they would immediately stabilize older adults and adults with disabilities with housing needs. Actions are rated from 1 to 3 from most impactful to least impactful.

- **Complexity**: actions are rated based on the intensity of resources needed for implementation. Actions are rated from 1 to 3 in the level of non-monetary resources and logistics needed to implement. Actions rated as 1, for example, can be implemented through current staff and/or fit into current programming.

- **Cost**: actions are rated on the degree of funding necessary to implement them from 1 to 3 from least to highest. Actions rated as 1, for example, do not require additional funding and can be done with current resources (staff and programs) or are already contemplated in current work programs. (Please see Appendix E.)

| | IMPLEMENTATION ACTION | LEAD DEPARTMENT | SUPPORTING DEPARTMENTS | EXISTING IMPLEMENTING PROGRAMS | TIMELINE (1-SHORT TO 3-LONG) | IMPACT (1-MOST TO 3-LEAST) | COMPLEXITY (1-LOW TO 3-HIGH) | COST (1-LOW TO 3-HIGH) | YEAR 1 AND 2 PRIORITIES | CONTINGENT ON FUNDING |
|---|---|---|---|---|---|---|---|---|---|---|
| 1.1 | Increase the production of 100% affordable senior housing and increase the share of units affordable to acutely low-, extremely low-, and very low-income households. Strengthen coordination and planning among City agencies to improve service co-location for older adults and adults with disabilities in new affordable housing developments. | MOHCD | Planning, HSH | Senior Operating Subsidy (SOS) | 3 | 1 | 3 | 3 | No | Yes |
| 1.2 | Explore creating an incentive program that secures additional accessible units through development agreements or inclusionary units. A number of units could be adaptable with some 11B standards, such as roll-in showers. | Planning | OEWD, OCII, MOD, MOHCD | New | 2 | 1 | 3 | 3 | Yes | No |
| 1.3 | Pilot a senior-specific shelter to better serve older adults experiencing homelessness, meet their specific needs, and get them housed faster. | HSH | Planning, DAS | Shelters | 2 | 1 | 2 | 3 | No | Yes (Additional analysis needed to determine funding level) |
| 1.4 | Advocate for State funding to develop a project-based affordable assisted living facility. | Mayor's Office | MOHCD, DAS, MOD, DPH | New | 1 | 3 | 3 | 3 | Yes | No |
| 1.5 | Pilot an affordable assisted living development at a major public site, such as Laguna Honda. | MOHCD, DPH | Planning | New | 1 | 3 | 3 | 3 | Yes | Yes ($150 million approximately and assisted living project-based funding from action 1.4) |
| 1.6 | Modify the Planning Code to incentivize and facilitate the development of senior and disability housing, and residential care facilities. These changes could include lifting density and form-control restrictions or add flexibility to go from a residential use to a residential care facility. | Planning | | Expanding Housing Choice | 1 | 2 | 1 | 1 | Yes | No |

| IMPLEMENTATION ACTION | LEAD DEPARTMENT | SUPPORTING DEPARTMENTS | EXISTING IMPLEMENTING PROGRAMS | TIMELINE (1-SHORT TO 3-LONG) | IMPACT (1-MOST TO 3-LEAST) | COMPLEXITY (1-LOW TO 3-HIGH) | COST (1-LOW TO 3-HIGH) | YEAR 1 AND 2 PRIORITIES | CONTINGENT ON FUNDING |
|---|---|---|---|---|---|---|---|---|---|
| 1.7 Continue to work collaboratively with City leadership, staff, policymakers, affordable housing advocates, and industry experts to expand affordable housing funding, financing and land acquisition strategies through the Affordable Housing Funding and Strategies program, which would aid in the development of aging and disability affordable housing. | Planning | MOHCD, HSH, OCII, SF Housing Authority | Affordable Housing Funding Strategies | 2 | 2 | 3 | 3 | Underway | No |
| 1.8 Implement Expanding Housing Choice, the 2022 Housing Element rezoning program, to increase density in Housing Opportunity Areas, especially along transit and commercial corridors, to accommodate new housing more equitably and to increase opportunities for 100% affordable housing production, including expanding housing for older adults and adults with disabilities. This rezoning program will support the Housing Elements goal of building 25-50% of affordable housing units in the next 8 years (2023-2031) in Well-Resourced Neighborhoods. | Planning | | Expanding Housing Choice | 1 | 2 | 3 | 3 | Yes | No |
| 2.1 Continue to subsidize costly permanent ADA modifications of 100% affordable housing sites, such as elevators, doorways, ramps, bringing accessible units up to code, etc. where possible, particularly in connection with substantial building rehabilitation. | MOHCD | OCII | Capital plan | 2 | 1 | 3 | 3 | Underway (Supported by one-time funding from the FY23 budget) | Yes |
| 2.2 Increase funding for capital improvements of permanent supportive housing, especially across older housing stock, to make it safer, healthier, and more accessible for older adults and adults with disabilities. | Mayor's Office, Board of Supervisors | ORCP, HSH | Capital plan | 2 | 2 | 3 | 3 | No | Yes |
| 2.3 Advocate for a permanent line item in the General Fund Capital Plan for elevator repairs, upgrades, and replacements at permanent supportive housing sites, especially in City-funded SROs. | MOD | Mayor's Office, Board of Supervisors, ORCP, HSH | Capital plan | 1 | 1 | 3 | 3 | Underway (Supported by one-time funding of $10 million for elevator modernization) | Yes ($500k annually) |
| 2.4 Explore legislation that creates a funding source or incentives for property owners to increase accessible features in City-funded affordable housing sites. | MOD, MOHCD, HSH | DAS | Asset management | 2 | 3 | 1 | 1 | Yes | No |
| 3.1 Expand the Senior Operating Subsidy (SOS) program to allow more extremely and acutely low-income older adults to be eligible for new 100% affordable housing units. | MOHCD | DAS | Senior Operating Subsidy (SOS) | 1 | 1 | 2 | 3 | Underway | Yes |
| 3.2 Create a funding mechanism for a Disability Operating Subsidy (DOS) program to allow for more extremely- and very low-income adults with disabilities to be eligible for new 100% affordable housing units. | Mayor's Office, Board of Supervisors | MOHCD, DAS | New | 1 | 1 | 3 | 3 | Yes (Prop G passed in November 2024) | Yes ($6.3 million for 30 households, see Appendix C) |
| 3.3 Recommend best practices for outreach to underserved disability communities about the City's affordable housing system. Work in collaboration with these communities to develop it. | MOD, DAS | MOHCD | | 1 | 2 | 1 | 1 | Yes | No |

