

U.S. Department of Housing and Urban Development  
Office of Public Housing

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HOUSING AUTHORITY OF THE CITY AND COUNTY OF SAN FRANCISCO

**Annual Plan  
2018  
(For fiscal year 2019)**



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## **Executive Summary of the Annual Plan**

### **[24 CFR Part 903.7 9 (r)]**

The Housing Authority of the City and County of San Francisco's (Authority) Annual Plan (Plan) provides a ready source for interested parties to locate basic Authority policies, rules, and requirements concerning the Authority's operations, programs, and services, and informs the Department of Housing and Urban Development (HUD), families served by the Authority, and members of the public of the Authority's mission, goals and objectives for serving the needs of low-income, very low-income, and extremely low-income families. The Authority has prepared the following Plan in compliance with Section 511 of the Quality Housing and Work Responsibility Act of 1998 and the ensuing HUD requirements. This Plan is updated annually. Listed below are the primary goals that the Authority continues to pursue based on its Five-Year Plan (Plan):

- Expand the supply of assisted housing
- Improve the quality of assisted housing
- Increase assisted housing choices

The Authority's Plan is based on the premise that accomplishing the above five-year goals and objectives will move the Authority in a direction consistent with its mission and Strategic Plan. The ability of the Authority to accomplish the above goals will be dependent on appropriate funding from the U.S. Congress and HUD that is commensurate with regulations that the Authority must meet. The plans, statements, budget summary, policies, etc. set forth in this Annual Plan all lead towards the accomplishment of the Authority's goals and objectives. Taken as a whole, they outline a comprehensive approach towards the Authority's goals and objectives. Below are a few highlights from this year's Plan:

- Updates to the Authority's Admissions and Continued Occupancy Policy;
- Updates to the Authority's Housing Choice Voucher/Section 8 Administrative Plan including Rental Assistance Demonstration program updates;
- Updates to the SFHA Family Self Sufficiency Program; and
- An emphasis on public housing revitalization and redevelopment.

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**Authority Annual Plan**

**A. Authority Information**

**A.1 PHA Name:** Housing Authority of the City and County of San Francisco

**PHA Code:** CA001

**PHA Type:** Standard

**PHA Fiscal Year Beginning:** Oct. 1, 2018

**Inventory** (based on ACC units at time of FY beginning in A.1 above)

Number of PH units: 2,261

Number of Housing Choice Vouchers (HCV's): 12,813

Total Combined Units/Vouchers: 15,074

**Submission Type:** Annual Submission

**PHA Consortia**  PHA Consortia (Check box if submitting a Joint Plan: **N/A**)

**Availability of Information:** The proposed Authority Agency Plan will be made available at Authority managed developments. Additionally, the Authority Agency Plan is available to the public at:

Location Type	Address
Central Administrative Office	1815 Egbert Avenue, San Francisco, California 94124
Housing Authority of the City and County of San Francisco website	<a href="http://www.sfha.org">www.sfha.org</a>

**B. Annual Plan Elements**

**B.1 Revision of Authority Plan Elements**

(a) Have the following Authority Plan elements been revised by the Authority?

<u>Y</u>	<u>N</u>	<u>Plan Elements</u>
Y		Statement of Housing Needs and Strategy for Addressing Housing Needs.
Y		Deconcentration and Other Policies that Govern Eligibility, Selection, and Admissions.
Y		Financial Resources.
Y		Rent Determination.
	N	Operation and Management.
Y		Grievance Procedures.
Y		Homeownership Programs.
Y		Community Service and Self-Sufficiency Programs.
Y		Safety and Crime Prevention
	N	Pet Policy
Y		Asset Management
	N	Substantial Deviation
	N	Significant Amendment/Modification

(b) If the SFHA answered yes for any element, describe the revisions for each revised element(s):

Detailed lists of changes to policies may be found in the Admissions and Continued Occupancy Policy (ACOP), Attachment I, and the Housing Choice Voucher Administrative Plan (Admin Plan), Attachment II. Proposed changes are identified in red.

These changes include:

- Mandatory policy changes
- Local discretionary policy changes
- Revisions for reading clarity

## Statement of Housing Needs and Strategy for Addressing Housing Needs (903.7(a))

The Authority is working diligently with the Department of Housing and Urban Development, the City and County of San Francisco's Mayor's Office of Housing and Community Development (MOHCD), Department of Public Health (DPH), Human Services Agency (HSA), Department of Building Inspection, and the Department of Homelessness and Supportive Housing (DHS) to ensure that the utilization of vouchers and units is maximized while housing the lowest income individuals. The Authority manages its own waitlists and has updated its preferences to ensure that vouchers are utilized in a very high demand market.

The Authority is confident that by continuing to meet its goals and objectives as set out in this One to Five Year Plan, working with the local community advocates, and City departments, the housing needs of families are being addressed.

The Authority established an agency goal of pursuing every opportunity available to replace obsolete public housing units in San Francisco. The strategies propose the use of available public and private funding, creating alternative ways to rebuild public housing into mixed income communities and dispose of underutilized property to increase Authority resources. They are consistent with the City and County of San Francisco's (City) Consolidated Plan that identifies a serious shortage of affordable housing opportunities and need to maintain a stock of housing for very low-income households.

The Authority is now implementing some of these more detailed strategies with developer partners, City agencies, residents, and community groups. Site-specific community advisory teams composed of residents and the surrounding communities are engaged in the pre and post development stage with development teams.

The City's housing needs of the low-income and very low-income families who reside in the jurisdiction served by the Authority and other families on the waiting lists remains in great demand. According to the 2017 "*Homeless Point-In-Time Count & Survey Comprehensive Report*" (Report) the homeless count of unsheltered and sheltered populations has continued to steadily increase since 2005 with the overwhelmingly largest population being single adults 25 years and older representing 5,518 individuals. Unaccompanied Children and Youth under 25 followed with 1,363 with persons in families estimated at 198 families. The Authority has worked very closely with various agencies throughout the City and County of San Francisco to create this year's policies, which will maximize voucher utilization in an area with high demand and little inventory.

### *Families with incomes below 30 percent of area median (extremely low-income families):*

Families with incomes below 30 percent of the area median may apply for housing with the Authority more readily than ever before. First, the Housing Choice Voucher Program has exhausted its waitlist. Second, the Authority has implemented various site-based waiting lists for its Rental Assistance Demonstration (RAD) program units. With the Authority moving



towards site-based waiting list, individuals can apply to the site in which they want to reside. Many families in Authority programs have incomes below 30 percent of the area median. For these families, redevelopment under the HOPE SF initiative will create vibrant mixed income communities where one for one replacement units are guaranteed and additional housing will be available to house more families. Further, the site-based waiting lists have proven successful with all the Rental Assistance Demonstration programs that are beginning to have rehabbed units available for occupancy. The Authority continues to meet regularly with stakeholders in an effort to listen to the needs of the community and work collaboratively on policies and procedures. The Authority may open its waitlist in fiscal year 2019.

#### *Elderly Families and Families with Disabilities*

Within the single adult population the Report further identified that of the 71% of total homeless that were single adults 25 years and older, 11% represented seniors aged 61 or older. The homeless population aged 61 and older increased from 3% in 2013 to 8% in 2015 to 11% in 2017. The Authority still manages one senior/disabled property and continues to house Elderly Families and Families with Disabilities through the Housing Choice Voucher program. Moreover, the Authority engages stakeholders within both communities to ensure that information is being conveyed and to request further outreach. Provided the increase of homelessness the Authority will closely monitor the elderly and disabled populations and determine whether policy changes will be needed to address the growing need while ensuring Fair Housing requirements are met.

#### *Households of various races and ethnic groups residing in the jurisdiction or on the waiting list*

The Authority continues to work towards its commitment to residents that they will not be displaced. This commitment is vital to ensuring that various races and ethnic groups continue to be represented not only in Public Housing sites and the HCV program, but also in the City and County of San Francisco. These efforts are evidenced by the HOPE SF and RAD partnerships that include on-site services and legal representation for residents while working collaboratively with the SFHA. This year, the old Hunters View development was demolished. This year, the Authority will also see all residents of the Alice Griffith development move into the newly developed units at Alice Griffith. The Rental Assistance Demonstration Program (RAD) successfully converted thousands of Public Housing units to private/non-profit management. This year, all RAD Phase I and RAD Phase II residents are expected to move back into their newly renovated RAD units.

There is a need for housing for all of the above identified groups. San Francisco has a very high demand with a low supply of affordable and low-income housing units. Currently, the HOPE SF Initiative is under way with all four developments under construction. The new developments guarantee one for one replacement units for all current tenants. The Authority is managing the waiting list(s) for all RAD developments; Project Based Vouchers; and Tenant Based Vouchers. With the supply allotted, the Authority is committed to maximizing its housing stock while balancing the need for residents who will need relocation for development.

Eligibility, Selection and Admissions Policies, including Deconcentration and Waiting List Procedures (903.7(b))

Eligibility, Selection and Admissions Policies including de-concentration and Waiting List Procedures are included for the Housing Choice Voucher (HCV) program in Chapters 3-5 in the HCV program Administrative Plan (Attachment "II") and in the same chapters for the Public Housing program Admissions and Continued Occupancy Policy (ACOP) (Attachment "I"). The Authority removed the majority of preferences in both programs and has instead established "limited preferences" for specified groups. The Authority has site based waiting lists in the HCV Administrative Plan. Attachments I and II include policies and procedures governing resident or tenant eligibility, selection and admission that include applicable preferences for both programs.

Both the HCV Program Administrative Plan and the ACOP include the procedures for maintaining wait lists for admission. Proposed changes to the HCV Administrative Plan are available to be viewed in Attachment II.

*Admission & De-concentration Policy*

- Annually, the Authority will analyze the incomes of families residing in each of the developments, the income levels of the census tracts in which the developments are located and the income levels of families on the waiting list.
- Based on this analysis, the Authority will determine the level of marketing strategies and which de-concentration incentives to implement.
- The Authority will affirmatively market its housing to all eligible income groups.
- Applicants will not be steered to a particular site based solely on the family's Income.
- The de-concentration policy, and any incentives adopted in the future, will be applied in a consistent and non-discriminatory manner.

See also ACOP, Chapter 4, attached herein as "Attachment "I".

Financial Resources (903.7(c))

See below:

<b>Sources</b>		
<b>1. Federal Grants (FY 2017 grants)</b>	<b>Planned \$</b>	<b>Planned Uses</b>
a) Public Housing Operating Fund		
b) 2017 Public Housing Capital Fund Program	\$6,544,972	Public housing capital improvements
2017 CFP-RHF	\$14,367	Vacant Unit Rehabilitation
c) Annual Contributions for Section 8 Tenant-Based Assistance		
<b>2. Prior Year Federal Grants (unobligated funds only) (list below)</b>		
2016 Public Housing Capital Fund Program	\$75,068	Public housing capital improvements
<b>3. Public Housing Dwelling Rental Income</b>		
		Public housing operations
<b>4. Other income (list below)</b>		
Mod Rehab		HCV Tenant Based Assistance
HOPWA		HCV Tenant Based Assistance
<b>5. Non-federal sources (list below)</b>		
<b>Total resources</b>		

Also see the SFHA's most recent audit report attached here in as Attachment "III."

### Rent Determination (903.7(d))

All rent determination policies and procedures are found in the HCV Administrative Plan (Attachment II) and the ACOP (Attachment I) for their respective programs. The minimum rent for both the Public Housing and HCV programs is \$50.00. The Authority has increased its flat rent amount. As required by the regulations, financial hardship provisions are made available to residents and participants of both programs who qualify.

### Operation and Management (903.7(e))

#### *Management and Maintenance Policies*

The Authority has adopted the following policies that contain the Agency's rules, standards, and policies that govern management, operation, and maintenance of the Public Housing and HCV assistance programs.

#### *Public Housing Management Plans and Policies:*

- Admissions and Continued Occupancy Policy (ACOP)
- Procurement Policy
- Personnel Policy
- Maintenance Policy (*Includes description of pest eradication measures available upon request*).

#### *Housing Choice Voucher/Section 8 Management Plans and Policies:*

- Administrative Plan
- Procurement Policy
- Personnel Policy

#### *A Brief Description of the Management Structure and Organization of the Authority*

The Acting Executive Director directs the day-to day management and operation of the Authority with the assistance of the following senior staff and their line staff.

- Deputy Director of Operations
- Finance
- Government Affairs and Policy
- Human Resources
- Information Technology
- Leased Housing/HCV
- Modernization
- Public Housing Operations

### *Public Housing*

- Public Housing Director
- Area Manager
- Property Manager
- Eligibility Worker

### *Housing Choice Voucher/Section 8*

- Leased Housing Director
- Program Manager
- Eligibility Worker

Housing Choice Voucher/Section 8 Program(s): Housing Choice Voucher/Section 8 including the Project Based Voucher Program and special programs.

### Grievance Procedures (903.7(f))

The Authority provides an opportunity for a grievance in all of its programs as designated in the ACOP (Attachment I) and HCV Administrative Plan (Attachment II). The ACOP outlines its grievance procedures for Public Housing residents in Chapter 14. The HCV Administrative Plan outlines its grievance procedures for HCV participants in Chapter 16, section III. Per PIH Notice 2012-32, residents of the Public Housing Program who converted to the Housing Choice Voucher Program under the Rental Assistance Demonstration (RAD) program retain their two-step grievance rights for landlord/tenant disputes previously held under the Public Housing Program. Grievance Procedures for RAD tenants are outlined in the HCV Administrative Plan.

### Homeownership Programs (903.7(k))

The Authority has a growing homeownership program.

