



118-0282026-002

Agenda Item **No. 5(b)**
Meeting of May 19, 2026

MEMORANDUM

TO: Community Investment and Infrastructure Commissioners

FROM: Thor Kaslofsky, Executive Director

SUBJECT: Authorizing a Fourth Amendment to the Personal Services Contract with Lynx Insights and Investigations, Inc., a California Corporation, to increase the contract amount by \$250,000 for an aggregate amount of \$1,204,070 and to extend the term for an additional twelve months; reporting on results achieved under Phase 4 of the existing contract in searching for and contacting persons displaced by projects of the former Redevelopment Agency

EXECUTIVE SUMMARY

In 1967, the former San Francisco Redevelopment Agency or the “Former Agency” (the Office of Community Investment and Infrastructure or “OCII” is the successor agency to the Former Agency) established a Certificate of Preference (“COP”) Program for displaced residents and businesses in the Western Addition A-2 Redevelopment Project Area (“WA-A2”). Two years later, in 1969, the California legislature established a “priority” for low- and moderate-income persons displaced by redevelopment projects (“Displaced Persons”) “in renting or buying” affordable housing developed by redevelopment agencies. This statutory preference is currently codified in the Community Redevelopment Law (“CRL”) at Section 33411.3 of the California Health and Safety Code and in the Property Owner and Occupant Preference Program of the Redevelopment Agency dated October 1, 2008 (the “Certificate of Preference Program” or “COP Program”). The Board of Supervisors (“BOS”) codified the 2008 COP Program to include City-funded affordable housing in San Francisco Administrative Code, Section 47.3(a). In 2022, the state legislature expanded this preference in affordable housing assisted by redevelopment agencies to include the direct descendants of Displaced Persons who are income-eligible for OCII and Former Agency projects. Cal. Health & Safety Code Section 34178.8.

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Over time OCII's records of the contact information for originally displaced Heads of Households ("HHs") became outdated and less useful. In December 2020, OCII released a Request for Proposals ("RFP") for a consultant to locate and provide current contact information for the records of the Displaced Persons and who may be income-eligible for a preference in affordable housing in San Francisco.

In December 2021, the Commission authorized a Personal Services Contract ("Contract") with Lynx Insights and Investigations, Inc. ("Lynx" or "Contractor") in partnership with New Community Leadership Foundation ("NCLF"). The initial scope of services included the Contractor doing outreach by creating a press release and developing a website (<https://www.findmysfcp.org/>) to engage COP holders.

The Contractor began the search with the records that were the most complete since those would yield results soonest. Records with social security numbers and complete names were the most complete. The initial search began with 4,500 records with social security numbers and a second search of 5,500 records (without social security numbers) using information gathered from a previous consultant's effort, the Keane Organization, Inc. ("Keane"), to update contact information ("Keane Survey"). After the database search the Contractor hired and trained individuals ("Investigators") from impacted communities. The Investigators completed the direct contact work with original displacees where current contact information was verified for original displacees in the WA-A2 and Hunters Point Redevelopment Project Areas. These Project Areas were subject to urban renewal programs in the 1960's where the federal government funded widespread clearance of neighborhoods and the relocation of residents and businesses.

During the first three phases of investigative work, a total of 5,360 original displacees and 1,304 descendants were located in an effort to locate original displacees. Staff is now proposing to amend the Contract (through a "Fourth Amendment") to locate contact information for an additional estimated 1,651 original displacees and 400 descendants. It has been effective to reach original displacees through family members and descendants. To track the outreach efforts, Lynx will document contact with original displacees and their direct descendants and will transmit the information to OCII and the Mayor's Office of Housing and Community Development ("MOHCD") the Housing Successor.

Staff recommends authorizing the OCII Executive Director to enter into a Fourth Amendment to the Contract ("Fourth Amendment") with Lynx for a term not to exceed twelve months, and an additional \$250,000 for a maximum expenditure authority not to exceed \$1,204,070.

