Operation and Management

The San Francisco Housing Authority has included in this section a document entitled *"Description of How Management Services are Arranged"*.

This spreadsheet highlights the procedures that the SFHA uses for its day-to-day property management function.

In early 2009, the SFHA implemented its "Asset Management" plan and now on-site property managers make administrative decisions regarding procurement, rent collection, maintenance issues, vacancy preparation, etc.

In the event of pest infestations, the on-site property is responsible for preventing the pest infestations, and is also responsible for correcting any pest infestation problems. The property manager has the authority to procure professional pest control services.

Tab 5.

Description of How Management Services are Arranged

San Francisco
Housing Authority

SAN FRANCISCO HOUSING AUTHORITY (SFHA)
DESCRIPTION OF HOW MANAGEMENT SERVICES ARE ARRANGED

TASK	MODE	COMMENTS
Applicant Intake, Screening, and Admissions	Centralized	Conventional Housing prospective tenants may apply for the continuously open Waiting List (WL), whereas Section 8 prospective tenants may only apply for the Section 8 Program and be put on the WL when it is open. SFHA will accept applications for placement on the conventional WL during open enrollment. Conventional Housing and Section 8 applicants will self-declare his/her eligibility at the time of the "pre-application" based on the eligibility requirements. **Ranking Method (Conventional Housing)** - Pre-applications will be sorted within each preference category and by the date and time received and a list is generated in rank order. When an applicant's name appears amongst the top of the WL, the applicant is contacted to complete a "formal" application and an initial screening appointment will be set up. At that time, the applicant will need to provide all required documentation for eligibility and verification of preferences. **Preferences (Conventional Housing)** - SFHA has adopted the former Federal Preferences categories as Local Preferences in administering its Section 8 and Conventional Housing Programs. These preferences consist of (a) involuntary displacement, (b) substandard housing, and (c) paying more than 50% of income toward housing. Additional preferences include: (a) residency (live or work full-time in San Francisco), (b) veteran status, (c) welfare-to-work, (d) full- and part-time employment, (e) homelessness, and (f) domestic violence. In last year's annual plan, SFHA changed the weight of the preferences to all be equal. This means that the WL for Conventional Housing will be ranked by time/date as long as the applicant has at least one preference.
Certifications and Recertifications	Mixed	Initial certifications are handled centrally by the Eligibility Division. At the initial screening appointment, the applicant will supply all the necessary documentation. Afterwards, criminal background checks will proceed and third party verifications will be requested. Once all verifications are returned and the background check is cleared, the credit check is complete. If the applicant passes the credit check, approval letters are sent to advise the applicant that he/she has passed the preliminary screening requirements and have been deemed eligible. Unit offer letters will be sent when there are available housing units. Interim adjustments and annual recertifications are handled at the property site offices.
Procurement	Mixed	Property Managers, Maintenance supervisors, and other authorized individuals can purchase supplies and services under $25,000 through various blanket purchase order agreements or through a purchase request submitted to the Contract and Procurement Division. Purchase requests for over this threshold (services, construction, and supplies) are handled by the Contract and Procurement Administrator.
Lease Enforcement	Decentralized	Property Managers are responsible for monitoring lease compliance and attending court actions for nonpayment of rent.
Rent Collection	Mixed	Residents mail their rent payments to the bank lockbox or they bring it to the property site office. Rent payments mailed to the bank lockbox are processed by the bank and uploaded to the Finance Accounting system. Rent payments brought to the property site office are processed by the Finance department and deposited to the bank. If a resident is late paying his/her rent, the Property Manager addresses the issue with the resident.