## Community Service and Self Sufficiency (903.7 (l))

### *SFHA Programs or Partnerships Providing or Promoting Services and Amenities*

The SFHA, through partnerships with community based agencies and government agencies, offers the following services to residents of public housing:

- Boys and Girls Club Clubhouses at Sunnydale and Hunters Point —"A" East
- Child care centers at Sunnydale, Bernal Housing and Hunters Point
- Afterschool enrichment programs at Ping Yuen, Sunnydale, Westbrook Apartments,
- Computer lab at Rosa Parks and Valencia Gardens
- Monthly clean team events hosted by the Department of Public Works
- Citybuild providing priority job placement for residents of public housing into jobs occurring on public housing sites
- Wellness Centers at the HOPE SF sites

*Residents may request to volunteer at any of the sites above.*

The Authority will continue to comply with Section 3 goals and objectives. Prospective contractors will identify public housing residents who can be referred to construction and non-construction jobs that the Authority issues out to bid.

Community Service requirements for public housing residents are monitored by individual property managers at the time of annual recertification.

### *Family Self Sufficiency programs*

Family Self-Sufficiency (FSS) is a HUD program to help Housing Choice Voucher (HCV) participants and Public Housing residents obtain employment which will lead to economic independence and self-sufficiency through individual planning, case management and community resources. The services offered through FSS community linkages may include: job training, employment counseling, drug/alcohol abuse treatment, money management, child care assistance, education and homeownership counseling. Participation in the FSS program is voluntary and involves adherence to a five-year Contract of Participation by admitted HCV and Public Housing families.

### *Purpose (24 CFR 984.101)*

The purpose of the Family Self-Sufficiency (FSS) program is to reduce the dependency on public assistance by achieving economic independence and self-sufficiency over a five-year period. Under the FSS program, the SFHA will establish relationships with public and private agencies that will enable family's opportunities for skill building, job training, counseling, education and other forms of social services; which should reduce or eliminate the need for public assistance.

This is a voluntary program and in the event a participant family fails to meet its obligation under the FSS contract of participation, SFHA will not terminate the family from the HCV or Public Housing program.

#### Non-Discrimination (24 CFR 5.105)

In selecting participating families, assurances will be evident that the selection was made in a nondiscriminatory manner without regard to race, color, religion, sex, family status, national origin, sexual orientation, gender identity, marital status, blindness, visual handicap, physical handicap, or mental impairment in compliance with Title VI of the Civil Rights Act of 1964 as amended, Title VIII of the Civil Rights Act of 1968 as amended, and Executive Orders 11063 & 12892.

SFHA will not discriminate against otherwise qualified persons on the basis of disabilities and will make reasonable accommodations to allow participation in the FSS program by persons with disabilities. SFHA may decide that an accommodation is not reasonable if it causes undue financial and/or administrative burdens.

#### Estimate of Participating Families (24 CFR 984.201)

The SFHA will initially recruit 300 participants for the FSS program and attempt to enroll at least 100 participants by the end of 2018 calendar year.

#### Recruitment (24 CFR 984.201)

At the re-establishment of the FSS, all voucher participants were contacted by direct mail in 2013. In April 2018, all Public Housing residents were contacted by direct mail. The mailing consisted of an FSS interest form with a brief description of the FSS program. Applications for admittance are made available at the FSS orientation. Efforts will be made to provide program information in a number of languages so that non-English speaking families are able to access the program. Moving forward, all HCV participants and Public Housing residents will routinely receive an FSS interest form included in their annual recertification packet.

In addition, SFHA marketing activities to the Housing Choice Voucher Program participants will also include:

- Distribution of the FSS interest form to any participant who has requested additional information prior to becoming a new FSS participant
- Distribution of the FSS interest form during briefings for new participants
- Reminder of the FSS program and its benefits in SFHA participants and residents annual re-examination packets
- Displaying FSS flyers throughout the agency to market program

- Updating SFHA’s website with FSS program information and interest forms for online inquiries

#### Eligibility (24 CFR 984.201)

The FSS program is open to active Public Housing residents and Housing Choice Voucher recipients under SFHA’s numerous voucher programs which includes: Housing Choice Voucher, Project-Based, Rental Assistance Demonstration (RAD), Family Unification Program (FUP), Mainstream 1, Mainstream 2 and VASH. All current Public Housing residents and Housing Choice Voucher participants are eligible to voluntarily apply to the FSS program.

To be selected to participate in the FSS program, a participant must be a head-of-household under SFHA’s numerous programs. An eligible participant must be a participant in good standing per verification that they are in compliance with Family Obligations and/or from the accounting department stating there are no monies owed to the SFHA.

- Families that owe money to the Housing Authority, are behind in monthly installment payments, or have not entered into a payment agreement, will not be eligible for participation in the FSS program.

The FSS family includes everyone in the household. However; only one escrow account will be established per household. Other members of a household (over 18) are eligible to receive supportive services under the FSS program if the head of household has signed a Contract of Participation.

#### Program Coordinating Committee (24 CFR 984.202)

The role of the Program Coordinating Committee (PCC) is to help secure commitments of public and private resources for the operation of the program; and to assist in developing the Action Plan and implementing the FSS program. The PCC will generally meet on a monthly basis.

- a) Recommended Membership for PCC includes:
  - i. Local agencies responsible for carrying out job training programs and
  - ii. Other organizations, such as other state, local or tribal welfare and employment agencies,
  - iii. Public and private education or training institutions,
  - iv. Child care providers,
  - v. Non-profit service providers, private business, and
  - vi. Any other public and private service providers with resources to assist the FSS program.
- b) SFHA will maintain a PCC in accordance with HUD regulations.



### Application and Selection Process (24 CFR 984.203)

All potential participants must complete and submit an FSS interest form. All applicants will be placed on the waiting list in order of date and time of application. Once pulled from the FSS waitlist, prospective participants will meet with the FSS staff for an orientation which explains the program rules and regulations, the Contract of Participation, the Individualized Training and Service Plan (ITSP) and escrow account accumulation. During the orientation, the participant's motivation to becoming economically self-sufficient by ending cash-aid assistance and maintaining employment is discussed and emphasized.

### Assessment and ITSP (24 CFR 984.303 (b) (2))

The process of identifying support needs begins with the potential participant's own self-assessment. Prior to the initial interview, each applicant must complete a number of forms which includes the FSS application. Each potential client is asked to examine their goals, family dynamics, school and employment patterns; financial and health concerns. Then through a series of discussions between the prospective participant and the FSS Coordinator, potential barriers/hindrances to achieving stated goals will be identified and a plan of action will be developed to successfully maneuver through barriers and while also striving towards successful completion of the planned goals.

The Individual Training and Services Plan (ITSP) will grow out of those discussions between the FSS and the prospective participant. Specific goals will be identified and outlined sequentially. FSS staff will work with participants to map out the sequences of small steps that may need to be taken in order to achieve each goal and realistic target dates for their completion.

- The ITSP will be reviewed at least annually by both parties and may be amended by mutual agreement between the participant and the FSS staff, which such changes made in writing and signed, then becoming the required attachment to the initial FSS Contract of Participation.

### Case Management (24 CFR 984.303)

Case management is a key factor in ensuring comprehensive service delivery. Case management establishes a systematic, continuous process in which families are actively involved in planning the steps they can take to improving their lives and evaluating the results. Case management is done by creating a problem-solving partnership among the FSS staff and the participant. SFHA employs an FSS Program Coordinator who fulfills the following functions:

- Conducts the FSS orientation and intake appointments
- Provide information and referral services to participants;
- Assist in identifying and utilizing appropriate community resources;

- Coordinate services for participants with various Health and Human Services/Social Services agencies, and other non-profit groups;
- Monitor participant’s progress in meeting goals set out in ITSP;
- Work with other agencies’ case managers;

Contract of Participation (24 CFR 984.303)

All applicants selected to participate in the FSS program will be required to sign a five year Contract of Participation. The SFHA will use the format approved and provided by HUD. The contract includes an Individual Training and Services Plan (ITSP). The contract will include the family’s annual income, earned income, and the Total Tenant Payment (TTP) in effect within 120 days of the effective date of the contract.

a) Family Responsibilities:

- i. Seek and maintain gainful employment throughout the term of the contract. SFHA recognizes gainful employment varies with the capabilities and circumstances of each FSS participant.
  - Gainful employment: working a minimum of 30 hours a week earning at least San Francisco minimum wage on the date of the FSS Contract of Participation expires.
- ii. All FSS participants must work full-time which is a minimum of 30 hours a week earning at least San Francisco minimum wage, matching the participant’s final goal outlined in the ITSP.
  - Self-employed participants must work at the capacity outlines in their ITSP, earning a net income which is at least equivalent to San Francisco minimum hourly wage and full-time (30) work hours per week.
  - A FSS participant with circumstances/condition that affect their ability to work 30 hours per week may request a modification to this requirement.
- iii. Approved (in the ITSP) job training or education leading towards full-time employment may constitute as “gainful employment” until the last six months of the FSS clients participation in the FSS program.
  - Gainful Employment may also be a part-time job that has possibilities for advancement and full-time hours near the end of the FSS Contract of Participation expiration date.
- iv. Complete activities in the ITSP within the specified dates; and
- v. Provide SFHA with information about the family’s participation in the FSS program upon request, including:
  - Information regarding employment, job interviews, training, educational attendance, and other FSS services and activities. Specifically, FSS participants must respond to correspondences sent from the FSS staff in a timely manner.

- vi. FSS participants who do not respond to communication efforts by the FSS staff may be grounds for termination from the FSS program after reasonable efforts have been made by the FSS staff to receive a response.
  - vii. All FSS participant family members must:
    - Comply with the family obligations under the Housing Choice Voucher and Public Housing program; and
    - Become independent from welfare assistance and remain independent from welfare assistance for at least 12 months prior to the expiration of the contract of participation. (Welfare Assistance defined: Welfare assistance means (for the purpose of the FSS program only) income assistance from Federal or State welfare program, and only includes cash maintenance payments designed to meet a family's ongoing basic needs.)
- b) Contract of Participation Extension:
- i. A participant in the FSS program may request in writing an extension of the Contract of Participation if the family is unable to complete its goals within the five-year period due to a good cause.
    - Good cause defined: a serious illness, involuntarily loss of employment for the head of household or other circumstances beyond the family's control.
  - ii. If the FSS Coordinator determines there is a good cause for the contract extension, then an initial extension shall be granted, in writing, for up to two years. If an extension is granted, the ITSP will be modified in writing to reflect the extension and ongoing goals. At no time shall the allotted Contract of Participation extension exceed more than two years from the initial Contract of Participation completion date.

Termination of Contract of Participation (24 CFR 984.303 (h))

The FSS Contract of Participation will be terminated if the FSS participant's Housing Choice Voucher or Public Housing assistance is terminated in accordance with HUD requirements.

SFHA may terminate the contract of FSS families who do not comply with the family responsibilities in the FSS Contract of Participation. Termination from the FSS Program will not cause a family to lose its housing assistance.

Termination of the Contract of Participation:

- a) SFHA may terminate the family's Contract of Participation if:
  - i. The family and SFHA mutually agrees to terminate the contract; or
  - ii. SFHA determines the family is not complying with, or has not complied with its responsibilities under the FSS program; or
  - iii. The family withdraws from the FSS program; or

- iv. Such other act as is deemed inconsistent with the purpose of the FSS program (such as noncompliance with the lease, noncompliance with the HCV or PH family obligations, fraud, or a violent or drug related criminal act); or
  - v. Operation of law or
  - vi. The family does not complete the requirements of the contract prior to the expiration date without good cause; or
  - vii. The family exercises portability to a jurisdiction that does not have a FSS program or the family is not accepted into the new jurisdiction's FSS program.
- b) Contract of Participation termination, whether by choice or due to noncompliance with obligations and/or responsibilities, will result in forfeiture of escrow account funds.

Hearing Procedures:

- a) A family that is terminated from the FSS Program has the right to request an Informal Hearing. The procedures for requesting, scheduling and conducting an informal Hearing will comply with the Informal Hearing Policies and Procedures of the San Francisco Housing Authority, as described in the Administrative Plan.

Escrow Account Implementation (24 CFR 984.305)

The FSS program provides for the establishment of an escrow account. The amount of the escrow credit is based on increases in the family's total tenant payment (TTP) resulting from increases in the family's earned income during the term of the FSS contract subsequent to signing the contract. FSS escrow credits will be calculated monthly and in accordance with HUD regulations. Interest on the FSS escrow account balances will be allocated monthly.

The money in the escrow account belongs to the Housing Authority until the FSS participant completes the goals in the Contract of Participation. Upon successful completion of the contract, the participant shall receive all of the money in the escrow account less any amount owed to the Housing Authority.

- a) Establishing an Escrow Account:
  - i. FSS escrow funds must be deposited into a single, interest-bearing depository account. The accounting for these funds will be supported through a subsidiary ledger that records the balance of each individual FSS participant's account.
  - ii. SFHA will report to the family at least annually on the escrow account including:
    - The balance at the beginning of the reporting period,
    - The amount credited during the period,
    - Any deductions made from the account for amounts due to SFHA before interest was distributed
    - The amount of interest earned on the account, and
    - The total in the account at the end of the reporting period

b) Forfeiture of Escrow Account:

- i. A participating family has not right to any funds from its FSS escrow account if the family's Contract of Participation is terminated, declared null and void, or the SFHA determines the family did not successfully graduate from the FSS program.
- ii. The SFHA will close the family's escrow account and will treat forfeited escrow account as program receipts for payment of program expenses under the SFHA budget for applicable HCV program and shall be used in accordance to HUD requirements governing the use of program receipts.
- iii. A participant whose Escrow Account is forfeited has the right to request an Informal Hearing.