BACKGROUND

Certificate of Preference Program Overview

Under state law, the COP Program gives a housing preference to low- and moderate-income persons in affordable housing projects assisted by OCII (or the Former Agency). The housing preference is for residents, and their descendants, who were displaced by Former Agency activities, such as property acquisition and other actions implementing redevelopment plans. Those redevelopment activities, especially in the WA-A2, Hunters Point, and Yerba Buena Project Areas, displaced thousands of existing residents primarily in the 1960s and 1970s. Many of the displaced heads of households eventually received a COP, which provides documentation of displacement. To be eligible for a housing

preference in affordable housing created by OCII or the Former Agency, the COP holder must be income eligible for the particular affordable housing project. The COP's do not expire if they have not been used, and can be used twice, once for rental and once for ownership.

Initially only displaced heads of households were eligible for COPs. However, in 1998, the Former Agency expanded eligibility for the COP Program beyond the heads of households to include persons who were minor children or adults who were not heads of households at the time of displacement who appear in the Former Agency's Site Occupancy Reports ("SORs"). In 2008, the BOS expanded the supply of affordable housing for which COP holders were eligible to include City-funded affordable housing programs. As noted above, in 2022, the preference was further expanded to include direct descendants of original displacees.

Keane Survey

In 2009, the Former Agency hired Keane to complete a survey of the documentation of the approximately 5,894 households comprised of approximately 12,230 individuals that were displaced by the Former Agency from the Western Addition A-2 and Hunters Point Shipyard project areas, which included the following:

1. Scanned and created digital records ("PDFs") of the original SORs.
2. Created an Access database of the scanned SORs.
3. Documented COP holders who were displaced by Former Agency action since 1964.
4. Confirmed if the original COP holders were still living (and provided a current/or last known address).
5. Conducted an electronic and manual search for current/or last known address of household members at the time of displacement.

Keane concluded its work in July 2010 and obtained updated contact information for:

- Heads of households who had been displaced (also known as, Residential "A" COP holders): 1,033
- Household members who had been minor children at the time of displacement (also known as, Residential "C" COP holders): 287
- Deceased: 1,259
- Original displacees for whom contact information was not found: 9,992

The work completed to date and the reports generated by the Lynx team used the 12,000+ number of displacees from WA A-2 and Hunters Point Project Areas as the starting point.

DISCUSSION

The RFP and Contractor Selection

On December 3, 2020, OCII staff issued an RFP by posting the opportunity on the OCII and City and County of San Francisco's Contracting website and informing over 100 organizations, including nonprofit organizations and small businesses located in San Francisco and Oakland, about this opportunity to locate COP holders. On December 7, 2021, the Commission authorized a Contract with

Lynx to locate, and provide current contact information for, individuals who were originally displaced from their residences several decades ago by actions of the Former Agency.

Original Scope of Services

The goal of the contract was to use bulk database searches to gather information that Investigators could use to contact original displacees. Not all records provided sufficient information for comprehensive bulk data searches. Since these records had high viability, the Contractor began an initial bulk data search of 4,500 records with social security numbers and a second search of 5,500 records (without social security numbers) with information gathered from the Keane Survey. After the database search the Contractor hired and trained Investigators from impacted communities, these Investigators completed the direct contact work with original displacees where current contact information was verified. See the summary of the investigative results for Phase 1 below:

Phase 1 Results

Total Individuals Displaced	#	%
	12,231	100%
Located		
Contacted	456	
Located – Non-Responsive	211	
Confirmed Deceased	2,358	
Subtotal	3,025	25%
Not Located	#	%
Not Located After Investigation and Outreach	362	
Investigative Lead Identified / Record Not Completed	2,124	
Further Research Needed	4,261	
Name Only	2,459	
Subtotal	9,206	75%

Generally, persons fall into two categories, Located and Not Located with subcategories (explained below).

The **Located** persons fall into three categories:

- **Contacted** (456 individuals): These original displacees were contacted by Investigators, usually via telephone with a follow-up email sent to them, and offered information regarding the Certificate of Preference program, hyperlinks to apply, and information relevant to the application process.
- **Located – Non-Responsive** (211 individuals): These original displacees were located by Investigators, but did not respond to outreach. Reasons for the lack of response vary: some were unable to respond due to disabilities and were contacted through family members, while others did not return phone calls.

- Deceased (2,358 individuals): These original displacees were confirmed as deceased in database research, online obituaries, and/or through interviews with family members.