SAN FRANCISCO HOUSING AUTHORITY (SFHA)
DESCRIPTION OF HOW MANAGEMENT SERVICES ARE ARRANGED

TASK	MODE	COMMENTS
Resident/Client Services	Mixed	SFHA's resident/client services are handled by the Office of Fair Housing and Resident Relations (OFHRR). **Translation Services** - SFHA can provide translation services for property site meetings, Eligibility and Section 8 office meetings, and individual interviews depending on the staff's availability and scheduling. Requests for these translation services must first go through the Administrator of OFHRR. From day-to-day, the translation staff is responsible for mainly translating routine or agency wide documentation that would be considered "crucial or necessary information" for the residents. Written translation for "non-crucial or unnecessary" information would need to be pre-approved by the Administrator of OFHRR and scheduled with the OFHRR staff. The OFHRR staff provides translation services for Chinese, Vietnamese, and Russian. Any other languages would be provided by other SFHA bilingual staff or an outside translation agency. **Family Support Services and Senior/Disabled Support Services** - Provides tenant association technical assistance, resident leadership training, and other resident supportive services at the OFHRR office or on-site at developments. **Community Resource Development and Support** – Builds community resources for the coordination of resident/client referral services. Resource/referral information is kept on file and maintained in a database. **Client Complaints** – Client complaint call lines are available for residents to report and file complaints. Individual language lines are set up for English, Spanish, Chinese, Vietnamese, Russian, and Arabic **Resident Employment/Training Services** - Residents (job applicants) receive centralized employment training services. **Domestic Violence** - Residents receive centralized and coordinated domestic violence referral services. **Resident Services Newsletter and Citywide Resource Guide** - These are distributed to citywide residents and will soon be available on the SFHA website. **Management of Non-Dwelling Units** - The OFHRR also monitors the agreements for outside entities/organizations to use non-dwelling space (permits to enter), and evaluates program services provided.
Routine Maintenance	Decentralized	**Crafts** - The Manager of Central Maintenance assigns the work to the appropriate craft personnel. Work orders are identified at the development level and charged accordingly. Work orders coming in from developments are assigned by priority and input from the property manager. All painting work orders are assigned to the Journeyman Painters. The Glaziers take care of glazing issues, which are mostly windows. Carpenters take care of all carpentry items. All plumbing related issues are assigned to the Plumbers/Steamfitters, as all electrical issues are assigned to the electricians. Lino-layers repair and install: vinyl tile flooring inside the units and all common areas, vinyl linoleum tub walls in the bathroom, ceramic tiles in the bathroom tub wall. Lino-layers also perform caulk jobs. **Laborers & Custodians** – Laborers and Custodians are assigned to Asset Management Projects (AMP). The Laborers take care of the site cleaning every day. The Custodians handle the cleaning and final clean up of vacant units and some handle cleaning at the high-rise buildings.

SAN FRANCISCO HOUSING AUTHORITY (SFHA)
DESCRIPTION OF HOW MANAGEMENT SERVICES ARE ARRANGED

TASK	MODE	COMMENTS
Service Contracts (Routine Painting, Extermination, etc.)	Mixed	Service contracts are procured by the Contracts and Procurement Administrator. The centralized maintenance and/or on-site staff handle the technical aspects of the contract administration. The terms, conditions, disputes, claims and termination are handled by the Contract and Procurement Administrator.
Technical/ Specialized Maintenance Services	Mixed	The Director of Central Services develops a scope of work for an outside contractor whenever a specialized field is required as identified either by the housing property manager or Central Services staff.
Unit/Annual Inspections	Centralized	Central Maintenance has two Uniform Physical Condition Subsystem (UPCS) trained inspectors who handle the required annual inspections for public housing.
Vacancy Preparation	Mixed	The Manager of Vacates supervises the rehabilitations of vacant units and assigns the work that needs to be completed to the appropriate craft personnel. Work orders capture the cost of the vacancy preparation and charges to the respective development.
Work Order Requests	Mixed	The annual inspections accurately identify the deficiencies, UPCS violations and Preventive Maintenance concerns. Property management also identifies deficiencies and maintenance needs, emergency and non-emergency. All have a direct access to the Director of Central Services through the Outlook network for all types of maintenance requests follow-up and related services. There is also a centralized phone number for all work order requests. All work orders are assigned by AMP numbers so that the work orders are correctly charged to the respective developments. All labor and material charges are identified to an AMP and billed accordingly.