| | IMPLEMENTATION ACTION | LEAD DEPARTMENT | SUPPORTING DEPARTMENTS | EXISTING IMPLEMENTING PROGRAMS | TIMELINE (1-SHORT TO 3-LONG) | IMPACT (1-MOST TO 3-LEAST) | COMPLEXITY (1-LOW TO 3-HIGH) | COST (1-LOW TO 3-HIGH) | YEAR 1 AND 2 PRIORITIES | CONTINGENT ON FUNDING |
|---|---|---|---|---|---|---|---|---|---|---|
| 3.4 | Improve outreach about the affordable housing system, the application process, and housing services to older adults and adults with disabilities. Diversify modes of information-sharing (in-person, phone, printed, and digital options). Ensure the modes of communication used are accessible to all populations. Target outreach to community networks, particularly those that are blind or low-vision, or Deaf or hard of hearing. | MOHCD | DAS, MOD | DAHLIA, Housing counselors | 1 | 2 | 1 | 1 | Ongoing | No |
| 3.5 | Partner with local providers serving older adults and adults with disabilities, including Aging and Disability Resource Centers, community service centers, and other neighborhood hubs, to provide information and support on the wide range of housing resources and services that exist across the City. Leverage existing partnerships with community providers and develop service co-location and training models to better reach and serve the community. | DAS | MOHCD, HSH, DPH | Aging and Disability Resource Centers | 1 | 2 | 2 | 2 | Yes | No |
| 3.6 | Improve non-English language access and communication assistance in housing navigation, counseling, placement, and services. Identify new practices that result in successful communication, such as vetting threshold language translations with internal staff to make sure they are high quality. Offer in-person, phone, and written language assistance. | MOHCD, HSH | OCEIA | OCEIA | 1 | 2 | 1 | 1 | Ongoing | No |
| 3.7 | Explore creating a housing counseling program specifically for older adults and adults with disabilities that proactively takes care of unit tracking, building openings, application, lottery tracking and waitlisting for them. | MOHCD | DAS | New | 1 | 1 | 2 | 2 | No | Yes (Additional analysis needed to determine funding level) |
| 3.8 | Improve DAHLIA's user interface such that older adults and adults with disabilities can easily identify affordable units they are eligible for and better track units they have applied for. | Digital Services | MOHCD | DAHLIA | 1 | 3 | 2 | 1 | Yes | No |
| 3.9 | Continue to ensure applicants can define their preferred forms of communication regarding housing application status (phone, email, conventional mail, sign language, digital, etc.) to ensure cultural competence, relevance, and accessible communication. | Digital Services | MOHCD | Training for housing providers | 1 | 2 | 1 | 1 | Ongoing | No |
| 3.10 | Update DAHLIA to assist building owners with proactive communication to update applicants on their waitlist and lottery positions on a regular basis; improve messaging on what being on a waitlist means and proactively invite to continue applying for subsidized affordable housing. | MOHCD, Digital Services | | DAHLIA, Housing counselors | 1 | 1 | 2 | 2 | No | Yes (Additional analysis needed to determine funding level) |
| 3.11 | Review tenant placement processes for available accessible affordable units, including but not limited to the consistent provision of affirmative marketing campaigns, and assurances that persons with disabilities and older adults are matched in available units that are the best fit for them. | MOHCD, HSH | | 100% affordable housing, DAHLIA | 1 | 1 | 1 | 1 | Ongoing | No |

| IMPLEMENTATION ACTION | LEAD DEPARTMENT | SUPPORTING DEPARTMENTS | EXISTING IMPLEMENTING PROGRAMS | TIMELINE (1-SHORT TO 3-LONG) | IMPACT (1-MOST TO 3-LEAST) | COMPLEXITY (1-LOW TO 3-HIGH) | COST (1-LOW TO 3-HIGH) | YEAR 1 AND 2 PRIORITIES | CONTINGENT ON FUNDING |
|---|---|---|---|---|---|---|---|---|---|
| 3.12 Review and update marketing contact lists for older adults and adults with disabilities on a yearly basis and share across agencies and property managers. | MOHCD | MOD, DAS | 100% affordable housing, DAHLIA | 1 | 3 | 1 | 1 | Ongoing | No |
| 3.13 Continue to require property managers to do affirmative marketing to adults with disabilities that need accessible unit features when an accessible unit becomes available. | MOHCD | | 100% affordable housing, DAHLIA | 1 | 3 | 1 | 1 | Ongoing | No |
| 3.14 Improve coordination between MOHCD and local and federal housing partners with HOPWA-funded units, to tap into the Plus Housing list and ensure people who are HIV positive are getting housed and HOPWA units aren't vacant. | MOHCD | HSH, DPH, HA | Plus Housing | 1 | 1 | 1 | 1 | Underway | No |
| 4.1 Map processes related to housing application, placement, and other housing services from start to finish to identify gaps in effective communication and the use of plain language. Address identified gaps. | MOHCD, HSH | MOD, DAS | ADA Officers | 2 | 2 | 2 | 1 | Yes | Yes (Additional analysis needed to determine funding level) |
| 4.2 Recommend a process for standardizing reasonable accommodation requests as needed for City-funded affordable housing sites. | MOD, HRC | MOHCD, HSH | ADA Officers | 1 | 1 | 1 | 1 | Yes | No |
| 4.3 Develop and maintain standard trainings for City agencies providing housing services and City-funded housing service providers on:<br><br>1) Existing obligations and best practices for the provision of effective communication and the use of plain language.<br><br>2) Existing obligations related to reasonable accommodation and recommended process for its consistent implementation.<br><br>3) Compliance with applicable digital accessibility requirements.<br><br>4) Compliance with elevator maintenance obligations.<br><br>5) Voluntary disability data collection protocols. | MOHCD, HSH | MOD, DAS, HRC | Reasonable Accommodation and Modification Trainings | 2 | 2 | 2 | 2 | Yes | Yes ($300k annually for staff position at MOHCD) |
| 4.4 Require and regularly track trainings for property managers and housing service providers at City-funded affordable housing sites on:<br><br>1) Existing obligations and best practices for the provision of effective communication and the use of plain language. Ensure that ASL interpretation services are high-quality, available in-person and virtually, and suitable for people who are Deaf or hard of hearing. Ensure effective communication for people who are blind or low-vision.<br><br>2) Existing obligations related to reasonable accommodation and recommended process for its consistent implementation. | MOHCD, HSH | | ADA Officers | 2 | 2 | 2 | 2 | Underway | Yes ($150k annually for a training platform for MOHCD) |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| 3) Compliance with applicable digital accessibility requirements.<br><br>4) Compliance with elevator maintenance obligations.<br><br>5) Voluntary disability data collection protocols. | | | | | | | | | |
| **4.6** Utilize the Aging and Disability Resource Centers (ADRC), located in each district, to provide a physical space for older adults and adults with disabilities to get in-person counseling and support about the wide range of housing resources and services that exist across the City. Ensure ADRC staff are trained and knowledgeable about the City's affordable housing system, other housing services, and relevant accessibility obligations described in action 4.5. Resources should be accessible and available in multiple languages. | DAS | MOHCD, HSH | New | 2 | 1 | 2 | 2 | No | Yes (Additional analysis needed to determine funding level) |
| **4.7** Improve upon the SF Service Guide to:<br><br>1) Centralize information on existing rental assistance resources that exist across the City to better help consumers find the resources they need.<br><br>2) Centralize and better reflect the range of housing resources and services that exist across agencies for older adults and adults with disabilities.<br><br>3) Offer housing resources and services in multiple languages.<br><br>4) Be a resource for housing counselors and other housing service providers.<br><br>5) Be accessible.<br><br>Provide direct links to this tool in all City agency websites, perform outreach to promote this tool, and train City staff as well as project sponsors, property managers, housing counselors and navigators, and social services providers on how to use it. | MOHCD | HSH, MOD, DAS | SF Service Guide | 1 | 2 | 2 | 1 | Underway | Yes ($200,000 annually) |
| **4.8** Diversify modes of communication and information-sharing with residents at City-funded affordable housing to meet various population needs, including in-person, phone, print, and digital options. Consider effective communication, the use of plain language, and the needs of non-English speakers. | MOHCD, HSH | | | 1 | 2 | 1 | 1 | Yes | No |
| **4.9** Review and regularly update the Disability topic-specific page on the SFGov website to better reflect the wide range of housing resources and services that exist across the City, as well as applicable obligations, requirements, and laws that protect adults with disabilities. The page should be digitally accessible and in multiple languages. | MOD | MOHCD, HSH, DAS, DBI | Disability topic page | 1 | 2 | 1 | 1 | Yes | No |