The **Not Located** persons fall into four categories:

- Not Located After Investigation and Outreach (362 individuals): These original displacees were not located after Investigators tapped into family networks and exhausted available investigative tools (including manual database searches) to locate and identify them.
- Investigative Lead Identified/Record Not Completed (2,124 individuals): Investigative leads (defined here as possible current addresses and phone numbers for the displaced person and their relatives) were identified in bulk database research. However, due to challenges in the investigation process (detailed below) and to budgetary and time constraints under this Contract, investigations and outreach were not completed for these individuals.
- Further Research Needed (4,261 individuals): Investigative leads were not identified for these original displacees in bulk database research, often due to lack of sufficient identifying information, such as a social security number or date of birth (“DOB”). Manual database research, conducted on a record-by-record basis, will be necessary to identify investigative leads for these original displacees.
- “Name Only” Records (2,459 individuals): The spreadsheet did not provide a DOB or a social security number for these original displacees. Review of original handwritten paper records (“Original Records”) and manual database research will be necessary to identify investigative leads for these original displacees.

For additional detail the August 20, 2024 Commission Memo (with attachments) can be found here: <https://sfocii.org/commission/public-meetings#>.

The term of the Contract was for nine months beginning on January 3, 2022; this time was extended for an additional six months by the Executive Director due to various project challenges, including the consistency of records’ information (i.e., missing DOB and social security number information), extended training for Investigators on methods to locate displacees, and the longer lengths of time required to research each displaced person. The total budgeted contract amount was \$229,570.

COP Descendants

The children and grandchildren of the original displacees played a critical role in locating originally displaced people. Interestingly the descendants encouraged their originally displaced parent or grandparent to provide current contact information because their information would be helpful in the descendant receiving their own COP. As a result, a total of 617 descendants of displaced individuals provided contact information to the investigative team.

Phase 2 Scope of Work

The Contractor focused its work on the 2,124 individuals in the “Investigative Lead Identified/Record Not Completed” category, defined above. Four to six investigators would be hired from impacted communities to work alongside experienced professional investigators to locate and confirm contact information. The Investigators would work approximately 20 hours per week, spending approximately 1.5 hours locating and confirming displacee contact information, with a goal of confirming data for approximately 800 individuals. Additionally, the investigative team planned to confirm contact information for approximately 600 descendants.

Phase 2 Report

Phase 2 was active from February 2024 through May 2024, and included a group of eight community investigators working over a ten-week period. As reported in the “Investigative Report: Phase 2 Certificate of Preference Program Search”, a total of 592 original displacees were located, see breakdown below.

Phase 2 Results

	Phase 1 Results		Phase 2 Results	
Located	#	%	#	%
Contacted	456		161	
Located – Non-Responsive	211		170	
Deceased	2,358		261	
Subtotal	3,025	25%	592	5%

This number is less than the anticipated 800 individuals however, the investigators did meet the efficiency goal of spending 1.5 hours on each locatee. Reasons for the shortfall include spending time reviewing records to add original displacees who had been omitted from the Keane spreadsheet. This exercise added 128 “new” original displacees to the spread sheet, who without this exercise would have never been located. Additionally, one investigator was primarily dedicated to outreach in San Francisco, attending nine community meetings and responding to incoming calls, emails and other inquiries from families and individuals who believed that they had been displaced by the Former Agency. A total of eight original displacees were located as a result of this community outreach. Additionally, outreach was successful in “getting the word out” about COP to folks with housing needs.

Phase 3 Scope of Work

The Contractor focused its work on the “Ready to Work” group of individuals. Defined in the Report – Certificate of Preference Program Search, dated September 27, 2023, as: Records Ready to Work (defined as possible current addresses and phone numbers for the displaced person and their relatives) were identified in bulk database research. As with the previous phases of work, five to seven investigators would work 20 hours per week alongside experienced professional investigators to confirm contact information. Approximately 1.5 hours would be spent talking with each displacee. Additionally, Lynx investigators would work on a sample of the Further Research Needed family records to determine the time and effort required for this group of displaced individuals. NCLF and one

investigator would be focused on marketing and community outreach efforts, including social media, public service announcements, churches, social equity nonprofit organizations and local government.

Phase 3 Report

In September 2024, the investigators began working on Phase 3, and their work was partially completed on April 31, 2025. This date was agreed upon by the contractor and OCII staff to get totals at a specific time for the Phase 3 Report which would be reported to the Commission, and at the same time a recommendation for Phase 4 would be presented, so work would be continuous, and the investigative team could remain intact. The results below represent work completed by five community investigators working over a 32-week period.

