

SAN FRANCISCO HOUSING AUTHORITY

Annual Plan  
2017



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

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

The San Francisco Housing Authority (SFHA) Annual Plan (Plan) provides a ready source for interested parties to locate basic SFHA policies, rules, and requirements concerning the SFHA's operations, programs, and services, and informs the Department of Housing and Urban Development (HUD), families served by the SFHA, and members of the public of the SFHA's mission, goals and objectives for serving the needs of low-income, very low-income, and extremely low-income families. The SFHA 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 SFHA is pursuing based on its Five-Year Plan:

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

The SFHA's Five Year Plan is based on the premise that accomplishing the above five-year goals and objectives will move the SFHA in a direction consistent with its mission. The ability of the SFHA 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 SFHA must meet. The plans, statements, budget summary, policies, etc. set forth in this Annual Plan all lead towards the accomplishment of the SFHA's goals and objectives. Taken as a whole, they outline a comprehensive approach towards the SFHA's goals and objectives. Below are a few highlights from the SFHA's Five Year Plan:

- Updates to the SFHA's Admissions and Continued Occupancy Policy;
- Updates to the SFHA's Housing Choice Voucher/Section 8 Administrative Plan including Rental Assistance Demonstration updates;
- An emphasis on public housing revitalization and redevelopment; and
- Profile of current SFHA resources.

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Attachment I: Public Housing Admissions and Continued Occupancy Policy

Attachment II: Housing Choice Voucher Administrative Plan

Attachment III: 2015 Audit

Attachment IV: HUD Form 50075-ST

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Attachment VII: Resident Advisory Board Comments

Attachment VIII: Rental Assistance Demonstration Comments and Certification

Attachment IX: Units with Approved Vacancies for Modernization

Attachment X: Challenged Element

**SFHA Annual Plan**

**A. SFHA Information**

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

**PHA Code:** CA001

**PHA Type:** Troubled

**PHA Fiscal Year Beginning:** Oct. 1, 2016

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

Number of PH units: 2,220

Number of Housing Choice Vouchers (HCV's):

Total Combined Units/Vouchers: 11,325

**Submission Type:** Annual Submission

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

**Availability of Information:** The SFHA Agency Plan will be made available at the Asset Management Projects. Additionally, the SFHA 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 SFHA Plan Elements**

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

<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.
	N	Homeownership Programs.
Y		Community Service and Self-Sufficiency Programs.
Y		Safety and Crime Prevention
Y		Pet Policy
Y		Asset Management
Y		Substantial Deviation
Y		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.

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 SFHA is working diligently with the City and County of San Francisco's Mayor's Office of Housing and Community Development (MOHCD), Department of Public Health (DPH) and the Human Services Agency (HSA) to ensure that the lowest income individuals are targeted for housing. In 2012, the SFHA convened a 45 day public comment period as part of the Annual Plan to discuss the needs of the local jurisdiction and update preferences. The Resident Advisory Board and numerous stakeholder groups overwhelmingly agreed that "homelessness" was a need in San Francisco. Since then, the SFHA has reviewed and updated the preferences, opened them to public comment, and utilized the preferences to address the city-wide concern of housing the homeless and to ensure that properties under redevelopment/rehabilitation through the Rental Assistance Demonstration (RAD) program or HOPE SF retain all of their current tenants. The SFHA continues to manage its own waiting list.

The City and County of San Francisco's housing needs of the low-income and very low-income families who reside in the jurisdiction served by the SFHA and other families on the waiting lists has grown. According to the 2015 "*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 71% of the total homeless counted or 5,340 individuals. Unaccompanied Children and Youth under 25 followed with 21% or 1,569 with persons in families estimated at 8% or 630 families.

### *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 SFHA more readily than ever before. First, the Emphasys Elite Software has successfully opened and closed two (2) waiting lists in the previous year. Such smooth waiting list openings allow for individuals and families to apply without hesitation and hold their place for future housing opportunities. Second, the SFHA is moving towards a site-based waiting list model. With the SFHA moving towards site-based waiting list, see Attachment II-Chapter 4, individuals can apply to the site in which they want to reside. Further, families with incomes below 30 percent and/or the 9% that are homeless, have been prioritized in the preferences and may be referred through HSA's Family Unification Program. Many of the families currently in our 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. The SFHA continues to meet regularly with stakeholders in an effort to listen to the needs of the community and work collaboratively on policies and procedures.