Escrow Disbursements (24 CFR 984.305 (c))

The SFHA may permit the family to withdraw funds from the FSS escrow account before completion of the contract if the family has completed specific interim goals and needs some of the FSS escrow funds in order to complete the FSS Contract of Participation.

a) Partial Disbursement of Escrow Account Funds to FSS Participant:

- i. An FSS participant in good standing with SFHA and the FSS program may request a partial disbursement of escrow account funds up to but not exceeding 50% of the total balance at the time of the request one time during their 5 year Contract of Participation;
- ii. FSS participant's must submit in writing, to the FSS Coordinator a request for funds, specifically stating the purpose of the funds request and how the expenditure will assist the participant to fulfill their FSS goals.
  - i.e. medical and/or mental health expenditure, child care expenditure, transportation expenditure, work related expenditure, job training or educational expenditure, credit repair and/or other activities that support a family's effort to achieve self-sufficiency.
- iii. The written request must be signed and dated by the FSS participant.
- iv. The FSS Coordinator will then review the participant's FSS file and determine if all qualifications for partial disbursement have been met:

b) Qualifications for partial Disbursements:

- i. FSS participant and household is in compliance with Public Housing and HCV family obligations.
- ii. FSS participant must have been actively participating in the FSS program for at least one year.

- iii. Actively participating defined: completing quarterly check-ins, attending FSS required workshops and functions; working towards completing goals.
- iv. Participant must have successfully completed at least one interim goal.
- v. Participants must have accumulated at least \$1,000 in their escrow account prior to request for partial disbursement.
  - A waiver to the minimal \$1,000 amount is possible in the event of extreme hardship.
- vi. Once qualifications are determined successful, the FSS Coordinator then forwards the written request and successful qualification documents to the Director of the Housing Choice Voucher Program and/or the Director of Public Housing Operations for approval.
- vii. Director of the Housing Choice Voucher Program and Director of Public Housing Operations will review request, qualifications and make a determination to approve or disapprove.
- viii. If approved, a written check request and supportive documentation is completed and forwarded to the Executive Director for final approval and signature.
  - At all times possible, the expenditure must be such that the payment can be made directly to the vendor.
  - The FSS participant must provide vendor information including billing and/or price amounts.

c) Final Disbursement:

- i. The participating family will receive a disbursement of its escrow funds upon successful completion of the Contract of Participation.
- ii. Successful Completion is defined as:
  - Written verification that the Head of Household has satisfied the final goal requirements set out in the ITSP for suitable employment.
  - Written verification that no one in the FSS participant's household has received and Federal, State or other public welfare assistance in the last 12 months prior to the five-year contract expiration date or date of early termination of contract.
- iii. The family Self-Sufficiency Coordinator and the Director of the HCV program and/or the Director of Public Housing Operations will review the final disbursement requests and written verifications.
- iv. A thorough audit of the Escrow Account ledger and the FSS participant's case file will be made prior to the final disbursement.
- v. The family may use its final disbursement escrow funds for any purpose.

## Portability (24 CFR 984.306)

In order to participate in the FSS program, families live in the initial jurisdiction for not less than one year before the family will be considered for a move under portability. SFHA has the authority to approve a family's request to move during this period.

### Outgoing Portability:

- a) After one year, a family can choose to continue to participate in the FSS program but move to another jurisdiction with the following conditions:
  - i. The family must demonstrate to the satisfaction of SFHA that it will be able to fulfill its responsibilities under the original (or a modified) Contract of Participation in the receiving jurisdiction.
- b) If a participating family moves and is unable to fulfill its obligations under the Contract of Participation (or a modification thereof), SFHA will:
  - i. Terminate the participating family from the FSS program; and
  - ii. The family will forfeit its escrow account
- c) If the family is participating in the FSS program under the voucher program and moves outside of SFHA's jurisdictions, SFHA may transfer the balance to the receiving Housing Authority.
- d) All other provisions of portability remain the same under the FSS program

### Effects of Escrow Accounts for families who move to other jurisdictions are:

- a) If a family moves and the receiving Housing Authority absorbs and issues their own voucher, the receiving Housing Authority will manage the escrow account. SFHA must close out the family's Escrow Account and forward the balance to the receiving Housing Authority.
- b) If the participating family moves, and the receiving Housing Authority decides not to absorb (to administer and bill), the family may remain in the SFHA's FSS program.
- c) If they wish to remain, they must demonstrate they can continue in SFHA's FSS program by:
  - i. Following through with goal updates with FSS staff, and
  - ii. SFHA will maintain the Escrow Account
  - iii. The receiving Housing Authority must provide SFHA with a breakdown of employment income versus other income in order to enable SFHA to calculate the Escrow account deposits
- d) If the family completes the Contract of Participation, the receiving Housing Authority will notify SFHA and certify that all household members are no longer receiving Federal, State or other public welfare assistance in the 12 months prior to the five-year contract expiration date or date of early termination contract.

- i. If the family has met the requirements for successful completion of contract which allows for final disbursement of escrow account, then SFHA will pay out the escrow account to the family.
- e) If the family does not complete the Contract of Participation when it expires,
  - i. The receiving Housing Authority shall notify SFHA and the escrow account is forfeited and reverts to SFHA.

Incoming Portability:

- a) SFHA is not obligated to accept incoming portable FSS participants into the FSS program. Acceptance of incoming portable clients into the SFHA FSS program is entirely at the discretion of SFHA.
- b) It is the responsibility of all FSS families exercising portability into the jurisdiction of SFHA to notify SFHA of their status in the FSS program.
  - i. Incoming FSS portability participants have 120 days from lease up in SFHA's jurisdiction to notify SFHA FSS staff about their desire to transfer their Contract of Participation to SFHA jurisdiction.
- c) If SFHA accepts the family into the FSS program, the SFHA will execute a new FSS Contract of Participation. The client will remain in the SFHA FSS program until 5 years from the start of their initial contract with their initial Housing Authority unless early graduation, termination or extension of their contract by SFHA occurs.

The Authority will continue to seek out funding opportunities to support efforts to move families towards self-sufficiency. The Authority's HCV Department continues to oversee the reorganization of its Family Self Sufficiency (FSS) program and has invested resources into this program over the past year.

*Compliance by the Authority*

In 2016 the Authority updated Chapter 11 of the ACOP, which was approved by the Board of Commissioners. The complete, updated, Chapter 11, can be found in the ACOP provided herein as Attachment "I".



## Safety and Crime Prevention (903.7(m))

### *Need for Measures to Ensure the Safety of Public Housing Residents*

Between 2015-2016, the Authority transferred over half of its Low Income Public Housing units to private/nonprofit managers under the RAD program leaving the Authority with one senior/disabled development and scattered family developments. The Authority continues to engage the San Francisco Police Department (SFPD) on roles and partnerships under the new structure. As part of last year's Annual Plan process, the Authority allowed the HCV waiting list to remain open for certain preferences, which has allowed a person in need of an emergency voucher an opportunity to reach safety. The Authority created an emergency referral process for RAD residents to be referred to other RAD properties. This year, the Authority has strengthened its Violence Against Women Act (VAWA) language. Further, the SFHA continues to meet with the Domestic Violence advocacy group and various stakeholders who work collaboratively with the Authority to create and implement policies and procedures that require exploring non-traditional methods because of the increased housing demand.

### *Description of Crime Prevention Activities Conducted*

The Authority has provided security at its senior/disabled sites. In 2012 the Authority was awarded a \$250,000 grant to be used towards security at various developments. The funds were utilized to provide camera's at two of the Authority's largest developments, Sunnydale and Alice Griffith. Violent crime has continued to decrease at a steady rate since 2012.

An audit of all cameras was conducted in 2013. Those cameras that were in need of services have been serviced. Additionally, the Authority placed cameras in Potrero Terrace, Potrero Annex and 363 Noe. The Authority continues to work with the SFPD to utilize the camera footage to keep residents safe.

The Authority attends a weekly meeting with the Street Violence Response Team, facilitated through the Mayor's Office of San Francisco where crime is reported, analyzed and strategies implemented to prevent crime that may result as retaliation. The Authority has also established a relationship with the San Francisco District Attorney's office to discuss their witness relocation and witness protection program(s).

The Authority established a fire arm policy in 2015, which can be seen in Chapter 13 section IIIB of the ACOP attached herein as Attachment "I". The implementation of policies, combined with partnerships, has assisted in enhancing Lease Enforcement measures to ensure that tenants who are causing imminent safety concerns to other residents are evicted or arrested and removed from the development.

### *Coordination of the Authority with the San Francisco Police Department*

The San Francisco Police Department (SFPD) provides the Authority's family housing developments with dedicated officers. It also provides the Authority with a liaison, usually a Commander, who is the contact for any questions that the Authority may have about a recent crime or investigation that occurred. The Authority has provided the SFPD with two sub-stations on-site for their officers to utilize and residents to have a location where SFPD officers can be contacted. The Commander and her designee reports to the Board of Commissioners once per month and provides the public with monthly crime reports of all of the Authority properties. Further, Captains of the SFPD's meet with resident groups upon request.

The Authority continues to work with city officials and the SFPD to allocate additional resources and to increase patrolling developments and explore new ways to increase security to reduce crime in and around Authority developments. Crime reports presented to the Board of Commissioners continue to reflect a decline in violent crimes in public housing developments.

The Peace Parks program began in 2018. The Peace Parks program supports underserved communities by offering safe spaces for healthy recreation while providing opportunities for residents to build relationships with local law enforcement members. Police officers familiar with the neighborhoods from local district stations are assigned to each site to partner with community members and Recreation and Park staff, providing a safe and inclusive space for park visitors of all ages. The SFHA was a partner to the Peace Parks program where the launching site was in the Sunnydale development.

### *Domestic Violence, Dating Violence, Sexual Assault, and Stalking Prevention Programs*

The Authority, in response to the Violence against Woman Act (VAWA), has updated both its ACOP and Administrative Plan to reflect the changes made in the 2013 Reauthorization of VAWA.

The Authority allows residents who are victims of domestic violence, dating violence, sexual assault, or stalking to maintain their housing by: (1) Allowing residents to request a transfer if in a Public Housing unit; (2) Terminate eviction proceedings when the adverse factor is based on or is a direct result of the fact that the applicant or tenant/participant is or has been a victim of domestic violence, dating violence, sexual assault, or stalking; (3) Request a HCV Voucher if on the emergency public housing transfer list; or (4) Request a HCV Voucher if not on the emergency public housing transfer list but meet the requirements for the open waiting list. Further, the Authority established an Emergency Transfer Plan for the Housing Choice Voucher and Public Housing programs.

VAWA self-petitioners are eligible for federal housing programs subject to immigration restrictions under Section 214 of the Housing and Community Development Act including public housing and Housing Choice Vouchers. VAWA self-petitioners are considered eligible for the assistance from the time they file a VAWA petition until a final determination is made by DHS, including any appeal of a determination on the self-petition or legal permanent resident status. During this time period, a VAWA self-petitioner's housing application and housing assistance may not be delayed, denied, reduced, or terminated on the basis of immigration status in accordance with local, state and federal laws and regulations.

In 2014, the Authority and the Department of the Status of Women obtained funding from the City and County of San Francisco to hire two Domestic Violence Liaisons. In January of 2015, the Authority provided office space to both Liaisons, notified all Public Housing Residents and HCV participants of the services provided by the liaisons, and issued a press release notifying the public of the new services available at 1815 Egbert Avenue, San Francisco, California. The liaisons continue to serve to connect residents who are victims of domestic violence, dating violence, sexual assault and stalking, to services available at the Authority or through the City and County of San Francisco. The liaisons also connect residents to services that may be specific to their household if it includes children, adults, men, women, etc. The liaisons also further provide services or connect the individual/family to services that will help child and adult victims of domestic violence, dating violence, sexual assault, or stalking to obtain or maintain housing and provide trainings on how to prevent domestic violence, dating violence, sexual assault or stalking, or to enhance victim safety in assisted families. The SFHA is in the process of negotiating its current contract with La Casa de Las Madres who provides on-site advocacy to victims of domestic violence who are residents of Public Housing and participants in the HCV program.

The Authority meets with Domestic Violence Advocate groups including, but not limited to La Casa De Las Madres, the Department on the Status of Women, Bay Area Legal Aid, National Housing Law Project, etc.

In April of 2017, the Authority provided all Public Housing and Housing Choice Voucher program residents the HUD required Notice of Occupancy accompanied by the updated HUD self-certification form. Additionally, the Authority began including these forms in all of its notices and recertification packets.

#### Pet Policy (903.7(n))

The Authority has a no pet policy. Clarifying language was placed in the policy to reflect that ownership of specified animals is restricted to seniors and the disabled pursuant to legal guidelines. The Authority's policy was developed with the input of residents, the Resident

Advisory Board (RAB) and public comment. The policy is located in the ACOP, Chapter 10, attached herein as Attachment “1”.

#### Asset Management (903.7(q))

The Authority is performing asset management functions for the public housing inventory by monitoring development-based financial reports and key property management indicators on a monthly basis. Site visits are conducted and reports are provided monthly by the property managers on activities occurring at the development. Capital investment needs are monitored on a monthly basis to prioritize urgency and need. The Authority is utilizing an asset manager to assist with converting the HOPE VI sites (Bernal Dwellings, Plaza East, North Beach, Hayes Valley and Valencia) to RAD properties between 2017-2019.