Phase 3 Results

Located - Phase Three	#	%
Contacted	375	
Located – Non-Responsive	307	
Deceased	509	
Not Located after Investigation and Outreach	552	
Total	1,743	14%

Of the five investigators who worked part-time on Phase 3 two were new to the project and one of the two was identified through collaboration with Susie Kagami of KOHO, an arts non-profit. As part of the Lynx staff concentrated investigative work of the 4,261 Further Research Needed records a total of 84 individuals were located. In addition to the results provided above, the investigators identified an additional 300 individuals that were not located in the original Site Occupancy Records, and an additional 577 descendants. As of April 31, 2025, records have been completed for 5,360 (or 44% of the total) displaced population from the Western Addition A-2 and Hunters Point project areas during three phases of investigative work.

Community outreach and marketing efforts included outreach to over 25 sites through presentations, direct outreach and one-on-one support especially to seniors and multi-generational households. NCLF engaged with over 20 churches through various methods, including pulpit announcements and video shoots that took place throughout the City. Additional outreach included creating social media content, public service announcements, and an interview with the NCLF team that aired on several Bay Area radio stations, which resulted in over 230 direct contacts.

For additional detail, the June 17, 2025 Commission Memo (with attachments) can be found here: <https://sfocii.org/commission/public-meetings#>.

Phase 4 Scope of Work

In Phase 4 the Lynx and NCLF team focused on the remaining Ready to Work records and the “Further Research Needed” family records, which required the community investigators to develop leads on a

record-by-record basis which was more time intensive. Community investigators also identified and contacted descendants of displaced individuals during the course of this work. Lynx anticipated that it would take an average of 2.25 hours to locate a displacee, however through efficiencies, the investigative work averaged 1.96 hours per locatee.

Using advanced tools and techniques, Lynx and NCLF proposed to locate approximately 904 displaced persons in the WA-2 project area, which included the 644 remaining Ready to Work records and the “Further Research Needed” family records, which would continue to require the community investigators to develop leads on a record-by-record basis. Community investigators would also identify and contact descendants of displaced individuals in the course of this work. The team estimated that it would take on average 2.25 hours to locate a displacee.

Yerba Buena Center

Additionally, the investigative team would begin contacting individuals displaced from the Western Addition A-1 (“WA-1”) and Yerba Buena Center (“YBC”) project areas. Lynx staff would review and comment on the newly created spreadsheets for the YBC and WA-1 project areas and create methodologies and secure online interfaces to locate displaced persons from these areas. Once finalized, three to four community investigators would begin work to locate the displaced persons and their descendants from the WA-1 and YBC project areas. For records with identifiers such as a Social Security number or a date of birth for the displaced person, the team estimated an average of 2.25 hours per displacee and would locate approximately 800 displaced persons from these two project areas.

NCLF would continue the marketing component, which complement the primary strategy of locating individuals through direct outreach by community investigators and will be expanding this effort to include the WA-1 and YBC communities. This marketing campaign would continue to raise awareness of this work in the impacted communities, through outreach to churches and community organizations, printed flyers and updated social media content.

Phase 4 Results (see Attachment 1)

Located - Phase Four	#	# Phases One-Three	Total #
Contacted	228	992	1,220
Located – Non-Responsive	386	688	1,074
Deceased	875	3,128	4,003
Not Located after Investigation and Outreach	214	552	766
Total	1,703	5,360	7,063

A total of nine community investigators worked on Phase 4, of which five were new community investigators to the team. The new investigators represent the Filipino-American and Japanese-American community and assist people who were displaced from the YBC and WA-1 project areas in feeling more comfortable when providing updated contact information. All the community investigators

were trained to use advanced tools, employ complex methodologies and review historical records to identify investigative leads as to the current location of the displaced persons on a record-by-record basis. While Lynx originally anticipated it would take on an average 2.25 hours to locate a displacee, through efficiencies, the work averaged 1.96 hours per locatee.

Additionally, the Lynx team completed the transcription of approximately 120,000 pages of historical records related to YBC and identified approximately 3,100 displaced persons who lived in 2,622 households in YBC approximately 50 years ago. The data was organized into a spreadsheet and a cloud interface was built for the community investigators to use to locate and confirm current contact information for these displaced persons and their descendants. This work was not part of the original amendment. Lynx also received historical records related to the WA-1 project area, which do not include SORs. In the absence of SORs, the Lynx team is reviewing the available records to determine the best methodology to locate individuals displaced from this project area.