### *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, 8% represented seniors aged 61 or older. The homeless population aged 61 and older increased from 3% in 2013 to 8% in 2015. The SFHA continues to house Elderly Families and Families with Disabilities as units become available. Moreover, the SFHA will engage stakeholders within both communities to ensure that information is being conveyed and request further outreach. The SFHA currently has a homeless senior/disabled preference to address the needs of this community. Provided the increase of homelessness the SFHA 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 SFHA 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 recent opening of the Dr. Davis Development where 13 households were able to move from Alice Griffith to the newly developed senior only Dr. Davis Development, only blocks away from Alice Griffith. Further, the Rental Assistance Demonstration Program (RAD) successfully converted thousands of Public Housing units to private/non-profit management with no residents being displaced in the process.

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 two of the four developments under construction and the other scheduled to break ground within the next two years. The new developments guarantee one for one replacement units for all current tenants. The SFHA is managing the waiting list(s) for all RAD developments; Project Based Vouchers; and Tenant Based Vouchers. With the supply allotted, the SFHA 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))

Describe the PHA's policies that govern resident or tenant eligibility, selection and admission including admission preferences for both public housing and HCV and unit assignment policies for public housing; and procedures for maintaining waiting lists for admission to public housing and address any site-based waiting lists.

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 SFHA removed the rent burdened preference. All of the SFHA’s policies and procedures adhere to the Code of Federal Regulations and all state and local laws. These documents 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 may be viewed in Attachment II.

Financial Resources (903.7(c))

See below:

<b>Sources</b>		
<b>1. Federal Grants (FY 2015 grants)</b>	<b>Planned \$</b>	<b>Planned Uses</b>
a) Public Housing Operating Fund		
b) 2015 Public Housing Capital Fund Program	\$9,573,562.00	Public housing capital improvements
2015 CFP-RHF	\$224,345.00	Vacant Unit Rehabilitation
2015 CFP-RHF	\$146,821.00	Vacant Unit Rehabilitation
c) Annual Contributions for Section 8 Tenant-Based Assistance		
<b>2. Prior Year Federal Grants (unobligated funds only) (list below)</b>		
2014 CFP	\$172,784.00	Public housing capital improvements
<b>3. Public Housing Dwelling Rental Income</b>		

		Public housing operations
<b>4. Other income</b> (list below)		
Mod Rehab		HCV Tenant Based Assistance
HOPWA		HCV Tenant Based Assistance
<b>5. Non-federal sources</b> (list below)		
<b>Total resources</b>	<b>\$10,117,512</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 the Public Housing program is \$25.00 The HCV program minimum rent is \$25. 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 SFHA 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.*)

#### *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 SFHA*

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

- Deputy Director of Operations
- Client Placement
- Budget and Strategic Planning
- Procurement
- Finance
- Modernization
- Information Technology
- Human Resources
- Government Affairs and Policy
- Public Housing Operations
- Housing Choice Voucher

### *Public Housing*

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

Public Housing Program: Public Housing

### *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 SFHA 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 Program retain their grievance rights previously held under the Public Housing Program. Grievance Procedures for RAD tenants are included in Chapter 18 of the HCV Administrative Plan. Applicants may request an informal review when denied their application.

Further, the SFHA created a timeframe for hearing decision implementation and by which the SFHA may overturn a hearing officer's decision. The SFHA updated its Grievance Procedures to reflect the recertification guidance in PIH Notice 2016-09.

### Homeownership Programs (903.7(k))

The SFHA has a homeownership program that will be reviewed this fiscal year for effectiveness and needs.

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

### *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 Sunnysdale and Hunters Point —"A" East
- Child care centers at North Beach, Sunnysdale, Westside Courts, Bernal Dwellings, Ping Yuen and Alemany
- Service Coordinators at Senior/Disabled Developments
- Food pantries available at most Public Housing Sites
- Summer lunch program at all family developments
- Afterschool enrichment programs at Ping Yuen, Sunnysdale, Westbrook Apartments,
- Computer lab at Rosa Parks, Westside Courts and Valencia Gardens

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

The SFHA 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 SFHA lets out to bid.