#### Substantial Deviation and/or Significant Amendment or Modification to 5-Year Plan and Annual Plan (903.7(r)(2)(i-ii))

A significant amendment and substantial deviation/modification to the Annual Plan is any change in policy which significantly and substantially alters the Authority’s stated mission and the persons the Agency serves. As mandated by the U.S. Department of Housing and Urban Development (HUD), the Authority must define what a substantial change to the Agency Plan is. If a proposed change to the Agency Plan is considered a substantial change it must undergo a public process that includes consultation with the Resident Advisory Board, a public comment period, public notification of where and how the proposed change can be reviewed, and approval by the Authority. Therefore, the Authority defines significant changes to the Agency Plan to be:

- Changes to tenant/resident admissions policies (not including preferences or waitlist organization);
- Changes to the HCV termination policy;
- Changes to the tenant/resident screening policy;
- Changes to public housing rent policies;
- Change in the use of replacement reserve funds under the Capital Fund Program;
- Change in regard to demolition, disposition, designation or conversion activities; and
- Conversion of assistance under the Rental Assistance Demonstration Program (per PIH Notice Rev. 2012-32)

See B.5 “Progress Report” for brief statement of the PHA’s progress in meeting the mission and goals described in the five (5) year plan.

**B.2 New Activities**

(a) Does the SFHA intend to undertake any new activities related to the following in the SFHA’s current Fiscal Year?

<u>Y</u>	<u>N</u>	<u>New Activities</u>
Y		Hope VI or Choice Neighborhoods.
Y		Mixed Finance Modernization or Development.
Y		Demolition and/or Disposition.
	N	Designated Housing for Elderly and/or Disabled Families.
Y		Conversion of Public Housing to Tenant-Based Assistance.
Y		Conversion of Public Housing to Project-Based Assistance under RAD.
	N	Occupancy by Over-Income Families.
	N	Occupancy by Police Officers.
Y		Non-Smoking Policies.
Y		Project-Based Vouchers.
Y		Units with Approved Vacancies for Modernization.
	N	Other Capital Grant Programs (i.e., Capital Fund Community Facilities Grants or Emergency Safety and Security Grants).

(b) If any of these activities are planned for the current Fiscal Year, describe the activities. For new demolition activities, describe any public housing development or portion thereof, owned by the Authority for which the Authority has applied or will apply for demolition and/or disposition approval under section 18 of the 1937 Act under the separate demolition/disposition approval process. If using Project-Based Vouchers (PBVs), provide the projected number of project based units and general locations, and describe how project basing would be consistent with the PHA Plan.

Operating subsidies and modernization funds provided by the federal government on an annual basis have not been adequate, resulting in obsolescence and deterioration at many properties. Innovative local financing techniques, energy conservation measures, property management and maintenance transition to Asset Management, resident involvement, and economic opportunities for residents are critical for improving this valuable supply of affordable housing. Long-range plans are being pursued to convert projects to RAD as described in this Plan, rebuild several sites into mixed-income communities and make better use of underutilized sites and portions of sites.

HOPE VI or Choice Neighborhoods/Mixed Finance Modernization or Development

The Authority has developed revitalization and replacement housing plans for the five largest sites that it manages. The extent of the physical problems, the inappropriateness of site and building design, obsolescence of systems and limited funding for modernization makes revitalization an appropriate long-term strategy. In addition, the relatively low density of these sites provides an opportunity for redevelopment into mixed income communities that include

one-for-one replacement of the occupied public housing units. The Authority will continue to pursue partnerships with developers and city agencies and secure funding including Replacement Housing Factor, HOPE VI, other HUD funding, private financing, and state and local funding for these mixed-finance and mixed-income developments. The Authority also plans to use the project-based voucher program as part of the financing for approximately forty percent of the replacement public housing units. The Authority has had enormous success with this strategy at five HOPE VI sites that now total 1,148 redeveloped mixed-income units.

### *HOPE SF*

The Authority released Requests for Qualifications for developers to rebuild these sites in 2003 and 2007. In the fall of 2006, San Francisco's Mayor Gavin Newsom and Supervisor Sophie Maxwell selected a broad-based task force to provide recommendations for addressing the conditions in San Francisco's most distressed public housing while also enhancing the lives of its current residents based on the successful HOPE VI model.

The Authority identified for redevelopment six obsolete and dilapidated low density family sites with potential for one-for-one replacement plus other affordable, first-time homebuyer, and market housing. These sites included Hunters View, Alice Griffith, Potrero Terrace, Potrero Annex, Sunnydale/Velasco, and Westside Courts. Westside Courts has since converted to RAD and is no longer a HOPE SF development. The revitalization of these six communities became a priority for the City's Consolidated Plan, the Housing Element, and the Mayor's HOPE SF Task Force which became the HOPE SF Initiative. The HOPE SF Initiative developed the guidelines outlined below as major initiatives for funding, collaboration, and partnership. The Authority's revitalization and disposition priorities are consistent with these guidelines.

### *Revitalization and Disposition*

The Authority has developed plans that are above and beyond the financial capacity of CFP and RHF through revitalization of the most obsolete public housing developments by leveraging public and private funding public housing, disposing of underutilized property to increase Authority resources, and conversion to the RAD Program. These plans are consistent with the City and County of San Francisco Consolidated Plan that identifies a serious shortage of affordable housing opportunities and need to maintain a stock of housing for very low-income households.

### *HOPE SF Initiative Vision*

*"To rebuild our most distressed public housing sites, while increasing affordable housing and ownership*

*opportunities, and improving the quality of life for existing residents and the surrounding communities”*

#### *HOPE SF Initiative Principles*

- Ensure No Loss of Public Housing residents;
- Create an Economically Integrated Community;
- Maximize the Creation of New Affordable Housing;
- Involve Residents in the Highest Levels of Participation throughout the Entire Project;
- Provide Economic Opportunities Through the Rebuilding Process;
- Integrate Process with Neighborhood Improvement Plans;
- Create Environmentally Sustainable and Accessible Communities; and
- Build a Strong Sense of Community.

#### *HOPE SF Initiative Key Next Steps*

MOHCD continues to be the lead implementing agency for the real estate and infrastructure component of HOPE SF, the Mayor’s signature anti-poverty initiative that works to revitalize the City’s four largest and most distressed public housing sites as thriving mixed-income communities. The real estate and infrastructure component of HOPE SF requires the complete demolition and building of affordable housing, market rate housing and public housing replacement at the four sites along with new streets and utilities, parks and open spaces, and community spaces that will physically reconnect these sites to their surrounding neighborhoods, as well as to the opportunities and services of the City as a whole.

HOPE SF is also a collective impact backbone organization supporting improved outcomes for residents focusing on health and wellness, mobility pathways to support education and careers, and resident leadership in advance of the physical transformation of the sites. In total, the City’s HOPE SF initiative will replace 1,917 public housing units, add nearly 1,000 new affordable housing units serving low- and very-low income households, and provide up to 2,600 market rate and workforce units for sale and for rent. In total, the HOPE SF sites will create up to 5,360 units of new housing when fully built-out.

**Highlights for HOPE SF:**

Name and Location	Unit totals	Vertical Infrastructure Cost Estimates	Horizontal Infrastructure Cost Estimates	Status
<p>Hunters View, Bayview (22 Acres)  Master Developer: John Stewart Co., Devine and Gong, Ridgepoint</p>	<ul style="list-style-type: none"> <li>• Public Housing Replacement: 267</li> <li>• Affordable Rental: 86</li> <li>• Market Rate: up to 397</li> <li>• BMR Homeowner: TBD</li> <li>• <b>TOTAL UNITS: 750</b></li> </ul>	<p>\$248,549,352 (Affordable and Replacement Units)</p>	<p>\$30,929,473 (Based upon costs to dates and contractor cost estimates)</p>	<ul style="list-style-type: none"> <li>• Construction of Phase I infrastructure and vertical completed spring of 2013.</li> <li>• Phase II vertical (Block 7 and 11) January 2017</li> <li>• Phase II vertical (Block 10) completed Fall 2017. <ul style="list-style-type: none"> <li>• Phase III buildings demolished February 2018.</li> </ul> </li> </ul>
<p>Alice Griffith, Hunter’s Point Shipyard/ Candlestick Point (27.5 Acres)  Master Developer: MBS</p>	<ul style="list-style-type: none"> <li>• Public Housing Replacement: 256</li> <li>• Affordable Rental: 248</li> <li>• Market Rate: up to 706*</li> <li>• <b>TOTAL UNITS: 1,210</b></li> </ul> <p>*Includes inclusionary and workforce housing units.</p>	<p>\$297,405,574 (Affordable and Replacement Units)</p>	<p>\$18,000,000  Included under Hunters Point Shipyard Community Benefits Agreement and installed by Lennar Urban</p>	<ul style="list-style-type: none"> <li>• Phase I and Phase II construction completed in April 2017.</li> <li>• Phase III A and B construction completed in November 2017.</li> <li>• Phase IV under construction with completion anticipated in October 2018.</li> </ul>
<p>Potrero Annex and Terrace, Potrero Hill (38 Acres)  Master Developer: Bridge Housing</p>	<ul style="list-style-type: none"> <li>• Public Housing Replacement: 619</li> <li>• Affordable Rental: 181</li> <li>• Market Rate: up to 970</li> <li>• BMR Homeowner: TBD</li> <li>• <b>TOTAL UNITS: 1,600</b></li> </ul>	<p>\$511,385,000 (Affordable and Replacement Units)</p>	<p>\$89,900,000 (Based upon Developer’s consultant estimates dated October 2014)</p>	<ul style="list-style-type: none"> <li>• • CEQA and NEPA completed.</li> <li>• • Land use entitlements completed for Phase 1 (Block X)</li> <li>• • Land use entitlements for the entire master plan in Development Agreement approved in February 2017</li> <li>• • Phase I (Block X) construction started in January 2017 under construction with completion anticipated in December 2018.</li> </ul>



<p>Sunnydale-Velasco,          Visitación Valley          (50 Acres)          Master Developer:          Mercy Housing/          Related</p>	<ul style="list-style-type: none"> <li>• Public Housing Replacement: 775</li> <li>• Affordable Rental: 194</li> <li>• Market Rate: up to 731</li> <li>• BMR Homeowner: TBD</li> <li>• <b>TOTAL UNITS: 1,700</b></li> </ul>	<p>\$384,009,840          (Affordable and Replacement Units)</p>	<p>\$101,500,000          (Based upon Developer's consultant estimates dated July 2014)</p>	<ul style="list-style-type: none"> <li>• • CEQA and NEPA completed.</li> <li>• • Land use entitlements for the entire master plan in Development Agreement approved in February 2017</li> <li>• • Phase I (Parcel Q) in predevelopment under construction with completion anticipated in September 2019.</li> </ul>
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### **Hunters View**

The Authority in partnership with the City, through the HOPE SF Initiative began the revitalization of the Hunters View public housing site in 2005. The Authority approved the Master Development Agreement for the Development (as described below) in 2009.

The Development will be constructed in three phases and consists of (i) the demolition of the original two hundred and sixty- seven (267) public housing apartment units on the Property; and (ii)(a) the new construction of two hundred and sixty-seven (267) replacement public housing units, plus up to an additional five hundred and thirty-three (533) mixed income housing units, (b) the construction of off street parking, new roadways, and sidewalks, (c) the construction of up to six thousand five hundred (6,500) square feet of neighborhood servicing retail space, and (d) the construction of up to eight thousand five hundred (8,500) square feet of child care space, community parks, and landscaping.

Phase I of the Development was completed in 2013 with the demolition of a portion of the existing Hunters View buildings, and the construction of 107 rental housing units and public improvements, including new open space and pathway area and new street improvements. Phase II is divided into three sub-phases, including Phase IIA(1), Phase IIA(2) and Phase IIB.

Construction on all three sub-phases has been completed and all public housing replacement units in this phase will be leased by April 30, 2018. Abatement and demolition of the remaining buildings on site in Phase III occurred in February 2018.

### **Alice Griffith:**

The Alice Griffith Public Housing development will be rebuilt with one-for-one replacement of 256 public housing units and an additional 248 additional tax credit affordable units (the "Alice Griffith Replacement Housing Project"). The Alice Griffith Replacement Project is a portion of the Housing Plan of the Candlestick Point and Phase 2 Hunters Point Shipyard Project, being developed by CP Development Co., LP, pursuant to that certain Disposition and Development Agreement dated June 3, 2010 between the Master Developer and the former Redevelopment Agency of the City and County of San Francisco, now the Office of Community Investment and Infrastructure (the "Agency" or "OCII") (the "Agency DDA"). The Housing Plan of the DDA includes an additional 382 market-rate units, 43 inclusionary units (affordable to households up to 120% of Area Median Income (AMI)), and 281 workforce units (affordable to households earning more than 120% of AMI, but priced below market) for a total of 1,210 units to be developed in the five (5) phases of the Candlestick Point and Phase two (2) Hunters Point Shipyard Project.

On October 14, 2010 the Board of Commissioners of the Housing Authority of the City and County of San Francisco, (Board) authorized the Authority to enter into an Exclusive Negotiating Rights Agreement (ENRA) with the Master Developer and McCormack Baron

Salazar, Inc. (MBS) to redevelop Alice Griffith Housing Development. The rights of the Master Developer and MBS under the ENRA were subsequently assigned to Double Rock Ventures, LLC, an affiliate of MBS (Developer), to develop a revitalization plan for Alice Griffith Public Housing (Alice Griffith).