Proposed Fourth Amendment – Phase 5 Contract Work

With each phase of work, the Lynx investigative team improves their investigative data gathering systems and the investigative efficiencies. The Contractor will continue to locate, and provide current contact information of, individuals who were displaced from their residences several decades ago by using the existing work processes, tools, technology and investigators beginning July 1, 2026. The Community Investigators (4-5 individuals) will locate 1,651 originally displaced persons and will identify and confirm contact information for 400 direct descendants.

NCLF will maintain its marketing campaign to primary focus of locating displaced persons through direct outreach. This outreach will continue to emphasize churches, community organizations, and printed flyer communications throughout the HP, WA-1, WA-2 and YBC project areas.

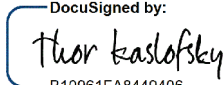
OCII CONTRACTING POLICIES

Lynx Insights and Investigations, Inc., is in compliance with the OCII's purchasing and contracting policies, including policies on non-discrimination in benefits, minimum compensation and healthcare accountability.

STAFF RECOMMENDATION

Staff recommends the Commission approve and authorize the Executive Director to execute a Fourth Amendment to the Contract with Lynx Insights and Investigations, Inc., for an additional \$250,000 for an aggregate amount of \$1,204,070 for an extended term not to exceed twelve months, to search for and contact additional displacees who may be eligible for a Certificate of Preference.

(Originated by Pamela Sims, Senior Development Specialist)

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Thor Kaslofsky
Executive Director



Lynx insights

Investigative Report: Phase Four Certificate of Preference Program Search

Prepared for: The Office of Community Investment and Infrastructure

April 27, 2026

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SCOPE, METHODOLOGY & SUMMARY OF RESULTS

Lynx Insights & Investigations Inc. (“Lynx”), in partnership with New Community Leadership Foundation (“NCLF”), was retained by the Office of Community Investment and Infrastructure (“OCII”) to locate and confirm current contact information for over 12,000 people who were displaced from their homes in the Western Addition A-2 (“WA-2”) project area in San Francisco in the urban renewal projects of the 1960s and 1970s. At the outset of the project, there were 5,894 displaced households containing a total of 12,231 displaced persons identified in the spreadsheet for WA-2 provided to Lynx; this number has grown by almost 300 additional displaced persons who were identified in the course of Lynx’s investigation.

In June 2025, two additional project areas were added to this contract: Yerba Buena Center (“YBC”) and Western Addition A-1 (“WA-1”).

The work proceeded in phases. To date four phases have been completed; this report summarizes results of the fourth phase of investigative work completed by April 4, 2026 (“Phase Four”).

Phase One budget and timeline:

- \$229,570; August 2022 through May 2023.

Phase Two budget and timeline:

- \$75,000; February 2024 through May 2024.

Phase Three budget and timeline:

- \$250,000; September 2024 through June 2025.

Phase Four budget and timeline:

- \$399,000; July 2025 through June 2026.

This report summarizes the results of work over approximately eleven months from May 2025 to April 2026. The Phase Four effort is ongoing through the end of June 2026 within the approved Phase Four budget.

This report is being provided prior to the completion of Phase Four so that OCII and its Commission can assess the work performed to date, and make a determination for an award for a Phase Five contract with no interruption in the work being performed.

Summary of Results

In Phase Four, the team of community investigators transitioned from locating displaced persons in the category of “Ready to Work” records, in which investigative leads were identified for these individual’s current whereabouts, to the “Further Research Needed” records, in which community investigators were required to identify investigative leads manually. These results show that, even with the shift to more complex records, community investigators continued to efficiently locate displaced persons and their descendants.

Five new community investigators were onboarded and trained in Phase Four, joining four community investigators from previous phases, for a current team of nine community investigators. Four of the new community investigators have ties to the Filipino-American community in the Bay area, and one

has ties going back four generations to the Japanese-American community in the Western Addition project area.

The following table details the results of Phase Four investigation to date:

	Phases One - Three	Phase Four	Total
Contacted	992	228	1,220
Located Non-Responsive	688	386	1,074
Deceased	3,128	875	4,003
Not Located	552	214	766
Total	5,360	1,703	7,063
Percentage of Total Population	44%	14%	58%

During Phase Four, an additional 273 descendants of displaced persons were identified, and many more descendants learned about their eligibility for the Certificate of Preference (“COP”) after our community investigators contacted their family members and sent follow-up emails with relevant details and links to City resources.