| | IMPLEMENTATION ACTION | LEAD DEPARTMENT | SUPPORTING DEPARTMENTS | EXISTING IMPLEMENTING PROGRAMS | TIMELINE (1-SHORT TO 3-LONG) | IMPACT (1-MOST TO 3-LEAST) | COMPLEXITY (1-LOW TO 3-HIGH) | COST (1-LOW TO 3-HIGH) | YEAR 1 AND 2 PRIORITIES | CONTINGENT ON FUNDING |
|---|---|---|---|---|---|---|---|---|---|---|
| 4.10 | Develop a resource directory specifically for older adults and adults with disabilities that includes resources and referral information for City-funded affordable housing. | DAS | MOD, MOHCD, HSH | New | 1 | 2 | 1 | 1 | Underway | No |
| 5.1 | Expand tenants' rights education, counseling, mediation, advocacy, and legal services to assist with reasonable accommodation requests and to ensure other tenant needs are met. Continue to require property managers and service providers to post information on tenant advocacy organizations. Encourage property managers and service providers to provide access to advocacy organizations to tenants through educational workshops or community events. | MOHCD | MOD | Tenant's Right to Counsel, Mediation, Legal Services | 2 | 2 | 2 | 3 | No | Yes |
| 5.2 | Increase funding for emergency and one-time rental assistance aimed at preventing eviction, displacement, and/or homelessness for older adults and adults with disabilities. | Mayor's Office, Board of Supervisors | HSH, MOHCD, DAS | Rental assistance | 2 | 1 | 3 | 3 | No | Yes |
| 5.3 | Increase funding for rental subsidies aimed at reducing rent burden for older adults and adults with disabilities. | Mayor's Office, Board of Supervisors | MOHCD, HSH, DAS | Rental subsidies | 2 | 1 | 3 | 3 | No | Yes |
| 5.4 | Educate property managers and service providers on referral and resource connections for behavioral health, intensive case management, and other social services available to older adults and adults with disabilities in City-funded affordable housing sites. Develop more collaborations between City-funded affordable housing providers and community resources and services to support client stability and safety. | MOHCD, HSH | DAS | Training for housing providers | 1 | 1 | 1 | 1 | Ongoing | No |
| 5.5 | Continue to invest in and expand site-based programs that facilitate residential social interaction, offer health services and education. Develop more collaborations between City-funded affordable housing providers and community resources that serve older adults and adults with disabilities. | MOHCD, HSH | DAS, DPH | Residential services | 1 | 1 | 3 | 3 | Ongoing | Yes |
| 5.6 | Continue to mitigate senior and disability housing instability by investing in supportive services that keep older and disabled people housed and not institutionalized, able to keep up with the rising cost of living and maintain their quality of life in the community. | DAS | MOHCD, HSH, DPH | In-Home Supportive Services, Support at Home, Family Caregiver Support Program, Emergency Short-Term Care, Community Living Fund, CARDEA Health Model (NEW), Home Safe | 1 | 1 | 2 | 3 | Ongoing | No |
| 5.7 | Expand access to intensive and holistic on-site case management, medical, and behavioral health services across Permanent Supportive Housing buildings for formerly homeless older adults and adults with disabilities, such as the Enhanced Care Pilot at the Kelly Cullen Community permanent supportive housing site. | HSH | DAS, DPH | Supportive services, CARDEA Health Model (NEW) | 2 | 1 | 3 | 3 | Ongoing | Yes |

| IMPLEMENTATION ACTION | LEAD DEPARTMENT | SUPPORTING DEPARTMENTS | EXISTING IMPLEMENTING PROGRAMS | TIMELINE (1-SHORT TO 3-LONG) | IMPACT (1-MOST TO 3-LEAST) | COMPLEXITY (1-LOW TO 3-HIGH) | COST (1-LOW TO 3-HIGH) | YEAR 1 AND 2 PRIORITIES | CONTINGENT ON FUNDING |
|---|---|---|---|---|---|---|---|---|---|
| 5.8 Continue the Dream Keeper Initiative's Senior Home Repair Program to advance equity among low- to moderate-income senior homeowners and foster intergenerational wealth. | MOHCD | | Dream Keeper Initiative's Senior Home Repair Program | 2 | 1 | 1 | 3 | Yes | Yes ($1M for HVAC, accessibility modifications, and coordinating CBO to support owners with improvements) |
| 6.1 Amend Ordinance 266-20 to: (1) Change the timeline for the Aging and Disability Affordable Housing Needs Assessment to every 8 years to inform the Housing Element (2) Change the timeline for the Aging and Disability Affordable Housing Overview Report to every 2 years. | DAS | | Ordinance 266-20 | 1 | 3 | 2 | 2 | Completed | No |
| 6.2 Dedicate 0.5 FTE for two years to support interagency collaboration and coordination to implement the actions of the Aging and Disability Affordable Housing Implementation Plan. After two years, evaluate if FTE is sufficient for implementation and adjust accordingly. | Mayor's Office, Board of Supervisors | DAS, MOD, MOHCD, HSH, Planning | Aging and Disability Steering Committee; collaborations between IHSS, APS, and HSH; collaborative efforts between DAS, SFHN, HSH, and SFHP in CalAim efforts | 1 | 2 | 2 | 1 | Yes | Yes ($150k annually for staff position) |
| 6.3 Recommend best practices for collecting voluntary data on household disability status across all types of City-funded affordable housing. | MOD | MOHCD, HSH, DAS | New | 1 | 3 | 1 | 1 | Yes | No |
| 6.4 Continue to improve data on City-funded affordable housing unit characteristics and consolidate MOHCD's and HSH's accessible affordable housing inventory (mobility units, communication units, adaptable units etc.). | MOHCD, HSH | DAS | Asset management | 1 | 3 | 1 | 1 | Underway | No |
| 6.5 Convene a multi-agency data work group with representation from all relevant departments to explore and guide implementation of best practices for data collection and quality assurance, cross-departmental data sharing, and shared performance measurement pertaining to affordable housing services for older adults and adults with disabilities. | MOHCD, HSH | DAS, DBI, Planning, OCII, OEWD, MOD | New | 1 | 3 | 2 | 1 | Yes | No |
| 6.6 Survey accessible permanent supportive housing units in SROs for accessibility features and physical location to improve placement for adults with disabilities and to inform future improvements to the units. | HSH | MOD | Asset management | 2 | 2 | 2 | 2 | No | Yes (Additional analysis needed to determine funding level) |

# 2022 Housing Element Actions Related to Older Adults, Adults with Disabilities, and Affordable Housing Development and Preservation

