

All sub-grantees must submit a final report at project close-out; a required deliverable included in all funding agreements. Sub-grantees must use the outline below to complete their reports. Sub-grantees must submit a draft Final Report to MTC for review at least one month before the end of the performance period of the sub-grant. The sub-grantee must submit a final version of the report, incorporating feedback from MTC, no later than one month after the performance period for the sub-grant ends. Please refer to the executed funding agreement for information on the performance period for your sub-grant.

Sub-grantees are also encouraged to share images from the project (in JPEG format) with MTC. These images may be submitted on a flash drive or compact disc.

A. Project Profile (1 page maximum)

Project Name:	Small Site Acquisition and Stabilization Project
Lead and Partner Organizations:	Chinatown Community Development Center (CCDC) with San Francisco Community Land Trust (SFCLT), Bernal Heights Neighborhood Center (BHNC), and People Organized to Demand Environmental and Economic Rights (PODER)
Primary Contact Person:	Gen Fujioka, CCDC, 1525 Grant, SF CA 94133, gfujioka@chinatowncdc.org
Sub-Grant Program:	Housing the Workforce
Project Type:	Acquisition and Rehabilitation Demonstration/Implementation tools
Total Grant Amount:	\$58,290
Total Match (if any):	Type or N/A
Geographic Coverage of Project:	City and County
Brief Description (150 words maximum):	The proposed project developed and proposed a sustainable and scalable model for the acquisition and preservation of existing affordable housing units on small sites and laid the groundwork for implementing that model to identify opportunity sites within 4 Priority Development Areas in San Francisco where disadvantaged communities are at greatest risk of displacement.
Images:	Attach Separately in JPEG Format

B. Project Description (1 page maximum)

1. Goals and Objectives

Describe what the project expected to achieve, why there was a need for this project, who would have benefited, and how they would have benefited.

The proposed project sought to accomplish two objectives: first, to propose a scalable model for the acquisition and preservation of existing affordable housing units on small sites and second, to lay the groundwork for implementing that model within Priority Development Areas in San Francisco where disadvantaged communities are at greatest risk of displacement.

The development of a small site acquisition program is needed to preserve privately owned apartment buildings at risk of speculative investment, particularly in neighborhoods where the primary rental housing stock is situated in buildings of forty units or less. Traditional affordable housing programs are generally designed for larger building types. Publicly supported affordable housing acquisition programs are also generally not designed to compete in 'hot' housing markets where properties are purchased by investors soon after being put on the market.

2. Work Plan

Describe the key tasks and deliverables for the project. Include information on outreach and engagement activities.

1. Evaluate small site acquisition, asset management, and property management best practices, research of financing barriers and opportunities, market research, consideration of alternative models. The project completed these tasks and deliverables and submitted copies of written products in previous reports.
2. Identify community priorities for neighborhood stabilization and selection of small site acquisitions and develop recommendations for a small site program to residents and neighborhood stakeholders. As noted below the project team engaged community members in Chinatown, Mission District, South of Market, and Bernal Heights neighborhoods and received feedback on proposed program design.
3. Present analysis and recommendations for small site preservation program to Mayor's Office of Housing. We provided extensive and ongoing comment and recommendations to the Mayor's office on the small site acquisition project and the guidelines for the program issued in August 2014 reflected many of these recommendations.
4. Share findings to regional working group and other groups. In addition to presentations to local convenings we presented at the regional working group, the regional equity conference and an ABAG advisory committee.

3. Role of Lead and Partners

List the lead and partner organizations and briefly describe the role each organization fulfilled on the project.

This project was a real collaboration between Chinatown Community Development Center (CCDC), San Francisco Community Land Trust (SFCLT), Bernal Heights Neighborhood Center (BHNC), and People Organized to Demand Environmental and Economic Rights (PODER). Each organization played a role at every stage and brought to the table the perspectives of the neighborhoods in which they worked.

C. Challenges and Outcomes (1 page maximum)

4. Challenges

Describe the main challenges faced of implementing the project. How did your team address them? Describe what worked well and what did not work. What would you have done differently if you could start over?