Work Launched in Additional Project Areas

Lynx completed the transcription of historical records for the YBC project area, a neighborhood historically associated with the Filipino-American community, and organized the data into a spreadsheet using AI tools to avoid duplication of efforts and to save hundreds of hours of investigator time for data transcription. Lynx built an online interface for community investigators to locate displaced persons and their descendants. Community investigators are currently working YBC records and results of this research will be presented in future reporting.

Lynx received historical records related to the WA-1 project area, and confirmed that these records lack the detailed forms that contain unique identifiers for the displaced persons that are available in the WA-2 and YBC project areas. In the absence of these records, the available records for WA-1 are being reviewed to determine the best methodology for this project area. Contemporaneous reports indicate that as many as half of the residents displaced from WA-1 subsequently moved to the surrounding community in WA-2.¹ Therefore, Lynx’s methodology will begin with a comparison of the names of people displaced from these two project areas, since a significant number of people displaced from WA-1 may have been located in efforts completed to date for WA-2. Methodology will also include collaborative work with local organizations such as Japantown Task Force. Results of this research and review will be presented in future reporting.

¹ St. Francis Square Apartments Housing Committee, Statement on A-2 Relocation, 1968.

INVESTIGATIVE RESULTS

The goal at the outset of this project was to locate and confirm current contact information for 12,231 displaced persons who lived in 5,894 households in the WA-2 project area over 50 years ago. In Phase Four, two new project areas were added: YBC and WA-1.

Lynx completed the transcription of approximately 120,000 pages of historical records related to the YBC project area, identifying approximately 3,100 displaced persons who lived in 2,622 households in the YBC project area over 50 years ago. To avoid duplication of effort by Lynx staff and the community investigators, AI tools were used for the transcription and to organize the data into a spreadsheet. An online interface was built for the community investigators to locate and confirm current contact information for these displaced persons and their descendants.

Lynx has received historical records related to the WA-1 project area. This project area was undertaken prior to the WA-2 and YBC project areas, and Site Occupant Records were not completed for persons displaced from WA-1 at the time of displacement. Site Occupant Records, which contain names and identifiers for the displaced persons from a specific address, are the key records used to identify, locate and contact displaced persons by community investigators. In the absence of these records, review of the available records for WA-1 is currently ongoing to determine the best methodology for this project area.

Work by community investigators to identify, locate and contact displaced persons and their family members in the WA-2 and YBC project areas is currently active. Once contact is made and trust is established with a displaced person and/or their family, community investigators often become a point of contact for understanding the Certificate of Preference benefit, for obtaining referrals to Mayor's Office of Housing and Community Development ("MOHCD"), and housing counselors, and for related questions and advice. While this relationship-building requires substantial additional time from the community investigators, it has been deemed a valuable way to identify, locate and contact displaced persons by community investigators.

Community Investigator Team

Five new community investigators were onboarded and trained in Phase Four, joining four community investigators from previous phases, for a current team of nine community investigators. All of the community investigators were trained to use advanced tools, employ complex methodologies and review historical records to identify investigative leads as to the current location of the displaced persons on a record-by-record basis. The advanced tools used by community investigators include AI-powered and algorithm-based research databases and functionalities.

Four of the new community investigators have ties to the Filipino-American community in the Bay area; these investigators were initially assigned records for displaced persons in the WA-2 project area, including records in which the displaced persons had surnames common to the Filipino-American community. These community investigators are now being assigned records from the YBC project area.

One new community investigator has ties going back four generations to the Japanese-American community in the Western Addition project area. This investigator has been assigned records for displaced persons with surnames common to the Japanese-American community in the WA-2 project area, and is involved in community outreach to the Japanese-American community in San Francisco.

Successful Completion of More Complex “Further Research Needed” Records

The “Ready to Work” records, for which bulk database research produced investigative leads, were mostly completed in Phases One to Three of this project; of the original pool of 3,944 displaced persons in “Ready to Work” records, only 247 remain to be completed.