| | ACTIONS | TIMELINE | EXISTING PROGRAMS | RESPONSIBLE AGENCIES | AFFH ACTIONS METRICS | OLDER ADULTS | ADULTS WITH DISABILITIES | AFFORDABLE HOUSING |
|---|---|---|---|---|---|---|---|---|
| **1.5.** | **Deep Affordability and Rent Assistance for Lowest Income Renters** | | | | | | | |
| 1.5.1 | Increase production of housing affordable to extremely low and very low-income households and increase the share of units affordable to these households in affordable housing. This includes identifying and deploying operating subsidies necessary to serve these income groups. | Medium | 100% Affordable; Building-based Rental Subsidies; Very Low Income Below Market Rate Units. | Mayor/BOS, MOHCD, HSH, SFHA | | Yes | Yes | |
| 1.5.2 | Maximize the use of ongoing tenant-based rental assistance to expand eligibility for extremely and very low-income households who otherwise do not qualify for affordable units. | Short | Rental Subsidies; Very Low Income Below Market Rate Units | Mayor/BOS, MOHCD, HSH, SFHA | | Yes | Yes | |
| 1.5.4 | Reduce severe cost burdens and increase stability for extremely low- and very low-income renters through ongoing rental assistance for qualifying vulnerable households, including people harmed by past government discrimination, seniors, people with disabilities, transgender people, and families with children, particularly those living in SROs. | Short | Rental Subsidies; Single-Room Occupancy Units (SROs) | Mayor/BOS, MOHCD, HSH, SFHA | Metrics: Expand Senior Operating Subsidy (SOS) by 40 units per year or 320 new units over the 8-year plan to reach a total of 363 households served. Expand the Local Operating Subsidy Program (LOSP) by 163 units per year or 1,304 new units over the 8-year plan to reach a total of 2,863 households served. | Yes | Yes | |
| 1.5.5 | Engage with target communities to determine needs and advocate for expanded tenant and building-based rental assistance programs at the federal and state and local levels to meet the needs of extremely and very low-income households and households with fixed incomes, such as seniors and people with disabilities, as also referenced in Actions 2.1.2, 3.2.1, 1.5.4. | Short | Tenant-based Rental Subsidies; Rental Subsidies; Local Operating Subsidy; Senior Operating Subsidy; Housing Choice Vouchers | Mayor/BOS, MOHCD, HSH, SFHA | | Yes | Yes | |
| **1.7.** | **Eligibility and Access for Affordable Housing** | | | | | | | |
| 1.7.1 | Identify racial, ethnic, and social groups who have been disproportionately underserved by MOHCD's Affordable Rental and Homeownership units and the underlying reasons why those groups are underrepresented in obtaining such housing. Previously identified groups include American Indian, Black, Latinos, and other people of color, transgender and LGBTQ+ people, transitional-aged youth, people with disabilities, senior households, and households currently | Short | DAHLIA; Housing Placement | Mayor/BOS, MOHCD, HSH, SF Planning, SFHA, Digital Services | | Yes | Yes | |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | living in SROs. This study can inform the housing portal and access points cited in Action 1.7.6. | | | | | | | | |
| 1.7.2 | Evaluate and update existing policies and programs to increase the percentage of Affordable Rental and Homeownership units awarded to underserved groups identified through the studies referenced in Actions 1.7.1 and 5.4.9, including but not limited to preferences, strengthening targeted outreach, education, housing readiness counseling, and other services specific to the needs of each group, ensuring accessible accommodations in these services, in coordination with production of affordable housing per Actions 1.5.1, 1.5.3, and 1.6.2. | Medium | 100% Affordable Housing; Inclusionary Affordable Housing; Housing Placement; Community-Based Services; Tenant Counseling and Education; Financial Capability Services; Rental Housing Counseling; Homeownership Assistance Programs | Mayor/BOS, MOHCD, HSH, SF Planning, SFHA, Digital Services | | | Yes | Yes | |
| 1.7.6 | Explore changes to the DAHLIA affordable housing application portal and other access points for housing programs and services, including affordable housing as well as resources administered by the SF Housing Authority such as rental assistance vouchers and public housing, to better serve groups identified in Action 1.7.1. | Short | DAHLIA | Mayor/BOS, MOHCD, HSH, SF Planning, SFHA, Digital Services | | | Yes | Yes | |
| 1.7.7 | Identify new strategies to address the unique housing and service needs of specific vulnerable populations to improve housing access and security for each group, using the findings from the City's housing Consolidated Plans and through direct engagement of these populations. Studies should address the needs of veterans, seniors, people with disabilities, transitional-aged youth, transgender and LGBTQ+ populations. | Short | Senior Housing; Supportive Services; Housing for People with Disabilities; Housing for TAY; Housing for LGBTQ+; 100% Affordable Housing; Permanent Supportive Housing; Consolidated Plan | Mayor/BOS, MOHCD, HSH, SF Planning, SFHA, Digital Services | | | Yes | Yes | |
| **2.1.** | **Eviction Prevention and Anti-displacement** | | | | | | | | |
| 2.1.1 | Fund the Tenant Right-to-Counsel program to match the need for eviction defense. | Short | Tenant Right to Counsel | MOHCD, HSH, APD, Mayor/BOS | Metric: Increase the number of households served annually from 1,300 per year to 1,600 per year to serve all tenants in need of full-scope representation. Report on households in need of eviction defense and households served with full-scope representation every year to track improvement over the 8-year plan and adjust the goal accordingly. | | Yes | Yes | |
| 2.1.2 | Provide a priority in the allocation of direct rental assistance to vulnerable populations and in areas vulnerable to displacement. | Short | Direct Rental Assistance | MOHCD, HSH, APD, Mayor/BOS | | | Yes | Yes | |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | Geographies will be updated based on most up-to-date data and analysis. Assess rental assistance need for these groups and allocate additional funding secured by Action 1.1.1. | | | | | | | |
| 2.1.4 | Increase funding to expand the services of community-based organizations and providers for financial counseling services listed under Action 1.7.5, as well as tenant and eviction prevention services listed under Program 2, to better serve vulnerable populations, populations in areas vulnerable to displacement, and Cultural Districts. Tenant and eviction protection services include legal services, code enforcement outreach, tenant counseling, mediation, and housing-related financial assistance; expansion of such services should be informed by community priorities referenced under Action 4.1.3. Complete by completion of Rezoning Program or no later than January 31, 2026. | Short | Tenant Counseling and Education; Code Enforcement Outreach Program; Organizational Capacity Building; Community-Based Services; Rental Subsidies; Tenant and Landlord Assistance; Financial Capability Services | MOHCD, HSH, APD, Mayor/BOS | Metrics: Expand counseling services from 1,500 households served every year to 2,000, prioritizing this expansion for American Indian and Black households by the end of 2025. Expand investments in other forms of outreach and engagement, such as Know-Your-Rights workshops and tenant organizing and advocacy services, by 20% over the 2022 baseline by the end of 2025. Expand alternative dispute resolution and other legal services from 700 households served every year to 840 by the end of 2025. | Yes | Yes | |
| 2.1.5 | Provide adequate legal services to support eviction prevention including support for rent increase hearings, habitability issues, or tenancy hearings with the Housing Authority. | Short | Tenant Right-to-Counsel | MOHCD, HSH, APD, Mayor/BOS | | Yes | Yes | |
| 2.1.6 | Expand on-site case management services that focus on removing barriers to housing stability to support non-profit housing providers in preventing evictions of their tenants. | Medium | Permanent Supportive Housing; Tenant and Landlord Assistance; Tenant Counseling and Education | MOHCD, HSH, APD, Mayor/BOS | | Yes | Yes | |
| 2.1.7 | Expand housing retention requirements to prevent evictions and support tenants of non-profit affordable housing. Allocate additional funding needed to support these functions and staff in non-profit organizations. | Short | 100% Affordable Housing; Inclusionary Housing | MOHCD, HSH, APD, Mayor/BOS | | Yes | Yes | |
| **3.1.** | **Coordinated Entry and Referrals** | | | | | | | |
| 3.1.3 | Redesign the Coordinated Entry System for housing placement and services for unhoused residents to reflect the evaluation recently completed by HSH, to house the most vulnerable populations and to ensure vacant units are filled in a timely manner. Consider a system that is inclusive of self-referrals by unhoused people to case managers in our communities and streamline the process for case managers to refer unhoused people to community-based shelter beds and vacant units in PSH sites. | Medium | Coordinated Entry | HSH, MOHCD, Mayor/BOS, DPH, APD, OTI, SFHA, Department on Status of Women | | Yes | Yes | |