Community Service requirements for public housing residents is monitored by individual property managers at the time of annual recertification. The 2016 Annual Plan includes proposed language regarding the Community Service requirement.

### *Family Self Sufficiency programs*

The SFHA will continue to seek out funding opportunities to support efforts to move families towards self-sufficiency.

The SFHA's HCV Department will oversee the reorganization of its Family Self Sufficiency (FSS) program.

### *Compliance by the SFHA*

The SFHA has adopted guidance provided by HUD in PIH Notice 2015-12. 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 SFHA transferred over half of its Public Housing units to private/nonprofit managers under the RAD program leaving the SFHA with one senior/disabled development and scattered family developments. This conversion is new and the SFHA continues to engage the San Francisco Police Department on roles and partnerships under the new structure. As part of this year's Annual Plan process, the SFHA will allow for the HCV waiting list to remain open for certain preferences, which will allow a person in need of an emergency voucher an opportunity to reach safety. Further, the SFHA continues to meet with the Domestic Violence advocacy group and various stakeholders who work collaboratively with the SFHA 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 SFHA has provided security at its senior/disabled sites. In 2012 the SFHA 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 SFHA's largest developments, Sunnydale and Alice Griffith. Since 2012, the SFHA has applied for the safety and security grant applications on two occasions and has not been selected either time.

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

The SFHA 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 SFHA has also established a relationship with the San Francisco District Attorney's office to discuss their programs and has provided training to their staff on SFHA policies.

The SFHA established a fire arm policy in 2015, which can be seen in Chapter 13 section IIIB of the ACOP attached herein as Attachment "I".

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

The San Francisco Police Department (SFPD) provides the SFHA family housing developments with a certain number of dedicated officers. It also provides the SFHA with a liaison, usually a Commander, who is the contact for any questions that the SFHA may have about a recent crime or investigation that occurred. The SFHA meets quarterly with the SFPD to discuss trends in violence and strategies to address the trends. The SFHA 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 reports to the Resident Services, Operations and Personnel Committee once per month and provides the public with monthly crime reports of all of the SFHA properties. Further, Captains of the San Francisco Police Departments meet with resident groups upon request.

The SFHA 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 SFHA developments.

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

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

The SFHA 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 cause is not the fault of the victim; (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 SFHA established an “Emergency Referral” process with significant community input that applies to residents who may need transfers under the new RAD Program.

In 2014, the SFHA and the Department of the Status of Women, obtained funding from the City and County of San Francisco to hire two Domestic Violence Liaisons. The funding is currently being administered through the Department of the Status of Women and awarded to La Casa de las Madres. In January of 2015, the SFHA 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 SFHA or through the City and County of San Francisco. 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 meets bimonthly 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. Community based advocates provided training on domestic violence to SFHA staff in 2014 and 2015.

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

The SFHA has a no pet policy except for senior/disabled buildings. 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 SFHA's pet 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 "I".

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

The SFHA 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 SFHA will be hiring an asset manager in fiscal year 2017.

#### 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 SFHA's stated mission and the persons the Agency serves. As mandated by the U.S. Department of Housing and Urban Development, the SFHA 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 SFHA. Therefore, the SFHA defines significant changes to the Agency Plan to be:

- Changes to tenant/resident admissions policies;
  - Changes to the HCV termination policy;
  - Changes to the tenant/resident screening policy;
  - Changes to public housing rent policies;
  - Changes to the organization of the waiting list;
  - 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)
- (c) The SFHA must submit its Deconcentration Policy for Field Office Review.

*Admission & De-concentration Policy*

- Annually, the SFHA 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 SFHA will determine the level of marketing strategies and which de-concentration incentives to implement.
- The SFHA 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".

**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.
		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 SFHA for which the SFHA 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.

HOPE VI or Choice Neighborhoods/Mixed Finance Modernization or Development

The SFHA has developed revitalization and replacement housing plans for eleven 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 public housing. The SFHA will 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 SFHA 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 SFHA has had enormous success with this strategy at five HOPE VI sites that now have new public housing in developments with a

total of 1,148 mixed-income units.