In 2010, the Authority became the co-applicant with MBS in applying to HUD for a Choice Neighborhoods Initiative (CNI) implementation grant. In 2011, HUD awarded the Alice Griffith Housing Development \$30,500,000. The goals of CNI include replacing distressed public and assisted housing with high-quality, mixed-income housing that is integrated in the neighborhood; supporting public and private investment in distressed neighborhoods to offer amenities and assets that are important to families; and improving educational outcomes and intergenerational mobility for youth with services and supports delivered directly to youth and their families.

This development adheres to all of the HOPE SF principles in the revitalization of this severely distressed property and meets the CNI goals, transforming it into a 504-unit, mixed-income community that complements and builds upon existing neighborhood assets and local revitalization efforts underway in the area, as part of the larger Candlestick Point revitalization plan. City partners working on various parts of neighborhood asset building include the San Francisco Unified School District, Office of Economic and Workforce Development, Department of Children, Youth and their Families, Department of Public Health, the Human Services Agency, First Five, and the San Francisco Police Department.

Phase 1 and 2 were completed in April 2017. Phase 3 was completed in November 2017. Phase 4 is scheduled to be completed in October 2018.

**Potrero Terrace and Potrero Annex:**

As part of the HOPE SF Initiative, Potrero Terrace and Annex public housing development will be revitalized through a master planned, new construction development. The proposed project will consist of: (i) the demolition of the existing 61 two-story and three-story residential buildings comprised of 619 public housing dwelling units on the property; (ii) the construction of up to 1,700 new dwelling units, including one-for-one replacement of the existing public housing units, affordable rental units, and market-rate rental and for-sale units; (iii) the construction of up to 15,000 square feet of neighborhood-serving retail and/or flex space; (iv) the construction of up to 35,000 square feet of community space; (v) the development of approximately seven (7) acres of new open spaces, including a community garden and secure outdoor courtyards within residential buildings; and (vi) the development of a reconfigured street network. The entitlements through a Development Agreement with the City were approved in February 2017 concurrently with the Master Developer Agreement.

The demolition and new construction will be phased. The first construction phase is comprised of 72 units of affordable housing located on a vacant City-owned parcel adjacent to the Potrero Terrace which started construction in January 2017 and is scheduled to be completed in December 2018. . Of the 72 units, 53 are designated as public housing replacement units and have an associated project-based voucher. With HUD approval of the Section 18 Demolition and Disposition, and pending award of Housing Choice Voucher/Section 8 subsidies, the first demolition is planned for late 2018 early 2019. Residents in the first demolition phase will either move into the newly constructed building, or residents will be relocated to other on-site or off-site units. Once the first phase of demolition is complete, two new buildings will be constructed and will include public housing replacement, tax credit affordable, and market rate units, along with adjacent street and sidewalk infrastructure. Subsequent housing and infrastructure development will occur in phases. The total anticipated timeline for development is 10-12 years.

### **Sunnydale/Velasco**

As part of the HOPE SF Initiative, Sunnydale and Velasco public housing will be revitalized through a master planned, new construction development. The proposed project will consist of: (i) the demolition of the existing 94 two-story residential buildings comprised of 775 public housing dwelling units on the property; (ii) the construction of up to 1,700 new dwelling units, including one-for-one replacement of the existing public housing units, affordable rental units, and market-rate and affordable for-sale units; (iii) the construction of up to 16,200 square feet of neighborhood-serving retail space; (iv) the construction of up to 46,300 square feet of community service, recreational and educational facilities and space; (v) the development of approximately 11 acres of new open spaces, including a community garden, a farmer's market pavilion and secure outdoor courtyards within residential buildings; and (vi) the development of approximately 12 acres of a new and reconfigured street network. The entitlements through a Development Agreement with the City were approved in February 2017 concurrently with the Master Developer Agreement.

The demolition and new construction will be phased. The first construction phase proposed by the Developer is "Parcel Q", the development of an existing vacant lot into 55 new rental units directly across the street from the Sunnydale and Velasco which started construction in February 2018 and is scheduled to be completed in September 2019. . The next phase would be on the Sunnydale and Velasco site and would consist of approximately 170 new rental units and associated infrastructure. After an award of Housing Choice Voucher/Section 8 and RAD subsidies, existing households would be relocated, the existing units and infrastructure demolished, and new infrastructure and housing would be constructed. Subsequent phases would proceed when replacement units are completed and if subsidies are available and awarded. The overall development will be completed in 12-15 years.

### *HUD Section 18 Disposition Program*

HUD's Section 18 Disposition program allows the conversion of properties that are found to be economically or functionally obsolete, to mixed finance developments, as a method to leverage nonfederal funds into the properties. Properties are economically obsolete and eligible for disposition if the rehabilitation costs are in excess of approximately 62% of HUD's estimate of new construction cost (depending upon construction type) and may not be able to leverage the additional capital necessary to meet RAD requirements for useful life.

The Authority has developed plans that are above and beyond the financial capacity of CFP and RHF through revitalization of the most obsolete public housing developments by leveraging public and private funding, disposing of underutilized property to increase Authority resources, and conversion to the RAD Program. These plans are consistent with the City and County of San Francisco's Consolidated Plan that identifies a serious shortage of low-income and affordable housing opportunities and need to maintain a stock of housing for very low-income households.

Properties are functionally obsolete if they do not meet certain building code standards (including accessibility) or other marketability standards such as the number of bathrooms, sizes of bedrooms and living rooms, suitability of the property site, and location. Tenant Protection Vouchers ("TPVs") are available by HUD under separate application to ensure that a disposition does not harm the tenants. Such vouchers are issued directly to eligible tenants to prevent such tenants from losing any rental assistance.

The following public housing projects applied for and received approval for Section 18 subsequent demolition and disposition (the "Section 18 sites") in January 2017 as part of the HOPE SF initiative: Potrero Terrace, Potrero Annex and Sunnydale/Velasco.

#### *Disposition of Other Sites – Properties with Underutilized Portions of Land*

Rosa Parks, AMP 978, open parking area adjacent to the 198 public housing units – long term ground lease for development of housing for senior and/or disabled households 2009-2012.

101-103 Lundy's Lane, AMP 982. The Authority sold this property in 2016.

440 Turk Street, AMP 987. The Authority has determined that the disposition of the non-dwelling administrative offices at 440 Turk Street will allow for the rehabilitation and more efficient and effective operation of its properties. Disposition of 440 Turk will not interfere with the continued operation of the remaining portion of the Development, the senior/disabled public housing located at 430 Turk. Negotiations for the purchase of 440 Turk are on-going and expected to close in fiscal year 2018.

### *Disposition of Other Sites – Scattered Sites*

The Authority prepared feasibility studies for seven scattered site properties containing seventy public housing units owned by the Authority: 4101 Noriega, 363 Noe, 200 Randolph, 2206-2268 Great Highway, and San Jules Apartments. Key questions of the feasibility studies included: whether any high-density development is feasible, is it more feasible to sell a parcel and replace the existing public housing units one-for-one in another location, or should the Authority rehabilitate the sites with acquisition/rehabilitation tax credits. The Authority evaluated the scattered sites and determined that all of the systems in these buildings have reached the end of their useful lifespans. To better support low-income residents in San Francisco, the Authority plans to convert the scattered sites to Project-Based Vouchers, then transfer ownership and management to a non-profit developer entity. The increased rent subsidies from the vouchers will enable the private owners to secure the additional resources necessary to complete full rehabilitations of the scattered sites. The Authority is committed to protecting the rights of the current residents in these units and meeting all requirements pursuant to HUD's public housing regulations.

### *Financing*

The goal is to improve housing conditions for as many residents as possible. The combination of the above financing with a public land trust (evidenced by a long-term ground lease) and local developers is the public private partnership consistent with the Authority's re-envisioning report. This structure ensures the long-term affordability and oversight of housing through the land lease structure; access to new funds not available to the Authority; and improved housing conditions for residents.

### Designated Housing for Elderly and/or Disabled Families (903.7(i))

The Authority has not designated or applied for approval to designate and does not plan to apply to designate any public housing for occupancy only by the elderly families or only by families with disabilities, or by elderly families and families with disabilities provided by section 17 of the U.S. Housing Act of 1937 (42 U.S.C. 1437e) in the upcoming fiscal year.

### *Conversion of Public Housing under HUDs Rental Assistance Demonstration Program*

#### **Rental Assistance Demonstration Program (RAD)**

The City, Authority staff and representatives of 72 different community organizations, met over a four-month period in 2012 to develop recommendations as part of the San Francisco city wide re-envisioning plan for the Authority. Consistent with the implementation of part of those recommendations, the Authority and City and County of San Francisco staff, including the Mayor's Office, the Mayor's Office of Housing and Community Development, the City Administrator, and the Authority's Acting Executive Director pursued RAD as the

most effective financing strategy to address the long-term viability of the Authority housing portfolio in light of reduced current and future federal funding for capital improvements and operations.

Conversion of 3,480 public housing units to Project Based Vouchers (PBV) under RAD is addressing critical immediate and long-term rehabilitation needs and preserving affordability for very low-income residents by increasing revenue and by attracting new capital. In addition to RAD, the financing strategy as contemplated by the Plan relies upon HUD's Section 18 Disposition/Demolition program, which has permitted the Authority to obtain additional Housing Choice Voucher/Section 8 vouchers to supplement the RAD program. All 28 RAD projects utilize private debt, equity generated by the Low-Income Housing Tax Credit program, and soft debt from the Authority and the City and County of San Francisco. This approach has resulted in a \$2 billion conversion project generated \$700 million in construction and rehabilitation work that benefits the tenants of Authority sites while preserving existing affordability.

In addition to the above, units that are part of the Moderate Rehabilitation program may convert to RAD in the following year.

**Description of Projects Converted to RAD**

	<b>Name</b>	<b>Type</b>	<b>Units</b>	<b>Conversion Date</b>	<b>Status</b>
1	430 Turk	Senior/Disabled	89	November 2015	Completed rehab
2	345 Arguello	Senior/Disabled	69	November 2015	Completed rehab
3	666 Ellis	Senior/Disabled	99	November 2015	Completed rehab
4-5	939 Eddy and 951 Eddy	Senior/Disabled	62	November 2015	Completed rehab
6	Robert B Pitts	Family	201	November 2015	Completed rehab
7	255 Woodside	Senior/Disabled	109	November 2015	Completed rehab
8	491 31 <sup>st</sup> Street	Senior/Disabled	75	November 2015	Completed rehab
9	227 Bay	Senior/Disabled	50	November 2015	Completed rehab
10	990 Pacific	Senior/Disabled	92	November 2015	Completed rehab
11	Hunter's Point East/West	Family	213	November 2015	Completed rehab
12	Holly Courts	Family	118	November 2015	Completed rehab
13	462 Duboce	Senior/Disabled	42	November 2015	Completed rehab
14	1880 Pine	Senior/Disabled	113	November 2015	Completed rehab
15	25 Sanchez	Senior/Disabled	90	November 2015	Completed rehab
16	Alice Griffith Phase I	Family	93	March 2015	Leased Up
17	Alice Griffith Phase II	Family	91	March 2015	Leased Up
18	Alice Griffith Phase III	Family	122	February 2016	Under construction
19	Hunter's View Phase Ia	Family	107	July 2015	Leased Up
20	Hunter's View Phase IIa	Family	107	February 2015	Leased Up
21	Hunter's View Block 10	Family	72	November 2015	Leased Up
22	Ping Yuen	Family	234	October 2016	Under construction
23	Ping Yuen North	Family	200	October 2016	Under construction
24	Westside Courts	Family	135	October 2016	Under construction
25	1750 McAllister	Senior/Disabled	97	October 2016	Under construction
26	Rosa Parks	Senior/Disabled	203	October 2016	Under construction
27	350 Ellis	Senior/Disabled	96	October 2016	Under construction
28	320-330 Clementina	Senior/Disabled	276	October 2016	Under construction
29	Alemanly	Family	150	October 2016	Under construction
30	3850 18 <sup>th</sup> Street	Senior/Disabled	107	October 2016	Under construction
31	Mission Dolores	Senior/Disabled	91	October 2016	Under construction
32	1760 Bush Street	Senior/Disabled	108	October 2016	Under construction
33	JFK Tower	Senior/Disabled	98	October 2016	Under construction
34	2698 California	Senior/Disabled	40	October 2016	Under construction
35	Westbrook Apartments	Family	223	October 2016	Under construction



**HOPE VI Projects for which conversion planning is still in progress:**

	<b>Name</b>	<b>Type</b>	<b>Units</b>	<b>Status</b>
36	Bernal Heights	Family	160	In Progress
37	Hayes Valley North	Family	51	In Progress
38	Hayes Valley South	Family	66	In Progress
39	Plaza East	Family	193	In Progress
40	North Beach	Family	138	In Progress
41	Valencia Gardens	Family	148	Converted to RAD as of 11/30/2017

**Alice Griffith RAD Conversion:**

**Alice Griffith Phase I**

Name of Public Housing Development: Alice Griffith Phase I	PIC Development ID: CA001000975	Conversion type (i.e., PBV or PBRA): PBV	Transfer of Assistance: (if yes, please put the location if known, and # of units transferring) Yes, 35 RAD units were transferred from former public housing to adjacent mixed finance new construction.
Total Units: 35 RAD units (replacement housing) 23 PBV units (replacement housing) 35 LIHTC (additional affordable housing) TOTAL: 93 units	Pre- RAD Unit Type (i.e., Family, Senior, etc.): General	Post-RAD Unit Type if different (i.e., Family, Senior, etc.) Family	Capital Fund allocation of Development: (Annual Capital Fund Grant, divided by total number of public housing units in PHA, multiplied by total number of units in project) \$66,460.21. \$8.7M loan funded by the Choice Neighborhoods Implementation Grant
<b>Bedroom Type</b>	<b>Number of Units Pre-Conversion</b>	<b>Number of Units Post-Conversion</b>	<b>Change in Number of Units per Bedroom Type and Why (De Minimis Reduction, Transfer of Assistance, Unit Reconfigurations, etc.)</b>
Studio/Efficiency			
One Bedroom	*See below	23 (12 RAD and PBV units)	*See below
Two Bedroom		51 (30 RAD and PBV units)	
Three Bedroom		7 (RAD and PBV units)	
Four Bedroom		12 (RAD and PBV units)	
Five Bedroom			
Six Bedroom			
(If performing a Transfer of Assistance):	Waiting list policies have been included in the Administrative Plan of the Housing Choice Voucher Program, section 4, attached herein as Attachment "II" and in previous Annual Plan submissions.		

