City of South San Francisco
2024 Consolidated Annual Performance Evaluation Report (CAPER)

Community Development Block Grant

City of South San Francisco
Department of Economic and Community Development
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CR-05 - Goals and Outcomes

Progress the jurisdiction has made in carrying out its strategic plan and its action plan. 91.520(a)

This could be an overview that includes major initiatives and highlights that were proposed and executed throughout the program year.

The US Department of Housing and Urban Development (HUD) gave South San Francisco (SSF) $443,482.00 in Community Development Block Grant (CDBG) funds to use on activities meeting one of the national objectives: Benefit to low- and moderate- income (LMI) residents, aid in the prevention or elimination of slums or blight, and meet an urgent need.

SSF identified affordable housing, public facilities, and public services as priorities in the 2024 Action Plan (AP):

- Funded a $818,881.74 public facilities activity to provide accessible sidewalks to 82 curb ramps at 32 intersections in the city that will benefit 13,475 low- to moderate-income residents. This activity has not yet drawn funds in IDIS because of the lengthy environmental review process, time needed to identify activity sites, and the competitive bidding process.
- Funded a $43,099.04 public facilities activity to increase mobility access at Cypress & Pine Park that will benefit 1,105 low- to moderate-income residents. This activity has not yet drawn because SSF prioritized the curb ramp intersection activity.
- Assisted 210 low- to moderate-income residents with $49,972.94 in public service funding, including $4,869.51 of PY2024 expenses that were drawn without marking them as Prior Year funding.
- Provided $34,702.22 to Rebuilding Together which provided necessary home repairs for six low- to moderate-income residents in two activities. The activities have a balance of $55,297.78 due to subrecipient capacity, both activities should draw fully in early 2026.
- SSF drew $9,647 in CDBG-CV funding while reviewing CDBG-CV activities for accuracy. SSF reported no additional beneficiaries in PY2024, but updated beneficiary numbers for prior years to correspond with the additional draws.

Comparison of the proposed versus actual outcomes for each outcome measure submitted with the consolidated plan and explain, if applicable, why progress was not made toward meeting goals and objectives. 91.520(g)

Categories, priority levels, funding sources and amounts, outcomes/objectives, goal outcome indicators, units of measure, targets, actual outcomes/outputs, and percentage completed for each of the grantee's program year goals.

Goal	Category	Unit of Measure	Expected – Strategic Plan	Actual – Strategic Plan	Percent Complete	Expected – Program Year	Actual – Program Year	Percent Complete
Economic Development	Non-Housing Community Development	Persons Assisted	300	0	0.00%			

Increase, Maintain, & Improve Affordable Housing	Affordable Housing	Household Housing Unit	100	6	6.00%	13	6	46.15%
Planning and Administration	Non-Housing Community Development	Other	1	0	0.00%	1	0	0.00%
Preserve & Improve Public Facilities	Non-Housing Community Development	Other	5	0	0.00%	2	0	0.00%
Provide Public Services to Improve Quality of Life	Non-Housing Community Development	Persons Assisted	3000	0	0.00%			
Provide Public Services to Improve Quality of Life	Non-Housing Community Development	Persons Assisted	0	210		392	210	53.57%
Support Services, Shelters, & Transitional Housing	Homeless	Persons Assisted	200	0	0.00%			

Table 1 - Accomplishments – Program Year & Strategic Plan to Date

Assess how the jurisdiction's use of funds, particularly CDBG, addresses the priorities and specific objectives identified in the plan, giving special attention to the highest priority activities identified.

SSF's 2024 AP identified specific low- to moderate-income census tracts and created the CDBG Services Area to target facility and infrastructure improvements, estimating it would spend 33% of funding in these tracts. These activities gained momentum during June 2025 and will draw in the first half of PY2025. SSF spent 100% of its funding on low- to moderate-income residents on a city-wide basis.

CR-10 - Racial and Ethnic composition of families assisted

Describe the families assisted (including the racial and ethnic status of families assisted). 91.520(a)

	CDBG
White	55
Black or African American	7
Asian	38
American Indian or American Native	1
Native Hawaiian or Other Pacific Islander	6
Total	**107**
Hispanic	34
Not Hispanic	73

Table 2 – Table of assistance to racial and ethnic populations by source of funds

Narrative

The chart above does not list those as multi-racial. Below is a more complete chart that lists all those served in PY 2024.