### *HOPE SF*

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

### *HOPE SF Task Force 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 Task Force Principles*

- Ensure No Loss of Public Housing;
- Create an Economically Integrated Community;
- Maximize the Creation of New Affordable Housing;
- Involve Residents in the Highest Levels of Participation in 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 Key Next Steps*

MOHCD continues to be the lead implementing agency for the real estate development component of HOPE SF, the Mayor's signature anti-poverty initiative that works to revitalize the six largest and most distressed public housing sites as mixed-income developments. The real estate and infrastructure component of HOPE SF requires the complete demolition and rebuilding of the four sites along with new streets, parks and open spaces, and community space that will physically reconnect these sites to their surrounding neighborhoods. HOPE SF also included family-focused community building, neighborhood based health and wellness supports, integrated neighborhood education supports, targeted early care supports, economic mobility pathways for opportunity youth and community policing. In total, the City's HOPE SF initiative will replace 1,904 public housing units, add 1,026 new affordable housing units serving low- and very-low income households, and provide 2,357 workforce units for sale and for rent. The HOPE SF public housing sites are:

- Hunters View – 267 public housing units
- Alice Griffith – 256 public housing units
- Potrero Terrace and Annex – 606 public housing units
- Sunnydale-Velasco - 775 public housing units

### *Highlights for HOPE SF:*

- Alice Griffith, the second HOPE SF project, began construction on its initial phase, an off-site senior housing development.
- Alice Griffith commenced construction on-site with Phase 1 and 2 consisting of 184 replacement and affordable housing units in March 2015.
- Sunnydale and Potrero are continuing their community building activities as described in their Transformation Plans funded by their successful Choice Neighborhoods Initiative Planning Grants awarded by HUD to both sites in 2012.

### *Hunters View*

The SFHA in partnership with the City and County of San Francisco (the "City"), through its HOPE SF Program initiated the revitalization of the Hunters View Public Housing Development in 2005. The SFHA 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.

*Alice Griffith:*

The Alice Griffith Public Housing Project will be rebuilt with one-for-one replacement of 256 public housing units and an additional 248 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 include 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 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 SFHA to enter into an Exclusive Negotiating Rights Agreement (ENRA) with the Master Developer and McCormack Baron Salazar, Inc. (MBS) to redevelop the 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 SFHA 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.

*Potrero Terrace and Potrero Annex:*

Part of the HOPE SF Initiative, Potrero Terrace and Annex public housing 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 606 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 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 demolition and new construction will be phased. Pending HUD approval of the Section 18 Demolition and Disposition and award of Section 8 subsidies, the first demolition is planned for early 2018. Residents in the first demolition phase will either move into a newly constructed building to be developed on a site immediately adjacent to the public housing site, if subsidies are available and awarded, 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 and Velasco*

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 demolition and new construction will be phased. The first two phases pending HUD approval of the Section 18 Demolition and Disposition and award of Section 8 subsidies is estimated to start in 2018, including relocation of existing households, if subsidies are available and awarded, demolition of existing units and infrastructure, and then new construction of new infrastructure and housing. Subsequent phases would proceed when replacement units are completed and if subsidies are available and awarded. The overall development would 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.

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.



## *HOPE SF*

The following public housing projects are proposed for Section 18 subsequent demolition and disposition (the "Section 18 Sites") as part of the HOPE SF initiative:

- Potrero
- Potrero Annex
- Sunnydale
- Velasco

### Demolition and/or Disposition

The SFHA 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 SFHA 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. The following are SFHA properties that may be disposed:

- 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 SFHA has determined that the disposition of this 1 unit site will allow for the rehabilitation of other properties that will be more efficiently and effectively operated as low-income housing developments.
- 440 Turk Street, AMP 987. The SFHA 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.

The SFHA will be preparing conceptual development and/or use scenarios with feasibility studies for seven properties owned by the Authority.