Beginning in Phase Four, all of the community investigators were assigned “Further Research Needed” records, which require the community investigators to develop investigative leads as to the current location of the displaced persons on a record-by-record basis. These records require additional document review and investigative processes to complete. The community investigators received in-person training and support from Lynx investigative staff, one-on-one remote training with Lynx investigative staff, and group training and support in periodic online video meetings. The time required for the community investigator to complete the “Further Research Needed” records was estimated at 2.25 hours per locate of a displaced person.

Community investigators reported that detailed review of historical records combined with online research sometimes led to investigative breakthroughs in locating displaced persons. For instance, the children in a single-parent household, identified only by first name and date of birth in agency records, were located when the community investigator identified the maiden name of the mother in online research and paired that surname with the children’s first name and date of birth to identify a current address and phone number in database research.

The community investigators were able to complete records more efficiently than estimated. From May 2025 to April 2026, the community investigators research totaled 3,345 hours. During this time, a total of 1,703 displaced person records were completed at a rate of 1.96 hours per locate. Additionally, a total of 273 descendants of displaced persons were identified.

Community Outreach

Community engagement and outreach have been an effective way to identify and locate displaced persons. Phase Four featured an expansion of outreach efforts, resulting in a deepening engagement across communities most impacted by displacement. Partnerships to increase awareness of COP program were good gateways to identify and locate displaced persons. Further, additional eligible individuals were connected to the process to obtain a COP. Outreach efforts in Phase Four included the following:

1. Community outreach to over 25 sites through presentations, flier drops and direct outreach, and one-on-one support to community members, especially seniors and multi-generational families.
2. Expanded community engagement with 25 organizations serving the Japantown and SOMA communities, supporting investigator hiring, increasing COP program awareness, driving outreach to identify individuals who may qualify, and identifying and locating displaced persons.
3. Built on prior outreach to ten churches in the Fillmore, Bayview, and Visitation Valley through targeted follow-up engagement, strengthening communication and expanding network reach, including strategic ad placement in the Little Zion M.B. Church of S.F. Inc. 70th Anniversary program.

4. The creation of social media content promoting the Certificate of Preference program.
5. Launched targeted promotional campaigns through strategic community event partnerships, including (1) the 2026 Bayview Mardi Gras Celebration by Gumbo Social, (2) the 4 The Love of The City event at The Midway, and (3) Mackey's Korner Suicide Awareness Brunch at the SF African American Arts & Culture Complex.
6. Ongoing response to engagement from the public through project website and hotline, with individual responses to approximately 175 direct contacts via website form submissions, telephone calls and email inquiries.
7. In May 2026, a COP Community Forum in Japantown will be coproduced by KOHO, SOMA Pilipinas, NCLF, and Lynx, convening organizations across communities to increase COP program awareness and mobilizing coordinated outreach to identify constituents who may have been displaced and could qualify.

Overall, this work continues to build a coordinated approach to outreach. These innovations have created more community-rooted methods to identify and locate displaced persons. Lastly, broader awareness of the COP program facilitates the locating of displaced persons as well as improves understanding of the program for individuals to take the next steps toward eligibility and participation.

Conclusion

The Phase Four results to-date show that the community investigator model continues to be effective and impactful, even as investigators are required to conduct more complex investigations using advanced tools and methodologies. Over the 48-week period ending on April 1, 2026, a total of 1,703 records were completed, or approximately 14% of the total population of displaced persons in the WA-2 project area.

To date, over four phases of work, this project has completed a total of 7,063 records, or approximately 58% of the total population of displaced persons in the WA-2 project area. In addition, a total of 1,577 descendants of displaced persons have been identified, including 273 during Phase Four.

Lynx completed the transcription of historical records for the YBC project area, a neighborhood historically associated with the Filipino-American community. Lynx hired and trained four new community investigators with ties to the Filipino-American community in the Bay area. After initially working records in the WA-2 project area, these investigators have begun work on records from the YBC project area. Results of this research will be presented in future reporting.

Lynx has received and reviewed historical records related to the WA-1 project area. Lynx has hired and trained a new community investigator with ties to the Japanese-American community in the Western Addition project areas, who is working to locate families with Japanese surnames in the WA-2 project area, participating in community outreach to the Japanese-American community, and advising on methodology for locating displaced persons in the WA-1 project area.

At the client's direction, this team is prepared to continue the work of locating displaced persons and their family members using the tools and work-flow processes that are in place.