White	55
Black or African American	7
Asian	38
American Indian or American Native	1
Native Hawaiian or Other Pacific Islander	6
African American/Black & White	0
Asian & White	10
American Indian/Alaskan Native & White	0
American Indian/Alaskan Native & Black/African American	0
Other Multi-Racial	99
Total	**216**
Hispanic	84
Not Hispanic	132

CR-15 - Resources and Investments 91.520(a)

Identify the resources made available

Source of Funds	Source	Resources Made Available	Amount Expended During Program Year
CDBG	public - federal	1,107,177	179,046.41

Table 3 - Resources Made Available

Narrative

SSF spent $179,046.41 in CDBG funding on Administration and assisting low- to moderate-income residents with public services; 16% of the funding made available. This discrepancy led to SSF being untimely for the second year with an expenditure ratio of 2.55.

Because of subrecipients not requesting reimbursement and the city not allocating public infrastructure funding in a timely manner, SSF revised funding priorities in PY2025 to move away from public service and fully allocate infrastructure funding to regain compliance with the 1.5x rule.

SSF expended $9,647 in CDBG-CV funding and will have all funds drawn before the final expenditure date in June 2026.

Identify the geographic distribution and location of investments

Target Area	Planned Percentage of Allocation	Actual Percentage of Allocation	Narrative Description
CDBG Services Area	33	0	
CDBG Target Area	0	0	
Citywide	67	100	Citywide
SSF Downtown Tracts 6021, 6022	0	0	

Table 4 – Identify the geographic distribution and location of investments

Narrative

SSF's 2024 AP identified specific low- to moderate-income census tracts and created the CDBG Services Area to target facility and infrastructure improvements, estimating it would spend 33% of funding in these tracts. These activities gained momentum during June 2025 and will draw in the first half of PY2025. SSF spent 100% of its funding on low- to moderate-income residents on a city-wide basis.

Leveraging

Explain how federal funds leveraged additional resources (private, state and local funds), including a description of how matching requirements were satisfied, as well as how any publicly owned land or property located within the jurisdiction that were used to address the needs identified in the plan.

SSF does not require a match for CDBG funding, many of its subrecipients are active in the county; subrecipients received $590,293 in CDBG from local jurisdictions and $2,037,981 in other federal dollars. Subrecipients received $396,040 in state, $691,075 in local, and $1,191,151 from private funding. For PY2024, $4,906,540 in total match was provided to SSF subrecipients.

CR-20 - Affordable Housing 91.520(b)

Evaluation of the jurisdiction's progress in providing affordable housing, including the number and types of families served, the number of extremely low-income, low-income, moderate-income, and middle-income persons served.

	One-Year Goal	Actual
Number of homeless households to be provided affordable housing units	**0**	**0**
Number of non-homeless households to be provided affordable housing units	**13**	**6**
Number of special-needs households to be provided affordable housing units	**0**	**0**
Total	**13**	**6**

Table 5 – Number of Households

	One-Year Goal	Actual
Number of households supported through rental assistance	**0**	**0**
Number of households supported through the production of new units	**0**	**0**
Number of households supported through the rehab of existing units	**13**	**6**
Number of households supported through the acquisition of existing units	**0**	**0**
Total	**13**	**6**

Table 6 – Number of Households Supported

Discuss the difference between goals and outcomes and problems encountered in meeting these goals.

SSF overestimated Rebuilding Together's capacity for production when creating PY2024 goals. The subrecipient rehabbed three housing units in 2023 and five units in 2022, a more accurate estimate would be five housing units.

Discuss how these outcomes will impact future annual action plans.

SSF will be more realistic in setting benchmarks in future PYs.

Include the number of extremely low-income, low-income, and moderate-income persons served by each activity where information on income by family size is required to determine the eligibility of the activity.

Number of Households Served	CDBG Actual
Extremely Low-income	3
Low-income	1
Moderate-income	2
Total	**6**

Table 7 – Number of Households Served

Narrative Information

Rebuilding Together, the sole SSF CDBG housing subrecipient, attempts to reach potential beneficiaries through community outreach, advertising, collaborating with partner organizations and code enforcement, and relies heavily on word of mouth from previous beneficiaries and workers. The subrecipient understands that moderate-income residents may not be targeted at the exclusion of low- and extremely-low income residents.