In September 2015, the Authority prepared its Five Year Strategic Plan for 2016-2021 (Plan). The purpose of the plan was to identify the SFHA's strategic priorities over the next five years. As part of the SFHA's mission to provide decent, safe and affordable housing to San Franciscans in need, increased attention has been given to addressing the City's affordability challenges and reaching long term financial stability and sustainability. A highlight of the Plan includes establishing creative

funding streams through private and public partnerships to create additional affordable housing opportunities by developing and/or rehabilitating properties owned by the Authority. The SFHA is interested in determining if: (1) Additional revenue could be captured through feasible and cost-effective development of underutilized parcels; (2) Deteriorated affordable housing properties could be rehabilitated or redeveloped to better serve existing and future residents; and (3) Commercial spaces could better serve SFHA operations.

Seven sites scattered throughout San Francisco have been identified for this study. For six of the sites, key questions include: 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 SFHA will engage in further analysis as well as further community engagement before determining the specific characteristics of an affordable housing development project. The seventh site is a commercial space that has potential for lease or occupancy by the SFHA administrative offices.

Five of the sites currently contain seventy public housing units: 4101 Noriega, 363 Noe, 200 Randolph, 2206-2268 Great Highway, and San Jule Apartments. The SFHA is committed to protecting the rights of the current residents in these units and meeting all requirements under the U.S. Department of Housing and Urban Development (HUD) public housing regulations and expects all feasibility studies to include either the replacement of public housing units on a one-for-one basis on-site or off-site, or tenant protection vouchers.

Also see sections on HOPE VI; Mixed Finance Modernization or Development and Conversion of Public Housing to RAD.

#### Designated Housing for Elderly and/or Disabled Families

The SFHA 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 7 of the U.S. Housing Act of 1937 (42 U.S.C. 1437e) in the upcoming fiscal year.

#### Conversion of Public Housing to Tenant Based Assistance/Conversion of Public Housing to Project-Based Assistance under RAD

The City, SFHA staff, and representatives of 72 different community organizations, met over a four-month period to develop recommendations as part of the re-envisioning plan for the SFHA. Consistent with the implementation of part of those recommendations, SFHA and City staffs, including the Mayor's Office, MOHCD, the City Administrator, and the SFHA's Acting Executive Director developed a financing strategy to address the long term viability of the SFHA housing

portfolio in light of reduced current and future federal funding for capital improvements and operations.

The proposed financing strategy seeks to address critical immediate and long term rehabilitation needs and preserve affordability for very low income residents by increasing revenue and by attracting new capital. As part of the fiscal strategy plan, it is critical for the SFHA to leverage all available federal dollars by applying for applicable HUD programs. The plan includes applying for Project Based Rental Assistance and/or Project-Based Vouchers under the federal Rental Assistance Demonstration Program ("RAD"), which application was approved by the SFHA Board of Commissioners on September 26, 2013 and the application(s) submitted on September 27, 2013. In addition to the RAD applications, the financing strategy as contemplated by the Plan relies also upon HUD's Section 18 Disposition/Demolition program which will permit the SFHA to obtain additional Section 8 vouchers under the RAD program. The SFHA intends to develop the projects as mixed finance projects and use Section 8 vouchers, plus additional funds from private funding source, equity partners under the low income housing tax credit program and other eligible sources. Such an approach will allow the tenants of SFHA sites to benefit from immediate and long term rehabilitation work while preserving existing affordability.

Consistent with the findings of the San Francisco Public Housing Re-Envisioning process and July 2013 Report, the SFHA seeks to address critical immediate and long term rehabilitation needs and preserve affordability for very low income public housing residents by increasing revenue and by attracting new capital to sustain the SFHA's public housing projects.

As such, on September 26, 2013, the SFHA Board authorized the Acting Executive Director to submit a portfolio-wide application to HUD to convert 4,575 existing units to RAD in 41 SFHA projects that are currently subsidized by the Annual Contributions Contract ("ACC").

On January 6, 2014, HUD approved the applications that were submitted by the SFHA on September 27, 2013, under the Rental Assistance Demonstration ("RAD") Program for 4,575 housing units in 41 SFHA projects. (See chart below for the list of 41 projects.) The RAD program offers the opportunity for the SFHA to preserve its housing units as affordable housing for the long-term, and to rehabilitate and recapitalize projects in a manner that will maintain the physical and economic viability of the developments for at least 20 years. The conversion to RAD addresses the long term viability of the SFHA housing portfolio in light of reduced current and future federal funding for capital improvements and operations. Through this innovative program, the SFHA seeks to improve the residents' quality of life, to provide supportive services and employment opportunities for its residents and to participate in any revenues or income streams produced by the newly upgraded and refinanced housing through annual ground lease payments.