| | ACTIONS | TIMELINE | EXISTING PROGRAMS | RESPONSIBLE AGENCIES | AFFH ACTIONS METRICS | OLDER ADULTS | ADULTS WITH DISABILITIES | AFFORDABLE HOUSING |
|---|---|---|---|---|---|---|---|---|
| **3.2.** | **Problem Solving and Targeted Homelessness Prevention** | | | | | | | |
| 3.2.1 | Expand rental assistance programs as a homelessness prevention tool, including those designed for emergency response and population-specific assistance. Advocate for additional federal and state resources per action 1.5.5. | Medium | Targeted Homelessness Prevention; Problem Solving | HSH, MOHCD, ADP | | Yes | Yes | |
| **3.4.** | **Supportive Housing** | | | | | | | |
| 3.4.4 | Increase operating subsidy funding for services and rent in City-funded affordable housing projects so that the share of housing units for formerly unhoused people can increase to 30% or greater of all project units. | Medium | Local Operating Subsidies; Permanent Supportive Housing; Tenant-Based Rental Subsidies | HSH, MOHCD, Mayor/BOS, DPH, HSA, DPH, APD | | Yes | Yes | |
| 3.4.5 | Expand and improve on-site supportive services within Permanent Supportive Housing projects, including sustained care for mental health or substance abuse issues, case management, and childcare. | Medium | Permanent Supportive Housing | HSH, MOHCD, Mayor/BOS, DPH, HSA, DPH, APD | | Yes | Yes | |
| 3.4.6 | Advocate for and secure additional funding for building and operation of Permanent Supportive Housing from state and federal sources. | Medium | City's Annual State and Federal Advocacy | HSH, MOHCD, Mayor/BOS, DPH, HSA, DPH, APD | | Yes | Yes | |
| 3.4.9 | Continue to provide mobile services for residents in scattered-site supportive housing, for example the Flexible Housing Subsidy Pool program. | Ongoing | Permanent Supportive Housing, Rapid Rehousing; Flexible Housing Subsidy Pool | HSH, MOHCD, Mayor/BOS, DPH, HSA, DPH, APD | | Yes | Yes | |
| **4.1** | **Accountability** | | | | | | | |
| 4.1.1 | Develop and align citywide metrics that measure progress towards positive outcomes for American Indian, Black, and other people of color, and other disadvantaged communities resulting from housing policies using methods consistent with the San Francisco Equity Index prepared by the Office of Racial Equity. These metrics will be part of the Monitoring Program in Action 8.1.9 and will include affordable housing placement, displacement mitigation measures, and homeownership rates. | Short | San Francisco Equity Index; Office of Racial Equity; (NEW) | Planning, HRC, ORE, MOHCD, Digital Services, SFHA, HSH, SFMTA, Port, Public Works, SFRPD | | Yes | Yes | |
| **4.2** | **Community Planning** | | | | | | | |
| 4.2.1 | Develop and implement community outreach and engagement strategies that center racial and social equity and cultural competency to be used by Planning Department staff as well as developers or community groups. | Short | Planning Outreach and Engagement Strategy, (NEW) | Planning, MOHCD, SFMTA, RPD, DPW, DPH, PUC, ORCP, Port, Mayor/BOS | Metric: Create community engagement strategies by end of 2023, identify culturally competent planners by end of 2024, and secure funding of $750,000 | Yes | Yes | |

| | ACTIONS | TIMELINE | EXISTING PROGRAMS | RESPONSIBLE AGENCIES | AFFH ACTIONS METRICS | OLDER ADULTS | ADULTS WITH DISABILITIES | AFFORDABLE HOUSING |
|---|---|---|---|---|---|---|---|---|
| | | | | | per year for CBOs for community engagement by 2023. | | | |
| 4.2.2 | Increase resources and funding to partner with community-based organizations primarily serving and representing American Indian, Black, and other people of color, and other disadvantaged communities, to ensure inclusive outreach and engagement and meaningful participation in housing and planning processes through focus groups, surveys, and other outreach events. | Short | Community Plans; Community Strategies; General Plan Updates | Planning, MOHCD, SFMTA, RPD, DPW, DPH, PUC, ORCP, Port, Mayor/BOS | Metric: Create community engagement strategies by end of 2023, identify culturally competent planners by end of 2024, and secure funding of $750,000 per year for CBOs for community engagement by 2023. | Yes | Yes | |
| **5.3.** | **Fair Housing Compliance and Enforcement** | | | | | | | |
| 5.3.1 | Evaluate and identify common cases of discrimination and violation of fair housing law and groups who continuously face such discrimination, including transgender and LGBTQ+, or people with disabilities, and implement solutions to strengthen enforcement of fair housing law in those cases. | Medium | Fair Housing Enforcement; Fair Housing Testing | HRC, SFHA, MOHCD, APD, HSH | Metric: Conduct survey led by community-based organizations serving transgender, LGBTQ+ and people with disabilities by December 2024, develop solutions by December 2025, and implement solutions throughout the rest of the 8-year plan. | Yes | Yes | |
| **6.1.** | **Families With Children** | | | | | | | |
| 6.1.1 | Pursue multi-generational living for extended families and communal households that have space and amenities for children, working-age adults, seniors and persons with disabilities, when building permanently affordable housing or cooperative housing referenced in Action 1.6.1. | Long | 100% Affordable Housing | Planning, MOHCD | | Yes | Yes | |
| **6.3.** | **Seniors and People with Disabilities and Chronic Illness** | | | | | | | |
| 6.3.1 | Expand the Senior Operating Subsidy (SOS) program to allow extremely and very low-income seniors to be eligible for new senior Below Market Rate rental units. | Short | Senior Operating Subsidy (SOS) program | Planning, MOHCD, DAS, HSA, MOD | Metric: Increase number of senior households served eightfold over the 8-year plan. | Yes | | |
| 6.3.2 | Increase permanently affordable senior housing along transit corridors to improve mobility of aging adults and seniors, particularly for extremely and very low-income households including through expansion of Senior Operating Subsidies as referenced in Action 6.3.1. | Long | 100% Affordable Housing; Senior Operating Subsidies | Planning, MOHCD, DAS, HSA, MOD | Metric: Increase the number of permanent affordable housing units for seniors by 20% in Well-resourced Neighborhoods near transit corridors over the 8-year plan. | Yes | | |
| 6.3.3 | Create or support financing programs that support aging in place, including improvements to accessibility through home modifications or building ADUs, and supported by technical assistance programs referenced in Action 8.2.2. | Short | (NEW) | Planning, MOHCD, DAS, HSA, MOD | | Yes | Yes | |

| | ACTIONS | TIMELINE | EXISTING PROGRAMS | RESPONSIBLE AGENCIES | AFFH ACTIONS METRICS | OLDER ADULTS | ADULTS WITH DISABILITIES | AFFORDABLE HOUSING |
|---|---|---|---|---|---|---|---|---|
| 6.3.4 | Implement new strategies to support and prevent the loss of residential care facilities, using the recommendations of the Assisted Living Working Group of the Long-term Care Coordinating Council, including business support services, as well as City-funded subsidies for affordable placement of low-income residents. | Medium | (NEW) | Planning, MOHCD, DAS, HSA, MOD | | Yes | Yes | |
| 6.3.5 | Support and explore expanding the Home Match Program to match seniors with people looking for housing that can provide home chore support in exchange for affordable rent. | Medium | Home Match | Planning, MOHCD, DAS, HSA, MOD | | Yes | | |
| 6.3.6 | Strengthen interagency coordination to identify and implement strategies to address the housing needs of seniors and people with disabilities, informed by the Housing Needs Assessments referenced in Action 6.3.7. | Short | (NEW) | Planning, MOHCD, DAS, HSA, MOD | | Yes | Yes | |
| 6.3.7 | Conduct a Housing Needs Assessment for seniors and people with disabilities every three years to inform strategies that meet their housing needs, as referenced in Policy 32. | Ongoing | Access Plan Review | Planning, MOHCD, DAS, HSA, MOD | | Yes | Yes | |
| 6.3.8 | Continue to provide housing affordable to HIV positive applicants on the Plus Housing List. | Ongoing | Plus Housing Program | MOHCD, HSH, DPH | | | Yes | |
| 6.3.9 | Explore a Disabled Operating Subsidy (DOS) program to allow extremely and very low-income people with disabilities better access to permanently affordable housing units. | Short | (NEW) | Planning, MOHCD, DAS, HSA, MOD | | | Yes | |
| 6.3.10 | Eliminate the requirement for a hearing for any Reasonable Accommodation requests making all requests administrative in nature, and clearly explain the review process for the public to seek a Reasonable Modification by January 31, 2024. | Short | (NEW) | Planning, MOHCD, DAS, HSA, MOD | | Yes | Yes | Yes |
| **7.2.** | **Mid-rise and Small Multifamily Buildings** | | | | | | | |
| 7.2.5 | Permit uses and eliminate regulatory limitations, such as conditional use authorizations, that discourage innovative, smaller housing types where licensing is not required, such as co-housing with amenities that support seniors and those with disabilities | Medium | Land-Use Controls; (NEW) | Planning, MOHCD, Mayor/BOS, HSA | | Yes | Yes | Yes |