**Alice Griffith Phase II**

Name of Public Housing Development: Alice Griffith Phase II	PIC Development ID: CA001000975	Conversion type (i.e., PBV or PBRA): PBV	Transfer of Assistance:  Yes, 34 RAD units were transferred from former public housing to adjacent mixed finance new construction.
Total Units: 34 RAD units (replacement housing) 22 PBV units (replacement housing) 35 LIHTC (additional affordable housing) TOTAL: 91 units	Pre- RAD Unit Type (i.e., Family, Senior, etc.): General	Post-RAD Unit Type if different (i.e., Family, Senior, etc.) Family	Capital Fund allocation of Development: (Annual Capital Fund Grant, divided by total number of public housing units in PHA, multiplied by total number of units in project) \$66,460.21
<b>Bedroom Type</b>	<b>Number of Units Pre-Conversion</b>	<b>Number of Units Post-Conversion</b>	<b>Change in Number of Units per Bedroom Type and Why (De Minimis Reduction, Transfer of Assistance, Unit Reconfigurations, etc.)</b>
Studio/Efficiency			
One Bedroom	*See below	23 (12 RAD and PBV units)	*See below
Two Bedroom		47 (28 RAD and PBV units)	
Three Bedroom		9 (4 RAD and PBV units)	
Four Bedroom		12 (12 RAD and PBV units)	
Five Bedroom			
Six Bedroom			
(If performing a Transfer of Assistance):	Waiting list policies have been included in the Administrative Plan of the Housing Choice Voucher Program and included here by reference. Significant changes to the Administrative Plan are being proposed and therefore included in the public		

	comment period.
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\*Alice Griffith is a five-phase project that includes LIHTC, PBV, and RAD units. The project will include 506 units total. All of the units are new construction. The total units include the replacement of the exact number and unit mix of the original 256 Low-Income Public Housing (LIPH) units at this site. Alice Griffith Phase II will include 56 of the total 256 LIPH units being replaced. Of the 56 LIPH replacement units, 34 of those are RAD. The proposed unit mix of the LIPH replacement units is included in the chart above. Although the total project includes the exact unit mix of the original LIPH units, that unit mix is not reflected in the replacement units only. The reason for that is because the housing needs of the current LIPH units are no longer appropriately served by the 256 LIPH units. Specifically, approximately eight households are possibly under-housed and 79 households are possibly over-housed when using a standard of one bedroom for the head of household and spouse/partner and one bedroom for each additional two persons, regardless of the age and gender of the occupants in the additional rooms. The table below offers more detailed information.

**Over Crowding and Over Housing Unit Changes**

<b>Unit Increase</b>	<b>Size</b>	<b># of Households</b>	<b>Unit Decrease</b>	<b>Size</b>	<b># of Households</b>
1 to a 2		0	2 to a 1		14
1 to a 3		0	3 to a 1		1
1 to a 4		0	3 to a 2		10
1 to a 5		0	4 to a 1		2
2 to a 3		7	4 to a 2		22
2 to a 4		0	4 to a 3		20
2 to a 5		0	5 to a 1		0
3 to a 4		1	5 to a 2		2
3 to a 5		0	5 to a 3		1
4 to a 5		0	5 to a 4		7
<b>Total Under Housed</b>	<b>Size</b>	<b>8</b>	<b>Total Over Housed</b>	<b>Size</b>	<b>79</b>

Therefore, the replacement housing at Alice Griffith, including RAD and PBV units, offers smaller unit sizes than the original LIPH unit mix.

The original unit mix of the LIPH housing at Alice Griffith is as follows:

- 1BRs – 8
- 2BRs – 130
- 3BRs – 24
- 4BRs – 78

5BRs – 16  
 Total: 256

The new Alice Griffith project will include the following total unit mix, including replacement housing mix:

Number of Units per Unit Type per Block	PHASES 1 and 2 (concurrent development)		PHASE 3 (2 LPs)	PHASE 4				PHASE 5	TOTAL
	Block 2	Block 4	Block 1	Block 8	Block 5	Block 9	Block 14	Block 9	
<b>1 BDRM</b>	23	23	13	0	0	0	0	132	191
<b>2 BDRM</b>	51	47	71	0	0	0	0	0	169
<b>3 BDRM</b>	7	9	35	0	0	0	0	0	51
<b>4 BDRM</b>	12	12	3	13	14	10	13	0	77
<b>5 BDRM</b>	0	0	0	5	5	0	6	0	16
<b>TOTAL</b>	<b>93</b>	<b>91</b>	<b>122</b>	<b>18</b>	<b>19</b>	<b>10</b>	<b>19</b>	<b>132</b>	<b>504</b>
<b>Total Bedrooms</b>	<b>194</b>	<b>192</b>	<b>272</b>	<b>77</b>	<b>81</b>	<b>40</b>	<b>82</b>	<b>132</b>	<b>1070</b>
<b>Public Housing Replacement</b>	58	58	76	18	19	10	19	0	258
<b>Tax Credit Only Units</b>	35	35	46	0	0	0	0	132	248
<b>TOTAL</b>	<b>93</b>	<b>93</b>	<b>122</b>	<b>18</b>	<b>19</b>	<b>10</b>	<b>19</b>	<b>132</b>	<b>506</b>

**Hunters View RAD Conversion:**

**Hunter's View Phase IIa**

Name of Public Housing Development: Hunter's View Phase IIa	PIC Development ID: CA001000974	Conversion type (i.e., PBV or PBRA): Project Based Vouchers (PBV)	Transfer of Assistance:  Yes, 54 RAD units were transferred from former public housing to adjacent mixed finance new construction.
Total Units: 54 RAD units (replacement housing) 26 PBV units (replacement housing) 27 LIHTC (additional affordable housing) TOTAL: 107 units	Pre- RAD Unit Type (i.e., Family, Senior, etc.): General	Post-RAD Unit Type if different (i.e., Family, Senior, etc.) Family	Capital Fund allocation of Development: (Annual Capital Fund Grant, divided by total number of public housing units in PHA, multiplied by total number of units in project) \$66,460.21
<b>Bedroom Type</b>	<b>Number of Units Pre-Conversion</b>	<b>Number of Units Post-Conversion</b>	<b>Change in Number of Units per Bedroom Type and Why (De Minimis Reduction, Transfer of Assistance, Unit Reconfigurations, etc.)</b>
Studio/Efficiency			
One Bedroom	*See below	30 (14 RAD)	*See below
Two Bedroom		32 (16 RAD)	
Three Bedroom		36 (19 RAD)	
Four Bedroom		8 (4 RAD)	
Five Bedroom		1 (1 RAD)	
Six Bedroom			
(If performing a Transfer of Assistance):		Waiting list policies have been included in the Administrative Plan of the Housing Choice Voucher Program, section 4, attached herein as Attachment "II" and in previous Annual Plan submissions	

\*Hunter's View is a multi-phase, mixed-income housing development whose affordable units include LIHTC, PBV, and RAD units. The first three phases of the project, Phases Ia, IIa, and Block 10, will include 286 units total and 214 PH replacement units. Specifically, Hunter's View Phase IIa will include 80 of the PH units being replaced. Of the 80 PH

replacement units, 56 of those are RAD. The proposed unit mix of the RAD units is included in the chart above. As a whole, the replacement units will reflect smaller unit sizes than the original PH units in order to appropriately serve current LIPH households.

The original unit mix of the PH housing at Hunter’s View is as follows:

<b>ORIGINAL UNIT MIX</b>	<b>1BR</b>	<b>2BR</b>	<b>3BR</b>	<b>4BR</b>	<b>5BR</b>	<b>TOTAL</b>
ALL PHASES	7	78	113	60	9	267

The unit mix of the first three phases of the redeveloped Hunter’s View is as follows:

<b>TOTAL AFFORDABLE RENTAL THROUGH BLOCK 10</b>	<b>1BR</b>	<b>2BR</b>	<b>3BR</b>	<b>4BR</b>	<b>5BR</b>	<b>TOTAL</b>
REPLACEMENT UNITS BUILT AS OF BLOCK 10	55	59	78	19	3	214
TAX CREDIT UNITS BUILT AS OF BLOCK 10	19	22	25	6	0	<b>72</b>
<b>TOTALS</b>	<b>74</b>	<b>81</b>	<b>103</b>	<b>25</b>	<b>3</b>	<b>286</b>

### Hunter's View Block 10 Component

Name of Public Housing Development: Hunter's View Block 10 Component	PIC Development ID: CA001000974	Conversion type (i.e., PBV or PBRA): Project Based Vouchers (PBV)	Transfer of Assistance: (if yes, please put the location if known, and # of units transferring) Yes, 36 RAD units were transferred from former public housing to adjacent mixed finance new construction.
Total Units: 36 RAD units (replacement housing) 18 PBV units (replacement housing) 18 LIHTC (additional affordable housing) TOTAL: 72 units	Pre- RAD Unit Type (i.e., Family, Senior, etc.): General	Post-RAD Unit Type if different (i.e., Family, Senior, etc.) Family	Capital Fund allocation of Development: (Annual Capital Fund Grant, divided by total number of public housing units in PHA, multiplied by total number of units in project) \$34,251.12
<b>Bedroom Type</b>	<b>Number of Units Pre-Conversion</b>	<b>Number of Units Post-Conversion</b>	<b>Change in Number of Units per Bedroom Type and Why (De Minimis Reduction, Transfer of Assistance, Unit Reconfigurations, etc.)</b>
Studio/Efficiency			
One Bedroom	*See below	40 (20 RAD)	*See below
Two Bedroom			
Three Bedroom		32 (16 RAD)	
Four Bedroom			
Five Bedroom			
Six Bedroom			
(If performing a Transfer of Assistance):		<b>(Explain how transferring waiting list)</b> Waiting list policies have been included in the Administrative Plan of the Housing Choice Voucher Program and included here by reference. Significant changes to the Administrative Plan are being proposed and therefore included in the public comment period.	

\*Hunter's View is a multi-phase, mixed-income housing development whose affordable units include LIHTC, PBV, and RAD units. The first three phases of the project, Phases Ia, IIa, and Block 10, will include 286 units total and 214 PH replacement units. Specifically, Hunter's View Block 10 will include 54 of the PH units being replaced. Of the 54 LIPH replacement units, 36 of those are RAD. The proposed unit mix of the RAD units is included in the chart above. As a



whole, the replacement units will reflect smaller unit sizes than the original LIPH units in order to appropriately serve current LIPH households.

The original unit mix of the PH housing at Hunter’s View is as follows:

<b>ORIGINAL UNIT MIX</b>	<b>1BR</b>	<b>2BR</b>	<b>3BR</b>	<b>4BR</b>	<b>5BR</b>	<b>TOTAL</b>
ALL PHASES	7	78	113	60	9	267

The unit mix of the first three phases of the redeveloped Hunter’s View is as follows:

<b>TOTAL AFFORDABLE RENTAL THROUGH BLOCK 10</b>	<b>1BR</b>	<b>2BR</b>	<b>3BR</b>	<b>4BR</b>	<b>5BR</b>	<b>TOTAL</b>
REPLACEMENT UNITS BUILT AS OF BLOCK 10	55	59	78	19	3	214
TAX CREDIT UNITS BUILT AS OF BLOCK 10	19	22	25	6	0	<b>72</b>
<b>TOTALS</b>	<b>74</b>	<b>81</b>	<b>103</b>	<b>25</b>	<b>3</b>	<b>286</b>

The remaining replacement units will be provided in the final phases of the Hunter’s View project.

Occupancy by Over-Income Families

The Authority continues to implement HUD guidance on families identified as “over-income”.

Occupancy by Police Officers

The Authority does not have Police Officers residing in any of the Public Housing units.

No Smoking Policies

The Authority has clarified its’ No Smoking Policies. See Attachment I for changes.

Project-Based Vouchers

The Project-Based Voucher program has increased substantially due to the RAD conversion. For details on RAD, please see “Conversion of Public Housing to Project Based Assistance under RAD” above or Chapters 17-18 of the HCV Administrative Plan, Attachment “II”.

Units with Approved Vacancies for Modernization

See Attachment “IX”.

Other Capital Grant Programs

See section below.

### **B.3 Civil Rights Certification**

Form HUD-50077-CR, Civil Rights Certification, must be submitted by the Authority as an electronic attachment to the PHA Plan. Per PIH Notice 2015-18 only Qualified PHA's are required to submit HUD-50077-CR.