*Description of 41 Projects with HUD Approval to Convert to RAD*

*Projects that have already been converted:*

	<b>Name</b>	<b>Type</b>	<b>Units</b>	<b>Conversion Date</b>	<b>Status</b>
1	430 Turk	Senior/Disabled	89	November 2015	Under rehab
2	345 Arguello	Senior/Disabled	69	November 2015	Under rehab
3	666 Ellis	Senior/Disabled	99	November 2015	Under rehab
4-5	939 Eddy and 951 Eddy	Senior/Disabled	62	November 2015	Under rehab
6	Robert B Pitts	Family	201	November 2015	Under rehab
7	255 Woodside	Senior/Disabled	109	November 2015	Under rehab
8	491 31 <sup>st</sup> Street	Senior/Disabled	75	November 2015	Under rehab
9	227 Bay	Senior/Disabled	50	November 2015	Under rehab
10	990 Pacific	Senior/Disabled	92	November 2015	Under rehab
11	Hunter's Point East/West	Family	213	November 2015	Under rehab
12	Holly Courts	Family	118	November 2015	Under rehab
13	462 Duboce	Senior/Disabled	42	November 2015	Under rehab
14	1880 Pine	Senior/Disabled	113	November 2015	Under rehab
15	25 Sanchez	Senior/Disabled	90	November 2015	Under rehab
16	Alice Griffith Phase I	Family	93	March 2015	Under construction
17	Alice Griffith Phase II	Family	91	March 2015	Under construction
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	Under construction
21	Hunter's View Block 10	Family	72	November 2015	Under construction

Projects expected to convert in 2016:

22 – Ping Yuen, AMP 972, Family (Current cap fund allocation - \$400,207)

Current Unit Mix	Proposed Unit Mix	Reduction in Affordable Units?
0BRs – 0	0BRs - 0	No
1BRs - 46	1BRs - 46	
2BRs - 91+ 1 offline unit	2BRs - 91 + 1 manager's unit	
3BRs - 75	3BRs - 75	
4BRs - 21	4BRs - 21	
5BRs – 0	5BRs - 0	

23 – Ping Yuen North, AMP 976, Mixed (Current cap fund allocation - \$318,259)

Current Unit Mix	Proposed Unit Mix	Reduction in Affordable Units?
0BRs - 44 +1 offline unit	0BRs – 45	No
1BRs - 33	1BRs - 33	
2BRs - 100	2BRs – 99 +1 manager's unit	
3BRs - 22	3BRs - 22	
4BRs - 0	4BRs - 0	
5BRs – 0	5BRs - 0	

24 – Westside Courts, AMP 969, Family (Current cap fund allocation - \$220,610)

Current Unit Mix	Proposed Unit Mix	Reduction in Affordable Units?
0BRs - 0	0BRs - 0	Yes, one 2BR will become a property management staff apartment
1BRs - 83 +1 offline unit	1BRs - 83	
2BRs - 24	2BRs - 23 + 1 manager's unit	
3BRs - 20	3BRs - 20	
4BRs - 8	4BRs - 8	
5BRs – 0	5BRs - 0	

25 – 320 & 330 Clementina, AMP 982, Senior/Disabled (Current cap fund allocation - \$389,798)

Current Unit Mix	Proposed Unit Mix	Reduction in Affordable Units?
0BRs - 224 +2 offline units	0BRs - 226	No
1BRs - 50	1BRs - 48 + 2 manager's units	
2BRs - 0	2BRs - 0	
3BRs - 0	3BRs - 0	
4BRs - 0	4BRs - 0	
5BRs – 0	5BRs - 0	

26 – Rosa Parks, AMP 978, Senior/Disabled (Current cap fund allocation - \$337,094)

Current Unit Mix	Proposed Unit Mix	Reduction in Affordable Units?
0BRs - 19	0BRs - 19	No, there will be an increase in affordable units at this site
1BRs - 99 +1 offline unit	1BRs - 100 +1 offline unit	
2BRs - 77	2BRs - 83	