CR-25 - Homeless and Other Special Needs 91.220(d, e); 91.320(d, e); 91.520(c)

Evaluate the jurisdiction's progress in meeting its specific objectives for reducing and ending homelessness through:

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

SSF has a Homeless Outreach Team (HOT), a multi-disciplinary, multi-lingual program where representatives from local shelters, police department, SSF staff, and elected officials, and HOT staff who work to identify and serve residents who have been routinely homeless. HOT has a representative that assists with police run response more appropriate for a social professional to engage homeless individuals and connect them with services including housing options. The HOT holds quarterly meetings to discuss issues with, and identify solutions for, clients.

LifeMoves, a regional nonprofit, spearheads HOT outreach to homeless residents and maintains data on those they assist. In PY2024 LifeMoves assisted:

- 83 unsheltered clients in South San Francisco
- ## individuals linked to Coordinated Entry System
- ## temporary shelter placements
- ## permanent housing placements

In addition to the work described above, SSF participates in the annual Point in Time (PIT) count, a single night's snapshot of homeless individuals during the last ten days in January. 79 unhoused individuals were counted in South San Francisco in the January 2024, biennial count.

Addressing the emergency shelter and transitional housing needs of homeless persons

SSF works with Samaritan House, a local nonprofit connecting residents to resources maintains five to seven emergency beds for SSF Police Department at their Safe Harbor Shelter collaborates with the Continuum of Care (CoC), a country-wide initiative to address the needs of individuals experiencing homelessness, all to provide comprehensive services that promote long-term stability and self-sufficiency for vulnerable populations.

Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: likely to become homeless after being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); and, receiving assistance from public or private agencies that

address housing, health, social services, employment, education, or youth needs

SSF works with StarVista, an organization supporting emancipated foster youth with housing and their transition into independent living. StarVista served SSF historically and institutionally underserved population of San Mateo County youth through Transitional Housing Placement Plus (THP+). THP+ targets emancipated foster youth and offers safe housing and supportive services. StarVista closed in July 2025; the county is sourcing alternative service providers.

San Mateo County has a reentry program providing services to formerly incarcerated individuals, while JobTrain provides vocational readiness and certificate training inside local county correctional centers.

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

SSF and the CoC developed a rapid re-housing program to provide short-term rental assistance to homeless families. The San Mateo County Human Services Agency funds a motel voucher program to assist families awaiting access to shelter services, while San Mateo County identified SSF as a target jurisdiction for a state-funded Encampment Resolution Grant to transition individuals from encampments into stable housing with wrap-around services to ensure long-term housing.

CR-30 - Public Housing 91.220(h); 91.320(j)

Actions taken to address the needs of public housing

The Housing Authority of the City of South San Francisco (HASSF) operates independently from SSF government, submitting separate Action Plans and CAPERS to HUD. HASSF oversees 80 units of public housing, providing essential housing options for low-income individuals and families and plays a critical role in addressing housing needs through initiatives designed to support stability and improve living conditions.

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

SSF relies on HASSF to spearhead resident participation in management and homeownership activities, and the City Council appoints it Board of Commissioners.

Actions taken to provide assistance to troubled PHAs

N/A

CR-35 - Other Actions 91.220(j)-(k); 91.320(i)-(j)

Actions taken to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment. 91.220 (j); 91.320 (i)

California requires all units of local government plan to all community member's housing needs, at all income levels. SSF meets this requirement by adopting housing plans as part of their state-required General Plan, serving as blueprint for growth and development including eight components.

SSF updated their General Plan with Shape SSF 2040 detailing the city's vision through 2040 and serving as a compass for decision makers and city initiatives. SSF identified 50+ performance metrics to measure progress toward General Plan goals tailored through the community engagement process.

Actions taken to address obstacles to meeting underserved needs. 91.220(k); 91.320(j)

SSF prioritizes activities to provide maximum community benefit, due to the decline in private and public funding, and investigates new funding sources and creative ways to leverage and utilize existing funding.