The Authority certifies that it will carry out the public housing program of the agency in conformity with title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, and title II of the Americans with Disabilities Act of 1990, and will affirmatively further fair housing by examining their programs or proposed programs, identifying any impediments to fair housing choice within those programs, addressing those impediments in a reasonable fashion in view of the resources available and working with local jurisdictions to implement any of the jurisdiction's initiatives to affirmatively further fair housing that require the Authority's involvement and by maintaining records reflecting these analysis and actions.

### **B.4 Most Recent Fiscal Year Audit.**

(a) Were there any findings in the most recent Fiscal Year (FY) Audit?

Yes.

(b) If yes, please describe:

See Attachment "III".

### **B.5 Progress Report.**

Provide a description of the Authority's progress in meeting its Mission and Goals described in the Authority five (5) Year and Annual Plan.

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*Authority GOAL #1: Expand the Supply of Assisted Housing –  
Fiscal Year 2017 Goals and 2018 Updates  
Objectives*

- Apply for additional rental vouchers and special purpose rental vouchers as they become available
- Leverage private or other public funds to create additional housing opportunities
- Acquire or build units or developments
- Locate affordable and market rate housing, where density permits, at family and elderly/disabled public housing units
- Use Housing Choice Voucher/Section 8 Project Based Voucher Program assistance in conjunction with revitalization of low income public housing sites

### *5-Year Update:*

The Authority has been successful in expanding the supply of assisted housing through various means.

The Public Housing Operations program was approved for all applications submitted under the Rental Assistance Demonstration Program (RAD), completed conversion of RAD phase I and II and successfully completed phase I of the Hunter's View Development. The SFHA was successful in receiving additional VASH vouchers and has achieved a 100% lease up rate in its VASH program. The SFHA is exploring Notice of Funding Opportunities (NOFA) to provide additional opportunities to low-income households. The SFHA may open its waitlist in the next fiscal year.

### *SFHA GOAL #2: Improve the Quality of Assisted Housing Objectives*

- Improve public housing management scores
- Improve voucher management (SEMAP scores) through the reorganization of the Housing Choice Voucher/Section 8 Department
- Install a CRM (Customer Relationship Manager) application in order to monitor customer's satisfaction and relationship in order to improve services rendered
- Implement paperless solution addressing workflow processes, that will address green initiatives, paperless office and process streamline
- Install an agency wide document imaging, storage and retrieval system that will facilitate easy access to client records and will expedite client services
- Renovate or modernize public housing units
- Demolish or dispose of obsolete public housing
- Provide replacement public housing through the City and County of San Francisco's HOPE SF Initiative
- Provide replacement voucher(s)
- Partner with housing developers, non-profit , supportive service organizations and City agencies to rebuild public housing sites and provide services to residents

### *5 Year Update: The Authority has been successful in moving forward with Goal #2.*

The Public Housing Operations Program implemented a "first in first out" methodology for all work orders submitted in Public Housing developments. The workflow is paperless. Implemented in 2013, the Authority has successfully closed thousands of work orders within the last 12 months within the timeframes established in the Maintenance Plan. This methodology continues.

The Authority continues on track to provide replacement public housing through the HOPE SF initiative. In November of 2015 the voters of San Francisco passed Proposition A, a \$310 million housing bond that will fastrak repairs to dilapidated public housing in Potrero Hill and Sunnydale. Further Hunter's View and Alice Griffith are both under construction. The Authority continues to partner with housing developers, the non-profit community and supportive service organizations in order to rebuild public housing sites and provide services to residents. In 2018, the SFHA in partnership with MOHCD, began rehabilitating units in the HOPE SF communities. Although the units would eventually be demolished, quality of life during the time awaiting a new unit was deemed vital to the HOPE SF promise.

The Authority has partnered with various domestic violence groups and the Department on the Status of Women to request funding from the City and County of San Francisco to hire two Domestic Violence Liaisons to assist Public Housing residents and Housing Choice Voucher/Section 8 participants with needed services. The City allocated funding for this purpose, which was awarded to La Casa de Las Madres. The Authority has provided office space and supplies to both liaisons who are working closely with residents and have provided training to staff.

The Domestic Violence Liaison positions are focused on building capacity to safely identify and respond to the needs of abuse survivors. Through targeted outreach and education, training and technical assistance, survivor support services, and policy and systems advocacy, the project seeks to build access, knowledge, and capacity among Authority residents, staff, and partners, empowering domestic violence survivors and communities which foster safe, domestic, violence-free, and thriving lives. The SFHA is working with La Casa de las Madres to continue these vital services.

Additionally, the Authority, working with the Department of Public Health opened the Sunnydale Health and Wellness Center in 2016 with the City investing over \$200,000 in the project. The SFHA is continuing to negotiate the terms of the Potrero Health and Wellness Center, which it plans to finalize this year.

The Housing Choice Voucher Program (HCV) has continued to improve its SEMAP scores in the last 12 months. The HCV program continues to scan all of its tenant files in order to facilitate

easy access to client records and expedited client services. HUD confirmed that the SFHA was standard in 2017.

The Authority procured the, “Emphasys Elite” program in June of, 2015. The software system is the operating system for both the Public Housing Operations Program and the Housing Choice Voucher Program. Additionally, the Authority “went live” with a new Customer Relations Manager system and in July 2015 to improve customer relations and has consistently used share point to scan and store documents electronically.

The SFHA’s Board approved a Document Retention and Disposition Policy in 2017, which is in the process of being implemented.

### *SFHA GOAL #3: Increase Assisted Housing Choices*

#### *Objectives*

- Continue to provide voucher mobility counseling
- Conduct outreach efforts to potential voucher landlord
- Maximize voucher payment standards
- Implement voucher homeownership program through the Family Self-Sufficiency Program
- Implement homeownership programs for public housing residents
- Implement public housing site-based waiting lists for HOPE VI family developments
- Utilize Voucher Homeownership in conjunction with comprehensive revitalization, infill housing, partnership with community-based organizations, City agencies, Family Self-Sufficiency (FSS) and other homeownership programs
- Use Section 8 Project-Based Voucher Program assistance in conjunction with public housing revitalization efforts to increase the supply of housing units
- Utilize to the fullest extent possible the Section 8 Project Based Voucher Program

#### *5-year Update:*

The HCV program has successfully increased its voucher payment standards. Additionally, through the Annual Plan Process, the Authority has begun implementation of site-based waiting lists for all developments under HOPE VI and those developments that have converted to RAD.

In 2017 the SFHA hired an FSS coordinator who has expanded the FSS program (see above). The SFHA has also seen success in growing its HCV homeownership program with participants purchasing homes this past year. The SFHA will continue to expand these crucial programs.

#### *SFHA GOAL #4: Provide an Improved Living Environment*

##### *Objectives*

- Where necessary, install security cameras in and around public housing sites
- Partner with the San Francisco Department in implementing community policing strategies at public housing sites
- Employ public housing residents to monitor activities around public housing sites
- De-concentrate poverty at lower density developments by replacing the public housing and adding housing for households with a range of incomes, adding other ancillary non-residential uses and creating mixed income, mixed use communities
- Develop better one-on-one relationships with communities surrounding family and senior housing sites
- Attend and coordinate neighborhood safety meetings

##### *5-year update:*

The Authority has improved the living environment in its highest crime properties. In 2011 the Authority received HUD's safety and security grant in the amount of \$250,000. With this funding, high tech security cameras were installed in the Alice Griffith and Sunnydale developments in 2012. Since their installation, it is estimated that crime in the Alice Griffith development decreased by upwards of 36% in the first year. The Authority then installed cameras in the Potrero Terrace/Annex development in 2014. Most recently, the Authority installed cameras at 363 Noe. The Authority was not selected in the last two applications for the Safety and Security Grant through HUD.

The Authority established a Lease Enforcement division in 2013 to focus its efforts on rent collection and safety. The Authority continues meeting monthly with community partners from various agencies in San Francisco to address concerns as they arise. The SFPD has confirmed a continuous decline of violent criminal activity annually.

#### *SFHA GOAL # 5: Promote Self-Sufficiency & Asset Development of Assisted Households*

##### *Objectives*

- Increase resident training and access to technology and internet. Provide support in the deployment and execution of the City and County of San Francisco's free wireless access initiative
- Extend technical support and consulting services to all SFHA residential properties
- Increase the number and percentage of employed persons in assisted families
- Provide or attract supportive services to improve recipients' employability
- Provide or attract supportive services to increase independence for the elderly or families with disabilities
- Identify and implement programs with community-based partners that can promote family self-sufficiency, including first time homeownership opportunities for low-income families

- Apply for as many Super NOFA grants as applicable, including the ROSS grant funds
- Utilize Section 3 goals and the SFHA 25% resident hire policy to provide more employment opportunities for public housing residents

*5-year update:*

The Authority has continued to apply for NOFA grants but has not been selected for further grant funding. As a result, the Authority has worked with various organizations and agencies to ensure that residents continue receiving the same services consistently in the senior/disabled buildings.

In 2014 the Authority along with the San Francisco Department on the Status of Women requested that the City fund two positions to assist with service connection for Victims of Domestic Violence. The funding was received and in January of 2015, the Authority had two liaisons working out of its administrative offices assisting victims of domestic violence. The SFHA continues to value this partnership as an immense benefit to the clients.

The Authority continues to be committed to resident hiring through internal hiring, external hiring and providing residents the connections needed to work. The SFHA also continues to partner with various agencies for job fair opportunities.

*SFHA GOAL #6: Ensure Equal Opportunity and Affirmatively Further Fair Housing Objectives*

- Undertake affirmative measures to ensure access to assisted housing regardless of race, color, religion national origin, sex, familial status and disability
- Undertake affirmative measures to provide a suitable living environment for families living in assisted housing, regardless of race, color, religion, national origin, sex, familial status, and disability
- Undertake affirmative measures to ensure accessible housing to persons with all varieties of disabilities regardless of unit size required
- Respond to residents and applicants relating to possible discrimination-based incidents and the implementation of procedures for addressing allegations of incidents with a perceived or actual discriminatory dimension
- Investigate allegations of discrimination based on sexual orientation
- Implement the Limited English Proficiency Plan that will guide the Authority in providing language services to clients whose native language is not English

*5-year update:*

The Authority updated its Limited English Proficiency (LEP) Policy and Plan with the assistance of the Department of Housing and Urban Development. The Board approved the updated policy in

October 2016. The Authority, in partnership with HUD, provided LEP training to all SFHA, HOPE VI and RAD developer staff in fiscal year 2017. The Authority continues to work with residents who request assistance with reasonable accommodation requests and/or any related request(s). The Authority takes any allegation of discrimination very seriously and investigates the allegations.

*SFHA GOAL #7: Expand Customer Care Services and Practices  
Objectives*

- Deploy an Internet Kiosk, which will provide easy access to data pertinent to clients in the HCV/Section 8, Public Housing and other services provided by the SFHA
- Provide customer service training for Authority employees

*5 year update:*

The Authority created a Client Placement Department in 2014, which oversees customer service, eligibility and client placement. The Department is part of the Leased Housing Department. The Authority has converted to the “Emphasys Elite” software program. The Emphasys software has been utilized for the opening of recent waiting list and has been deemed successful and easy to use. The waiting list opening, with the assistance of the kiosks and Emphasys, was successful in attracting over 8,000 applicants in the course of seven (7) calendar days in 2015. This is one example of the progress being made by the Authority to convert, section by section, to a paperless-more customer friendly- Authority.

*SFHA Goal #8: Develop and Implement Increased Greening and Environmental Practices throughout Agency and Properties*

- Partner with the City and County of San Francisco’s Department of Public Works in beautifying public housing green spaces
- Implement maintenance and property management Energy Conservation Measures
- Negotiate better rates with utility and water providers
- Provide resident training on energy conservation and Energy Star products
- Provide an administrative directive on energy conservation for all SFHA administrative, management and maintenance staff
- Encourage energy efficiency in the design and construction of HOPE VI and public housing sites being redeveloped
- Install recycling centers at various public housing family developments



5 year update:

The Public Housing Operations department has developed and implemented numerous plans to improve its environmental practices. The Authority has cut its expenses significantly by encouraging residents to recycle.

**B.6 Resident Advisory Board (RAB) Comments.**

The RAB comments are provided herein as Attachment “VII”.

**B.7 Certification by State or Local Officials.**

Form HUD 50077-SL, *Certification by State or Local Officials of SFHA Plans Consistency with the Consolidated Plan*, must be submitted by the SFHA as an electronic attachment to the SFHA Plan.

See attachment “VI”.

**B.8 Troubled PHA**

The SFHA has been designated a standard performer.

Does the SFHA have any current Memorandum of Agreement, Performance Improvement Plan, or Recovery Plan in Place?

(a) If yes, please describe.

Yes, the SFHA has a Public Housing Agency Recovery and Sustainability (PHARS) agreement in place with HUD.

**B.9 Certification that the site complies with the Site and Neighborhood Standards for existing or rehabilitated housing.**

For all transactions that are converting the assistance of an existing structure (whether on-site or through a transfer of assistance), the PHA must provide a certification that the site complies with the Site and Neighborhood Standards for existing or rehabilitated housing.

The site complies with the Site selection requirements set for at [24 CFR section 983.57 (for PBV conversions) OR Appendix III or PIH Notice 2012-32 (HA) H2017-03 REV-3 (for PBRA conversions)], the Fair Housing Act, Title VI of the Civil Rights Act of 1964, including implementing regulations at 24 CFR section 1.4(b)(3), section 504 of the Rehabilitation Act of 1973 including implementing regulations at 24 CFR section 8.4(b)(5), and the Americans with Disabilities Act.”