The process for developing the program was delayed by staffing changes at the Mayor's Office. In the meantime the housing market in San Francisco skyrocketed with the average per unit prices for units increasing by 75% in two years. There was not much we could have done to avoid these circumstances. If we could have launched earlier perhaps we could have had the program in place years earlier.

Regarding the process, we discovered that the budget we requested was inadequate to cover all our expenses. The project not only took more months to complete, it also took more staff time than anticipated and there were other costs of convenings, etc. that we did not include our budget. As a consequence, our agencies needed to absorb more costs.

5. Outcomes

Describe key outcomes, achievements, successes, deliverables, findings and/or lessons learned for the project. Describe who benefited from this project (may be individuals, groups or organizations) and how.

The key outcome from this project is the basic architecture of what has become San Francisco's small site program for which the first RFP was released in August 2014. There are still issues that need to be resolved in the program that was launched.

In terms of what is working well, the city's program has launched with an initial \$3 million of funding. SFCLT is in the process of acquiring the first site under the program and at least one other nonprofit organization (not in the collaborative) is in discussions on four sites.

The beneficiaries of the program should be tenants in transit rich neighborhoods at risk of displacement. The program should assure that tenants will not face no-fault evictions of any kind and their housing will be permanently affordable.

D. Replicability and Dissemination (1 page maximum)

6. Replicability

Describe what, how and where (within the region) the above mentioned project outcomes may be applied to address similar issues as your project.

Non-profit acquisition of occupied small apartment in neighborhoods at risk of gentrification induced displacement may be an important policy tool in many communities to protect disadvantaged and vulnerable populations. The program could be a particularly appropriate use of *in lieu* inclusionary housing fees as it could mitigate adverse impacts of market rate developments on neighboring housing. In contrast to new construction affordable housing, the small site program should directly benefit and protect existing residents.

7. Tools and Resources

List the tools and resources developed through this project. These may include policies and strategies, analysis and communication tools, collateral material, key findings, etc. Please attach copies of the materials to this report.

Probably the most useful products of this project are: (a) the small site program's underwriting guidelines and (b) the RFP criteria. These reflect many of our collaborative's recommendations (our recommendations were provided in previous reporting). These documents should not be considered models but they are a starting point for other communities considering a small site acquisition program.

8. Sharing and Dissemination

Describe how and with whom you will share these tools and resources over the next 12 months. How can other communities access the tools and resources developed through this process?

We are continuing to work with the Mayor's Office on refining the program criteria and standards. The current and updated program requirements will no doubt be published on the city's website.

E. Recommendations and Next Steps (1 page maximum)

9. Recommendations

List and describe the top four to five recommendations from your project. Recommendations may include but are not limited to (1) policies, projects and/or programs that may be adopted at the local and/or regional level (name agencies and/or organizations where possible); (2) tools, approaches and/or methodologies that may be adopted for analysis, communication and/or decision-making; (3) funding, capacity-building and/or engagement strategies for target communities (specify geographic areas where possible); and/or (4) implementation of specific projects and/or programs to support regional goals.

1. A small site acquisition program should be considered as a potential tool to prevent displacement in transit rich and/or opportunity rich neighborhoods where existing apartments are occupied by households at or below 80% median income.
2. A small site acquisition program should be implemented as soon as the risk of gentrifying impacts are recognized. Development of such programs could be associated prior to the approval of projects that may have such impacts. Early implementation of such a program could substantially reduce subsidy costs and maximize impacts.
3. Financing for the acquisition of small apartment buildings in transit rich or opportunity rich neighborhoods should be made available through TOAH and other affordable housing programs.
4. The region should consider creating a small site acquisition financing program perhaps with the participation of CDFIs to preserve affordable rental housing.

10. Next Steps

Describe the next steps for your project and how the proposed recommendations will be institutionalized in your community.

The collaborative members are continuing to meet with the Mayor's Office and other nonprofit housing organizations to improve the program.