SSF CDBG funds were allocated to support housing rehabilitation and public improvement activities not restricted by spending limitations to provide maximum area benefit within subrecipient capacity limitations.

Actions taken to reduce lead-based paint hazards. 91.220(k); 91.320(j)

SSF complies with federal lead-based paint hazard requirements. Homeowner repair subrecipient, Rebuilding Together rarely undertakes rehabilitation activities that require lead paint remediation but screens all potential units for lead-based paint. If Rebuilding Together identifies any units as having lead-based paint hazards, the hazards are abated in accordance with federal requirements and as outlined in the SSF Policies and Procedures manual.

SSF provides lead-based paint information on its website, to local non-profit agencies, and to residents.

Actions taken to reduce the number of poverty-level families. 91.220(k); 91.320(j)

SSF staff field citizen inquiries requesting affordable housing information and direct residents to resource packets, the city's website, and area providers.

SSF funds economic development efforts to attract and retain employment opportunities for residents including the Business Cooperation Program to lower the cost of overhead and operating expenses for area businesses. City staff work closely with the Skyline College Science, Technology, Engineering, and Mathematics program to assist high school students; the Bay Area Entrepreneur Center, a business accelerator and resource center for startup companies; and early-stage companies like Joint Venture Silicon Valley, and ChinaSF.

SSF uses CDBG to fund Renaissance Entrepreneurship Center to provide customized small business training, one-on-one consulting, and access to capital, resources and networks to assist in starting and growing sustainable small businesses.

Actions taken to develop institutional structure. 91.220(k); 91.320(j)

SSF discovered an exigent need to develop institutional structure between the CDBG team and SSF Finance, after Finance stopped following established SOP and deposited Program Income (PI) to IDIS without the necessary documentation to determine the associated activity.

SSF reached out to their CPD representative on the best way to mitigate the situation in IDIS; is reworking the existing SOP; and working through staff transitions after the Finance Director's retirement.

The city also focused on revising internal SOPs regarding public facility and infrastructure activities to regain compliance with the 1.5x rule.

Actions taken to enhance coordination between public and private housing and social service agencies. 91.220(k); 91.320(j)

SSF enhances coordination through established formal partnerships, implementing coordinated entry systems and sharing data for mutual benefit.

The city establishes formalized partnership and councils by engaging in interagency councils to coordinate efforts across different government levels and with the private sector centralizing decision-making and resource allocation; written partnerships to ensure mutual understanding and accountability requiring parties to respect roles and acknowledge limitations; and public-private agreements.

SSF area providers, including those who participate in the CoC, utilize Coordinated Entry Systems to standardize intake, assessment, and referral processes across homelessness service providers, prioritizing assistance based on vulnerability and need, ensuring timely and appropriate referrals; providers and the city also use HMIS with data-sharing agreements, to allow providers to track client needs and services, reducing duplication and improving care coordination.

Identify actions taken to overcome the effects of any impediments identified in the jurisdictions analysis of impediments to fair housing choice. 91.520(a)

SSF partnered with Project Sentinel to ameliorate impediments identified in the Analysis of Impediments to Fair Housing Choice. Project Sentinel provides fair housing counseling, offers resources to residents, addresses housing discrimination complaints, investigates potential violations, and ensures residents are aware of their rights under fair housing laws.

Project Sentinel provides education and outreach to housing providers, focusing on the requirements for reasonable accommodations and modifications for people with disabilities to reduce barriers to housing by fostering compliance with fair housing regulations.

The city supports external initiatives to educate prospective homebuyers, particularly those from low- and moderate-income households, who are increasingly unable to purchase and fund routine maintenance of single-family homes.

CR-40 - Monitoring 91.220 and 91.230

Describe the standards and procedures used to monitor activities carried out in furtherance of the plan and used to ensure long-term compliance with requirements of the programs involved, including minority business outreach and the comprehensive planning requirements

SSF participates in annual group monitoring with the other cities in San Mateo County, following the Consolidated Subrecipient Monitoring Plan to ensure all subrecipients are monitored before closeout in IDIS. Most results were unsurprising, while Friends for Youth struggled to provide activity files. SSF provided Friends for Youth with technical assistance for beneficiary management to ensure they could properly document compliance with 51% low- to moderate- income beneficiaries but will not receive CDBG funds in the future from SSF.