## C. Statement of Capital Improvements.

### Other Capital Grant Programs

#### *Plan Describing the Capital Improvements Necessary to Ensure Long-term Physical and Social Viability of the Projects*

This Narrative sets forth the Authority's overall plan for modernization, new construction, and revitalization of public housing with highlights of the proposed 2018 Capital Fund Program (CFP) and Replacement Housing Factor (RHF) program. The Authority has involved residents, community representatives and City agencies throughout this planning process.

#### *Identification of Physical and Management Needs*

The Authority is continually evaluating physical and management needs for its housing developments. The identification process started in 1990 with the hiring of two consulting firms to prepare formal physical and management needs assessments. These original Management and Physical Assessment Plans were presented in the 1991 CGP submittal. In 1997 they were updated with the guidance and assistance of the HUD Intervention and Recovery Teams.

In 2002, a new, Comprehensive Physical Needs Assessment was developed with input from residents, resident organizations, and Authority staff in an effort led by the Consultant, DLR Group. The DLR Group was hired back in 2007 to update the Needs Assessment with more current information. The review and prioritizing of the 2009 needs assessment was completed with input from the RAB in 2009 comprised of resident leaders, residents, and staff members.

The Authority's 2009 Comprehensive Physical Needs Assessment determined the immediate needs of modernization needs to be \$269 M, up \$74 M from the 2002 estimated needs of \$195 M.

Over \$35 M in capital improvements were made during this period, the annual accrual rate of needs has been about \$15 M per year. Since the HUD funds available for modernization were a little over \$5 M per year, SFHA projected that the developments would continue to deteriorate unless significant intervention occurred with leveraged financing for rehabilitation and redevelopment of the most distressed sites. This trend has been significantly forestalled with a \$17.9 M American Reinvestment and Recovery Act grant and \$15.5 M in Capital Fund Recovery Act competitive grant funds.

#### *Capital Fund Program Plans for FY 2018*

The Physical Improvements planned for FY 2018 focus on completion of capital improvements in progress, urgently needed work, and mandated improvements, and energy conservation measures where cost effective:

- Urgently needed infrastructure improvements including: water main replacement; heating, plumbing, and boiler replacements; site electrical improvements; concrete restoration; roofing; waterproofing; and paving repairs.
- Interior unit upgrades including: kitchen sink and countertop replacement; range,

refrigerator and cabinet replacement; asbestos, lead and mold abatement; and 504/ADA reasonable accommodations.

SFHA is also pursuing cost effective opportunities for saving energy, subject to fund availability, through work items such as equipment replacement, appliance procurement, and significant renovations to units and buildings. Work also includes:

- Heating/cooling/DHW/distribution system replacements
- Replacement and upgrades to mechanical systems with high maintenance operational costs PHA- Wide
- Lighting improvements
- Showerhead, toilet, and faucet replacements
- Central laundry improvements

The Management Improvements (MI) goals include the purchasing of Energy Star Appliances, and public housing authority (SFHA-wide) computer hardware and system upgrades.

The proposed work for the 2018 CFP compliments and completes tasks in progress that are part of the 2017 CFP outlined below:

- Exterior and interior stabilization of lead based paint, site improvements at family developments, and asbestos abatement at senior and family developments
- 504/ADA (Americans with Disabilities Act) accessibility modifications to apartments and common spaces and continuing upgrades to both senior and family developments
- Major work to be completed: boiler and hot waterline replacement; heating system improvements; exterior painting; lighting improvements; disability modifications to apartments and common areas; range and refrigerator replacement; asbestos removal; utility line replacement; and site improvements

### *Resident Hiring*

For all contracts that are over a certain amount and subsidized with federal dollars, public housing residents will be hired for twenty-five percent of the workforce hours. Any contractors with the SFHA are required to provide resident hiring per these SFHA Policies and Section 3 federal MBE/WBE requirements.

### *Capital Fund Program Five-Year Action Plan*

As part of the submission of the Annual Plan, PHAs must complete and submit the Capital Fund Program Five-Year Action Plan, form HUD-50075.2, and subsequent annual updates (on a rolling basis, e.g., drop current year, and add latest year for a five year period). Large capital items must be included in the Five-Year Action Plan. See attachment X.

The conversion of 3,480 public housing units to Project Based Vouchers (PBV) under RAD to address critical immediate and long term rehabilitation needs will impact the amount of the Capital Fund Program grants, below is a chart showing the reduction of about 6.3 million dollars in funding after Phase I and Phase II RAD conversion.

	Number of Units Per 7/1 PIC Report	Units Requested Conversion in Phase I	Capital Fund Program	Remaining Units - End of Phase I (12/14)	Units Requested Conversion in Phase II	Capital Fund Program	Total Converted Units by end of Phase II (12/15)	Remaining Units - End of Phase II
<b>SFHA Clusters</b>								
967 Potrero Terrace	469	0		469	0		0	469
971 Potrero Annex	150	0		150	0		0	150
968 Sunnydale/Velasco	775	0		775	0		0	775
966 Alemany/Holly Cts	276	118	(\$212,612)	158	158	(\$284,685)	276	0
969 Westside Courts	136	0		136	136	(\$209,426)	136	0
970 Westbrook	226	0		226	226	(\$511,288)	226	0
971 Ping Yuen/Bay	285	51	(\$91,518)	234	234	(\$419,904)	285	0
973 Hunters Point	213	213	(\$431,727)	0	0		213	0
976 Ping Yuen N/990 Pacific	292	92	(\$129,523)	200	200	(\$281,572)	292	0
977 Pine/Bush	221	113	(\$101,392)	108	108	(\$122,685)	221	0
978 Rosa Parks (San Jules Apts - 8 Stand Alone)	206	0		206	198	(\$311,589)	198	8
979 Woodside	110	110	(\$102,545)	0	0		110	0
980 Mission Dolores (363 Noe - 22 Stand Alone)	114	0		114	92	(\$89,054)	92	22
982 Lundy/18th St (105 Lundy Lane - 2 Stand Alone)	109	0		109	107	(\$104,300)	107	2
981 350/666 Ellis	196	100	(\$101,091)	96	96	(\$97,047)	196	0
983 Clementina	276	0		276	276	(\$286,105)	276	0
984 California/JFK	138	0		138	138	(\$134,405)	138	0
985 Randolph/McAllister/etc (220 Randolph - 16 Stand Alone) (Great Hwy - 16 Stand Alone) (Noriega - 8 Stand Alone)	137	0		137	97	(\$128,625)	97	40
986 Sanchez/31st/Arguello	276	276	(\$286,105)	0	0		276	0
987 Turk/939/951 Eddy	149	149	(\$122,082)	0	0		149	0
988 Robert B. Pitts	203	203	(\$392,055)	0	0		203	0
<b>Subtotal</b>	<b>4,957</b>	<b>1,425</b>	<b>(\$1,970,650)</b>	<b>3,532</b>	<b>2,066</b>	<b>(\$2,980,685)</b>	<b>3,491</b>	<b>1,466</b>
<b>HOPE SF Projects</b>								
974 Hunters View 2	119	54	(\$2,162)	65	39		93	26
975 Alice Griffith	256	0		256	190	(\$429,099)	190	66
989 Hunters View 1	54	54		0	0		54	0
<b>Subtotal</b>	<b>429</b>	<b>108</b>	<b>(\$2,162)</b>	<b>321</b>	<b>229</b>	<b>(\$429,099)</b>	<b>337</b>	<b>92</b>
<b>HOPE VI Projects</b>								
960 Hayes Valley North	51	51	(\$53,492)	0	0		51	0
961 Hayes Valley South	66	66	(\$64,364)	0	0		66	0
962 Bernal Dwellings	160	160	(\$162,837)	0	0		160	0
963 Plaza East	193	193	(\$194,723)	0	0		193	0
990 North Beach	138	138	(\$134,554)	0	0		138	0
991 Valencia Gardens	148	0	(\$149,753)	148	148	(\$149,753)	148	0
<b>Subtotal</b>	<b>756</b>	<b>608</b>	<b>(\$759,723)</b>	<b>148</b>	<b>148</b>	<b>(\$149,753)</b>	<b>756</b>	<b>0</b>
<b>Grand Total</b>	<b>6,142</b>	<b>2,141</b>	<b>(\$2,732,535)</b>	<b>4,001</b>	<b>2,443</b>	<b>(\$3,559,537)</b>	<b>4,584</b>	<b>1,558</b>
			<b>Total CFP reduction at the end of Phase I (\$2,732,535)</b>			<b>Total CFP reduction at the end of Phase II (\$3,559,537)</b>		<b>Total CFP reduction at the end of RAD Conversion (\$6,292,072)</b>

## *Plan Describing the Capital Improvements Necessary to Ensure Long-term Physical and Social Viability of the Projects*

This Narrative sets forth the Authority's overall plan for modernization, new construction, and revitalization of public housing with highlights of the proposed 2018 Capital Fund Program (CFP) and Replacement Housing Factor (RHF) program. The Authority has involved residents, community representatives and City agencies throughout this planning process.

### *Modernization and Management Improvement Mandatory Physical & Management Improvements*

- Lead Based Paint (LBP) abatement or in-place management activities;
- Asbestos Containing Material (ACM) abatement activities;
- Mold and Moisture abatement;
- Modification of apartments and common areas for use by disabled to comply with ADA and/or 504 requirements;
- Emergency improvements for life safety problems, and property stabilization by addressing leaking roofs and waterproofing building's exterior;
- Management improvement activities required by legal settlement, HUD audit finding, or identified by HUD's PHAS; and
- Completion of Comprehensive modernization activities funded through CFP.

### *Urgent Physical & Management Improvements*

- Emergency improvements such as chronic malfunctioning sewer systems, correction of hazardous conditions, etc.;
- Identification and proper abatement of potentially toxic materials and unhealthy conditions. Specific activities would include testing and abatement of asbestos, lead, chronic mildew, etc. Repair/replacement/installation of ventilation systems; and
- Improvements that will enhance the security of residents. Such activities would include installation of vandal resistant security lighting, security grills, surveillance equipment, gates, etc.

### *Serious Physical & Management Improvements*

- Major repairs to heating, plumbing, sewer, electrical systems, etc.
- Physical improvements to non-dwelling space for the expansion or improvement of resident activities and services and SFHA management operations.
- Improvements to SFHA management operations to improve efficiency and the delivery of services to residents.

### *Coordinated Activities to Ensure Efficiency*

When work items are to be completed at different times at one particular development, activities are sequenced to maximize efficiency. For example, exteriors are not repainted until

lead-based paint testing has been completed. No completed work should have to be disturbed to address a subsequent non-emergency work item. This strategy may vary according to the condition of the building.

When special mobilization is required to address an item that is needed at several developments, the inclusion of all of these developments into a single effort will be considered. Maintenance and management issues brought up at the RAB meetings and citywide public hearings shall be referred to the appropriate departments, including Maintenance and Management.

#### *Remaining Physical, Management, and Other Needs*

Remaining physical and management improvements are those that are addressed based on the severity of the problem, the efficiency of addressing the problem along with other more urgent items or on the cost savings that will result from completing the improvement.

- Management Issues - timely street cleaning, tree pruning, sidewalk repair, anti-vandalism strategies, appropriate trash collection system, proper cleaning of site, on-site security, site resident monitors, neighborhood programs to monitor loitering, recycling programs for each site, TA offices for the senior developments, and graffiti abatement, among others.
- Maintenance Issues- clean-up of playground facilities, better maintenance programs for elevators and boilers, availability of maintenance workers who live in the city during emergency calls, intercom systems for all the senior developments, new furnishings for public areas when needed, well maintained doors and windows, proper graffiti abatement, addition of weather stripping on all doors, addition of handrails to dangerous areas/ areas with seniors, add landscape irrigation system, timely maintenance response, kitchen cabinet repair, wall heater replacement, general unit improvements and need for new appliances, among others.

#### *Addressing Developments with Higher Needs*

Where many serious improvements are needed and the repair, replacement or redesign of major building elements will require the temporary relocation of families to allow for the work to proceed, a comprehensive rehabilitation approach was developed. All-important physical problems will be addressed at that time, funding permitting to maximize the efficiency and long-range success, and to reduce overall cost associated with such efforts. When family

relocation is not required and improvements can be completed without major disruptions, funding permitting, a sequenced rehabilitation approach will be followed.

The Authority established an agency goal of pursuing every opportunity available to replace obsolete public housing units in San Francisco. The strategies propose the use of available public and private funding, creating alternative ways to rebuild public housing into mixed income communities and dispose of underutilized property to increase SFHA resources. They are consistent with the City and County of San Francisco Consolidated Plan that identifies a serious shortage of affordable housing opportunities and need to maintain a stock of housing for very low-income households.

The Authority is now implementing some of these more detailed strategies with developer partners, City agencies, residents, and community groups. Site-specific community advisory teams composed of residents and the surrounding communities are being engaged in the pre-development process with already selected and engaged development teams.

#### **C.1 Capital Improvements.**

See HUD Form 50075.1 and HUD Form 50075.2 under Attachment X.

#### **D. Required Submission for HUD Field Office Review.**

In addition to the PHA Plan template (HUD-50075-ST), the SFHA has submitted the following:

- (a) Form HUD-50077-ST: See Attachment "IV"
- (b) Form HUD 50077-ST-HCV-HP: See Attachment "V"
- (c) Form 50077-SL: See Attachment "VI"
- (d) Resident Advisory Board (RAB) comments. In progress. (Will be Attachment "VII".)
- (g) Challenged Elements: There are no challenged elements at the time of posting.
- (h) Capital Fund Document Submission: See Attachment "X".

The SFHA has complied with all regulatory submission requirements prior to the submission deadline.