| | ACTIONS | TIMELINE | EXISTING PROGRAMS | RESPONSIBLE AGENCIES | AFFH ACTIONS METRICS | OLDER ADULTS | ADULTS WITH DISABILITIES | AFFORDABLE HOUSING |
|---|---|---|---|---|---|---|---|---|
| 7.2.6 | Modify the definition of "dwelling unit" to comply with Health and Safety Code 17021.5. Evaluate and amend the definition of "family" to ensure that it provides zoning code occupancy standards specific to unrelated adults and complies with fair housing law. Permit group housing broadly throughout the city, particularly in zones allowing single-family uses, increase group housing density permitted in these districts, and remove Conditional Use Authorizations or other entitlement barriers to group housing. Changes should focus on special needs groups, including those with disabilities, by ensuring that intermediate care facilities or congregate living health facilities, with six or fewer residents are treated no differently than other by-right single-family housing uses as required in Health and Safety Code sections 1267.8, 1566.3, and 1568.08. | Short | Land Use Controls, (NEW) | Planning, MOHCD, Mayor/BOS, HSA | | Yes | Yes | Yes |
| **7.4.** | **Accessory Dwelling Units (ADUs)** | | | | | | | |
| 7.4.3 | Create an affordable ADU program that provides financial support for professional services and construction of units that serve low-income households. | Short | (NEW) | Planning, DBI, MOHCD | | Yes | Yes | Yes |
| **8.2.** | **Small Multifamily Financing and Support** | | | | | | | |
| 8.2.2 | Create and sustainably fund financing, technical assistance, outreach, and educational programs, such as the Housing Development Incentive Program for Homeowners, for eligible homeowners interested in updating their property from single- to multi-family housing, particularly assisting low-income property owners, households of color, seniors, and people with disabilities. Such programs should ensure accessible accommodations for aging adults and people with disabilities. | Medium | Housing Development Incentive Program for Homeowners; (NEW) | MOHCD, Planning, Mayor/BOS | | Yes | Yes | Yes |
| **8.6.** | **Support for Affordable Housing and Shelters** | | | | | | | |
| 8.6.10 | Streamline plan checks, response to revisions, and field inspection process to support and reduce review time from Mayor's Office of Disability by 20% for 100% affordable housing projects. | Short | (NEW) | Planning, MOHCD, DBI, SFPUC, PG&E, Mayor, and Board of Supervisors | | | Yes | Yes |
| 8.6.7 | Strengthen the interagency coordination to streamline the requirements for the associated approvals for publicly funded affordable housing by creating a public inventory of all such approvals, establishing a baseline process and expected duration for each approval, and ensuring clear project management; examples of associated approvals include the PG&E requirements to | Short | Plan Review | Planning, MOHCD, DBI, SFPUC, PG&E, Mayor, and Board of Supervisors | | | Yes | Yes |

| | ACTIONS | TIMELINE | EXISTING PROGRAMS | RESPONSIBLE AGENCIES | AFFH ACTIONS METRICS | OLDER ADULTS | ADULTS WITH DISABILITIES | AFFORDABLE HOUSING |
|---|---|---|---|---|---|---|---|---|
| | accommodate Public Utilities Commission (PUC) low-cost electric service, or the multi-agency review of disability access to reduce per-unit construction costs. | | | | | | | |
| 8.6.9 | Assess the effectiveness of recently issued administrative bulletins on code and standards interpretations intended to establish clear expectations and reduce review and inspection time from the Mayor's Office of Disability for 100% affordable housing projects. Revise these bulletins regularly to address any ongoing challenges with accessibility reviews. | Short | Plan Review | Planning, MOHCD, DBI, SFPUC, PG&E, Mayor, and Board of Supervisors | | | Yes | Yes |
| **9.2.** | **Resilient and Healthy Neighborhoods and New Housing** | | | | | | | |
| 9.2.4 | Identify strategies to reduce the impact of polluting sources, such as freeways, in planning efforts in Priority Equity Geographies that overlap with Environmental Justice Communities so that impacted residents may provide input on solutions that support health of sensitive populations, such as seniors, children, and those with disabilities. Examples of strategies include vegetative buffers and location of childcare and other sensitive uses away from busy roadways, among others. | Short | Article 38 of SF Health Code; Environmental Justice Framework; Safety & Resilience Element | Planning, DBI, SFPUC, DPW, DPH, RPD, Mayor/BOS | | Yes | Yes | |

# APPENDIX C: Elevator DBI Complaints and 311 Reports for City-funded SROs

The following table shows an analysis the Planning Department performed to understand which City-funded single room occupancy hotels (SROs) have been reported to 311 and which have received complaints through the Department of Building Inspections (DBI) and how many, from January 1ˢᵗ, 2018, to September 12ᵗʰ, 2023. While the City's portfolio includes 116 SROs, only 56 received 311 reports and DBI complaints during this time. Given that 311 reports are routed to DBI and DBI is an inspection and enforcement agency, the table only breakdowns DBI complaints by year. It is important to mention that while this table provides an insight into the SRO elevator maintenance issue, it does not reflect the magnitude of the issue. For example, even if there was only one DBI complaint for the Verona Hotel in 2018, the complaint states:

*Caller is reporting that the elevator continues to break down for months and the landlord refuses to fix. […] there are elderly residents and residents with walkers living in the SRO. This has been happening for months and building management have been told about this issue.*

Additionally, it does not reflect if an elevator has been upgraded in more recent years.

In September 2023, the Office of the Controller kicked off an elevator audit of City-funded SROs to assess access and usability. The goals of the audit are the following (subject to change):

- Identify the relevant stakeholders and oversight agencies and assess their effectiveness in fulfilling their roles in managing the operation, inspection, maintenance, and funding of elevators in SRO facilities.

- Determine whether elevators in SRO facilities comply with relevant laws, policies, and regulations.

- Consider the impacts of any lack of access or lack of usability on seniors and people with disabilities.

This dataset will help ground truth the audit's findings.

**TABLE 3:** City-Funded SROs with DBI Complaints and 311 Reports (from January 1, 2018 to September 12, 2023)

| PROPERTY NAME | ADDRESS | MOHCD FUNDED | HSH FUNDED | TOTAL DBI COMPLAINTS | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | TOTAL 311 REPORTS |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | *TOTAL DBI COMPLAINTS BY YEAR* | | | | | | |
| Allen Hotel | 1693 Market St | No | Yes | 19 | 7 | 8 | 1 | 3 | 0 | 0 | 20 |
| Crosby Hotel | 516 Ofarrell St | No | Yes | 16 | 0 | 1 | 5 | 1 | 4 | 5 | 9 |
| Cadillac Hotel | 380 Eddy St | Yes | Yes | 12 | 1 | 0 | 0 | 3 | 6 | 2 | 15 |
| Mentone Hotel | 387 Ellis St | No | Yes | 11 | 0 | 5 | 2 | 2 | 0 | 2 | 6 |
| Hartland Hotel | 909 Geary St | Yes | No | 11 | 3 | 2 | 2 | 1 | 1 | 2 | 3 |
| Henry Hotel | 106 6th St | No | Yes | 11 | 0 | 5 | 1 | 2 | 2 | 1 | 4 |
| Coronado Hotel | 373 Ellis St | No | Yes | 10 | 0 | 1 | 2 | 0 | 6 | 1 | 6 |
| Granada Hotel | 1000 Sutter St | Yes | No | 9 | 4 | 1 | 3 | 0 | 0 | 1 | 7 |
| Altamont Hotel | 3048 16th St | Yes | Yes | 9 | 0 | 0 | 1 | 0 | 6 | 2 | 0 |
| Crown Hotel | 528 Valencia St | No | Yes | 9 | 4 | 1 | 2 | 1 | 0 | 1 | 8 |
| Mission Hotel | 520 South Van Ness Av | Yes | Yes | 9 | 1 | 5 | 3 | 0 | 0 | 0 | 2 |
| Arlington Hotel | 480 Ellis St | Yes | Yes | 8 | 1 | 3 | 2 | 2 | 0 | 0 | 8 |
| Lyric Hotel | 140 Jones St | Yes | Yes | 8 | 0 | 0 | 1 | 5 | 1 | 1 | 9 |
| Elk Hotel | 670 Eddy St | No | Yes | 8 | 1 | 0 | 0 | 4 | 2 | 1 | 2 |
| Mayfair Hotel | 626 Polk St | No | Yes | 8 | 2 | 1 | 0 | 0 | 4 | 1 | 7 |
| Hillsdale Hotel | 51 6th St | No | Yes | 8 | 7 | 0 | 1 | 0 | 0 | 0 | 17 |
| Kinney Hotel | 410 Eddy St | No | Yes | 7 | 0 | 0 | 0 | 5 | 1 | 1 | 2 |
| Senator Hotel | 515 Ellis St | Yes | Yes | 7 | 0 | 1 | 0 | 0 | 0 | 0 | 6 |
| Seneca Hotel | 34 6th St | Yes | Yes | 7 | 3 | 4 | 0 | 0 | 0 | 0 | 1 |
| Adler Hotel | 175 6th St | No | Yes | 7 | 3 | 2 | 1 | 0 | 0 | 1 | 6 |
| Pierre Hotel | 540 Jones St | No | Yes | 6 | 1 | 0 | 0 | 0 | 1 | 4 | 1 |
| Winton Hotel | 445 Ofarrell St | No | Yes | 6 | 4 | 0 | 0 | 1 | 0 | 1 | 1 |
| Larkin Pine Senior Housing | 1303 Larkin St | Yes | No | 6 | 0 | 1 | 1 | 0 | 3 | 1 | 4 |
| Iroquois Hotel | 835 Ofarrell St | Yes | Yes | 6 | 0 | 1 | 0 | 3 | 0 | 0 | 4 |
| Jefferson Hotel | 440 Eddy St | No | Yes | 5 | 0 | 5 | 0 | 0 | 0 | 0 | 0 |
| Raman Hotel | 1011 Howard St | No | Yes | 4 | 0 | 3 | 1 | 0 | 0 | 0 | 0 |