Citizen Participation Plan 91.105(d); 91.115(d)

SSF followed its Citizen Participation Plan to ensure potential beneficiaries, community stakeholders, and other members of the public had sufficient and unburdened opportunity to provide feedback on the CAPER and throughout the PY.

August 22, 2025, newspaper notice highlighting CAPER availability and methods for public feedback, duration of 15-day comment period, and Public Hearing to present the CAPER.

September 9-24, 2025, 15-day public review and comment period. SSF made the CAPER available on the city's website, at city offices, at all the local library branches, and upon request for those who need accommodations to access the CAPER. During this comment period, SSF received XXX public comments. No comments were rejected.

September 24, 2025, 6.30PM Public Hearing on CAPER and XXX potential beneficiaries attended.

Describe the efforts to provide citizens with reasonable notice and an opportunity to comment on performance reports.

Reduce required efforts to go to council, post on website, have available in office, post at local libraries.

CR-45 - CDBG 91.520(c)

Specify the nature of, and reasons for, any changes in the jurisdiction's program objectives and indications of how the jurisdiction would change its programs as a result of its experiences.

SSF adjusted the way it awards Public Service funding for PY 2025 due to subrecipient capacity issues with income qualifications and record keeping. Despite receiving CDBG funding from multiple cities in San Mateo County, many of the public service subrecipients are unaware of CDBG rules and lack the written procedures to maintain accurate records and continue compliance during staff turnover. Due to this SSF will fund the majority of its PY204 Public Services with city funds.

SSF also changed its funding priorities and implementation procedures for public facility activities in PY2025 due to the second notice of noncompliance with the 1.5x rule. SSF is setting regular meetings with other city departments to ensure the sidewalk and accessible path activities move forward more efficiently and allow for the environmental review, tribal consultation, and federal procurement processes.

Does this Jurisdiction have any open Brownfields Economic Development Initiative (BEDI) grants?

No.

[BEDI grantees] Describe accomplishments and program outcomes during the last year.

N/A

CR-58 – Section 3

Identify the number of individuals assisted and the types of assistance provided

Total Labor Hours	CDBG
Total Number of Activities	0
Total Labor Hours	0
Total Section 3 Worker Hours	0
Total Targeted Section 3 Worker Hours	0

Table 8 – Total Labor Hours

Qualitative Efforts - Number of Activities by Program	CDBG
Outreach efforts to generate job applicants who are Public Housing Targeted Workers	0
Outreach efforts to generate job applicants who are Other Funding Targeted Workers.	0
Direct, on-the job training (including apprenticeships).	0
Indirect training such as arranging for, contracting for, or paying tuition for, off-site training.	0
Technical assistance to help Section 3 workers compete for jobs (e.g., resume assistance, coaching).	0
Outreach efforts to identify and secure bids from Section 3 business concerns.	0
Technical assistance to help Section 3 business concerns understand and bid on contracts.	0
Division of contracts into smaller jobs to facilitate participation by Section 3 business concerns.	0
Provided or connected residents with assistance in seeking employment including: drafting resumes,preparing for interviews, finding job opportunities, connecting residents to job placement services.	0
Held one or more job fairs.	0
Provided or connected residents with supportive services that can provide direct services or referrals.	0
Provided or connected residents with supportive services that provide one or more of the following: work readiness health screenings, interview clothing, uniforms, test fees, transportation.	0
Assisted residents with finding child care.	0
Assisted residents to apply for, or attend community college or a four year educational institution.	0
Assisted residents to apply for, or attend vocational/technical training.	0
Assisted residents to obtain financial literacy training and/or coaching.	0
Bonding assistance, guaranties, or other efforts to support viable bids from Section 3 business concerns.	0
Provided or connected residents with training on computer use or online technologies.	0
Promoting the use of a business registry designed to create opportunities for disadvantaged and small businesses.	0
Outreach, engagement, or referrals with the state one-stop system, as designed in Section 121(e)(2) of the Workforce Innovation and Opportunity Act.	0
Other.	0

Table 9 – Qualitative Efforts - Number of Activities by Program

Narrative

SSF did not undertake any Section 3 activities during PY 2024.