| PROPERTY NAME | ADDRESS | MOHCD FUNDED | HSH FUNDED | TOTAL DBI COMPLAINTS | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | TOTAL 311 REPORTS |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Empress Hotel | 144 Eddy St | No | Yes | 3 | 1 | 0 | 1 | 0 | 0 | 1 | 1 |
| Elm Hotel | 364 Eddy St | No | Yes | 3 | 1 | 2 | 0 | 0 | 0 | 0 | 1 |
| West Hotel | 141 Eddy St | Yes | Yes | 3 | 0 | 0 | 1 | 2 | 0 | 0 | 6 |
| William Penn Hotel | 160 Eddy St | Yes | Yes | 2 | 1 | 0 | 0 | 1 | 0 | 0 | 0 |
| Alexander Residence | 230 Eddy St | Yes | No | 2 | 1 | 0 | 0 | 0 | 1 | 0 | 2 |
| Verona Hotel | 317 Leavenworth St | No | Yes | 2 | 1 | 0 | 0 | 0 | 0 | 1 | 2 |
| Hamlin Hotel | 385 Eddy St | Yes | Yes | 2 | 0 | 1 | 1 | 0 | 0 | 0 | 1 |
| Railton Place | 242 Turk St | Yes | No | 2 | 0 | 0 | 1 | 0 | 1 | 0 | 1 |
| Dalt Hotel | 34 Turk St | Yes | Yes | 2 | 0 | 0 | 2 | 0 | 0 | 0 | 0 |
| Vincent Hotel | 459 Turk St | No | Yes | 2 | 0 | 2 | 0 | 0 | 0 | 0 | 0 |
| McAllister Hotel | 270 McAllister St | No | Yes | 2 | 1 | 0 | 0 | 0 | 0 | 1 | 2 |
| Marathon Hotel | 710 Ellis St | Yes | No | 2 | 1 | 0 | 0 | 1 | 0 | 0 | 1 |
| Derek Silva Community | 20 Franklin St | Yes | No | 2 | 0 | 0 | 0 | 0 | 2 | 0 | 0 |
| Royan Hotel | 405 Valencia St | No | Yes | 2 | 0 | 0 | 1 | 0 | 1 | 0 | 0 |
| Apollo Hotel | 422 Valencia St | Yes | Yes | 2 | 0 | 0 | 0 | 2 | 0 | 0 | 3 |
| Bayanihan House | 88 6th St | Yes | Yes | 2 | 0 | 0 | 0 | 1 | 0 | 1 | 4 |
| Rose Hotel | 125 6th St | Yes | Yes | 2 | 0 | 0 | 0 | 1 | 0 | 1 | 0 |
| Ritz Hotel | 216 Eddy St | Yes | Yes | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 1 |
| Windsor Hotel | 238 Eddy St | No | Yes | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 1 |
| Barcelona Apartments | 270 Turk St | Yes | No | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| Ambassador Hotel | 55 Mason St | Yes | Yes | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 2 |
| Leland Polk Senior Community | 1315 Polk St | Yes | No | 1 | 0 | 0 | 0 | 0 | 1 | 0 | 1 |
| Le Nain Hotel | 730 Eddy St | No | Yes | 1 | 0 | 0 | 0 | 0 | 1 | 0 | 1 |
| 2524 Mission - Veterans Residence | 2524 Mission St | No | Yes | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 1 |
| Minna Lee | 149 6th St | No | Yes | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 1 |
| Dudley Apartments | 172 6th St | Yes | Yes | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| Stanford Hotel | 250 Kearny St | No | Yes | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 |
| Boyd Hotel | 41 jones St | No | Yes | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 |

# APPENDIX D: Draft Disability Operating Subsidy Proposal

Adults with disabilities who rent face many challenges accessing housing in San Francisco. Many adults with disabilities survive on Supplemental Security Income/State Supplementary Payment (SSI/SSP), which is currently $1,182.94 per month for a single adult. Cumulatively, the median annual income for single adults with disabilities who rent is currently $17,676. This is equivalent to being "extremely low income", specifically 18% of San Francisco's Area Median Income (AMI) as defined by the Mayor's Office of Housing and Community Development (MOHCD).

On average, city-funded affordable housing is developed for those making 60% of AMI, or $60,500. This means that the City's affordable housing is greatly out of reach for many adults with disabilities. Additionally, since adults with disabilities tend to live on low, fixed incomes, they often have few housing options and are exposed to poor housing conditions (such as overcrowded or unhealthy living conditions), while still paying more than 30% of their income. Finally, most adults with disabilities in San Francisco have a hard time finding fully accessible market-rate units and buildings.

In the last four years, senior and disability advocacy organizations have been advocating for the creation of the Disability Operating Subsidy (DOS). This subsidy would be similar to the Senior Operating Subsidy, which fills the gap between senior income of 15% to 25% of AMI and the typical rents in 100% affordable housing. The DOS would fill the gap between the rents affordable to an adult with a disability surviving on SSI/SSP and the typical rents in 100% affordable housing.

The DOS would make 100% affordable housing units accessible to adults with disabilities. Because adults with disabilities with no mobility, audible or visual accessibility needs can't be prioritized for accessible units in these buildings, it would also improve access to a wider range of people with disabilities.

## DOS Target Population

The DOS would target extremely low-income adults with disabilities as defined by the Americans with Disabilities Act (ADA) as "a person who has a physical or mental impairment that substantially limits one or more major life activities, a person who has a history or record of such an impairment, or a person who is perceived by others as having such an impairment." Eligible adults with disabilities would have to be making be making between 15% to 25% of AMI.

## Funding Required

$6,253,848 would be required to launch this pilot program for 30 units for a duration of 15 years. MOHCD funds permanent rental subsidies in affordable housing for 15 years to ensure resident

stability. This amount considers bridging the gap between rents at 60% AMI and rents affordable to adults with disabilities living on an SSI/SSP income in California.

| AMI | MOHCD ANNUAL INCOME LIMIT * | MOHCD MONTHLY RENT LIMIT | SSI/SSP MONTHLY INCOME |
|---|---|---|---|
| 60% | $60,500 | $1,513 | $1,182.94 |

| MONTHLY RENT NEEDED FOR SSI/SSP | DIFFERENCE/ SUBSIDY NEEDED | NUMBER OF UNITS | SUBSIDY AMOUNT FOR 15 YEARS |
|---|---|---|---|
| $354.88 | $1,158.12 | 30 | $6,253,848 |

* 1 person in a studio

## Current Status

The Mayor's Office of Disability is currently working with the City Attorney to decipher eligibility requirements that would be compliant with Fair Housing and ADA laws.

# APPENDIX E: Interviews and Collaboration

| CITY AGENCY | NAME | POSITION | TOPICS DISCUSSED |
|---|---|---|---|
| Department of Aging and Adult Services | **Cindy Kauffman** | *Deputy Director, Community Services* | Interagency Steering Committee, general support and collaboration |
| Department of Aging and Adult Services | **Izzy Clayter** | *Data and Planning Analyst* | Interagency Steering Committee, general support and collaboration |
| Department of Building Inspections | **Luis Barahona** | *Housing Inspection Manager* | Code enforcement for elevator reports |
| Department of Homelessness and Supportive Housing | **Rakita O'Neal** | *Program Manager of Senior Housing* | Interagency Steering Committee, general support and collaboration |
| Department of Homelessness and Supportive Housing | **Simrit Dhillon** | *Senior Administrative Analyst,* Planning, Performance, and Strategy | Interagency Steering Committee, general support and collaboration |
| Department of Homelessness and Supportive Housing | **Bryn Miller** | *Senior Legislative Analyst* | Interagency Steering Committee, general support and collaboration |
| Department of Homelessness and Supportive Housing | **Peter McElroy** | *Housing Referral Lead* | Housing referrals for adults with disabilities |
| Department of Homelessness and Supportive Housing | **Robbie Jane Matheson** | *Coordinated Entry* | Disability status reporting for coordinated entry |
| Department of Public Health | **Yoonjung Kim** | *Interim Director, Residential System of Care, Behavioral Health Services* | Residential care facilities, assisted living |
| Mayor's Disability Council | **Alex Madrid,** Denise Senhaux, Sascha Bittner | *Housing Committee* | Monthly coordination and collaboration meetings |
| Mayor's Office of Housing and Community Development | **Sheila Nickolopoulos** | *Director of Policy and Legislative Affairs* | Interagency Steering Committee, general support and collaboration |
| Mayor's Office of Housing and Community Development | **Aneka Harrell** | *Homeownership Program Manager* | Dream Keepers' Senior Home Repair Program |
| Mayor's Office of Housing and Community Development | **Anne Romero** | *Senior* Project Manager | Corporation for Supportive Housing (CSH) Technical Assistance Contract |

| CITY AGENCY | NAME | POSITION | TOPICS DISCUSSED |
|---|---|---|---|
| Mayor's Office of Housing and Community Development | **Helen Hale** | *Director of Residential and Community Services* | Rental subsidies for seniors |
| Mayor's Office of Housing and Community Development | **Hugo Ramirez** | *Manager,* Eviction Prevention and Housing Stabilization Programs | SF Service Guide |
| Mayor's Office of Housing and Community Development | **Jackie Tsou** | *Director of Multifamily Asset Management* | MOHCD funded affordable housing and SROs; accessible affordable housing inventory |
| Mayor's Office of Housing and Community Development | **Johnny Oliver** | *Director of Preservation* | Small Sites |
| Mayor's Office of Housing and Community Development | **Manuel Vasquez** | *HOPWA* | Plus Housing, HOPWA |
| Mayor's Office of Housing and Community Development | **Mara Blitzer** | *Director of Special Projects* | Senior Operating Subsidy Work Group |
| Mayor's Office of Housing and Community Development | **Melissa Cardoza** | *Marketing and Lottery Program* Manager | Marketing, application, lottery and housing placement for adults in need of an accessible unit |
| Mayor's Office of Housing and Community Development | **Philip Verma** | *Housing Stabilization Program Officer* | SF Service Guide |
| Mayor's Office of Housing and Community Development | **Sara Amaral** | *Director of Housing* Development | Senior affordable housing development |
| Mayor's Office of Housing and Community Development | **Sonia Delgado-Schaumberg** | *Homeownership and Below Market Rate Rental Programs, Lottery and Preference Manager* | Marketing, application, lottery and housing placement for adults in need of an accessible unit |
| Mayor's Office on Disability | **Nicole Bohn** | *Director* | Interagency Steering Committee, general support and collaboration |
| Mayor's Office on Disability | **Debby Kaplan** | *Deputy Director* | Mayor's Disability Council Housing Committee liaison and general collaborator |
| Mayor's Office on Disability | **Helen Smolinski** | *ADA Grievance and Housing Initiative Coordinator* | Interagency Steering Committee, general support and collaboration |

| CITY AGENCY | NAME | POSITION | TOPICS DISCUSSED |
|---|---|---|---|
| Mayor's Office on Disability | **Tess Barlett** | *Programmatic Action Strategy and CARMa Coordinator* | Mayor's Disability Council Housing Committee liaison and general collaborator |
| Office of the Controller | **Amanda** Sobrepena | *City Services Auditor* | SRO elevator audit |
| Office of the Controller | **Mark delaRosa** | *Director of Audits* | SRO elevator audit |
| Planning Department | **Lisa Chen** | *Manager,* Land Use and Community Plans | Aging and Disability Affordable Housing Plan manager |
| Planning Department | **Carly Grob** | *Senior Planner, Housing* Implementation | Counsel on land use changes for senior housing and residential care facilities |
| Planning Department | **Corey Teague** | *Zoning Administrator* | Counsel on land use changes for senior housing and residential care facilities |
| Planning Department | **James Pappas** | *Acting Manager, Policies and Strategies Team* | Affordable Housing Funding and Strategies |
| Planning Department | **Kate Conner** | *Housing Implementation Program Manager* | Counsel on land use changes for senior housing and residential care facilities |
| Planning Department | **Lily Langlois** | *Manager, Land Use and Community Plans* | Implementation structure |
| Planning Department | **Liz Watty** | *Director, Current Planning Division* | Counsel on land use changes for senior housing and residential care facilities |
| Planning Department | **Mary Woods** | *Senior Planner, Current Planning* | Counsel on land use changes for residential care facilities |
| Planning Department | **Melanie Bishop** | *Senior Preservation Planner,* Current Planning | Preservation tax credits + Low Income Housing Tax Credit |
| Planning Department | **Rich Sucre** | *Deputy Director, Current Planning Division* | Counsel on land use changes for senior housing and residential care facilities |
| San Francisco Municipal Transportation Agency | **Matthew West** | *Senior* Transportation Planner | Muni accessibility |

| ORGANIZATION | NAME | POSITION | TOPICS DISCUSSED |
|---|---|---|---|
| Chinatown Community Development Corporation | **Kim Piechota** | *Director of Housing Development* | Senior affordable housing development |
| Chinatown Community Development Corporation | **Sharon Christen** | *Associate Director of Housing Development* | Senior affordable housing development |
| Home Match | **Luke Barnesmoore** | *Director of Strategy* | Home Match |
| Home Match | **Victor Ford** | *Program Manager* | Home Match |
| Mercy Housing | **Doug** Shoemaker | *President* | Senior affordable housing development, affordable assisted living, Laguna Honda |
| Mercy Housing | **Fiona Ruddy** | *Project Manager* | Disability affordable housing development |
| Senior and Disability Action Housing Collaborative | **Itzel Romero** | *Housing Community Organizer* | Monthly coordination and collaboration meetings |
| Senior and Disability Action SRO Workgroup | **Ocean Blue Coast** | *Housing* Community Organizer | Monthly coordination and collaboration meetings |
| The Kelsey | **Caroline Bass** | *Chief* Operating Officer | Disability affordable housing development |