3BRs - 0	3BRs - 0	
4BRs - 2	4BRs - 0	
5BRs - 0	5BRs - 0	

27 – 350 Ellis, AMP 981, Senior/Disabled (Current cap fund allocation - \$144,229)

Current Unit Mix	Proposed Unit Mix	Reduction in Affordable Units?
0BRs - 71 +1 offline unit	0BRs - 72	No, there will be an increase in affordable units at this site
1BRs - 24	1BRs - 24	
2BRs - 0	2BRs - 0	
3BRs - 0	3BRs - 0	
4BRs - 0	4BRs - 0	
5BRs - 0	5BRs - 0	

28 – 1750 McAllister, AMP 985, Senior/Disabled (Current cap fund allocation - \$158,502)

Current Unit Mix	Proposed Unit Mix	Reduction in Affordable Units?
0BRs - 75	0BRs - 75	No
1BRs - 21	1BRs - 21	
2BRs - 1	2BRs - 1	
3BRs - 0	3BRs - 0	
4BRs - 0	4BRs - 0	
5BRs - 0	5BRs - 0	

29 – Alemany, AMP 966, Family (Current cap fund allocation - \$272,908)

Current Unit Mix	Proposed Unit Mix	Reduction in Affordable Units?
0BRs - 0	0BRs - 0	Yes, two buildings will be demolished because they are sinking. One building will be re-built for residential units and one will be re-built as a new community building for residents.
1BRs - 7	1BRs - 7	
2BRs - 100 +3 offline units	2BRs - 96 +1 manager's unit	
3BRs - 46	3BRs - 43 +1 manager's unit	
4BRs - 1 + 1 offline unit	4BRs - 2	
5BRs - 0	5BRs - 0	

30 – Mission Dolores, AMP 980, Senior/Disabled (Current cap fund allocation - \$137,047)

Current Unit Mix	Proposed Unit Mix	Reduction in Affordable Units?
0BRs - 68	0BRs - 68	Yes, one 1BR will become a property management staff apartment
1BRs - 23	1BRs - 22 +1 manager's unit	
2BRs - 1 offline unit	2BRs - 0	
3BRs - 0	3BRs - 0	
4BRs - 0	4BRs - 0	
5BRs - 0	5BRs - 0	

31 – 3850 18<sup>th</sup> Street, AMP 982, Senior/Disabled (Current cap fund allocation - \$163,356)

<b>Current Unit Mix</b>	<b>Proposed Unit Mix</b>	<b>Reduction in Affordable Units?</b>
OBRs - 88 1BRs - 19 2BRs - 0 3BRs - 0 4BRs - 0 5BRs - 0	OBRs - 88 1BRs - 18 +1 manager's unit 2BRs - 0 3BRs - 0 4BRs - 0 5BRs - 0	Yes, one 1BR will become a property management staff apartment

32 – JFK Tower, AMP 984, Senior/Disabled (Current cap fund allocation - \$147,237)

<b>Current Unit Mix</b>	<b>Proposed Unit Mix</b>	<b>Reduction in Affordable Units?</b>
OBRs - 76 1BRs - 21 2BRs - 1 3BRs - 0 4BRs - 0 5BRs - 0	OBRs - 76 1BRs - 20 +1 manager's unit 2BRs - 1 3BRs - 0 4BRs - 0 5BRs - 0	Yes, one 1BR will become a property management staff apartment

33 – 2698 California, AMP 984, Senior/Disabled (Current cap fund allocation - \$60,097)

<b>Current Unit Mix</b>	<b>Proposed Unit Mix</b>	<b>Reduction in Affordable Units?</b>
OBRs - 31 1BRs - 8 2BRs - 1 3BRs - 0 4BRs - 0 5BRs - 0	OBRs - 30 +1 manager's unit 1BRs - 8 2BRs - 1 3BRs - 0 4BRs - 0 5BRs - 0	Yes, one studio will become a property management staff apartment

34 – 1760 Bush, AMP 977, Senior/Disabled (Current cap fund allocation - \$163,106)

<b>Current Unit Mix</b>	<b>Proposed Unit Mix</b>	<b>Reduction in Affordable Units?</b>
OBRs - 83 1BRs - 24 2BRs - 1 3BRs - 0 4BRs - 0 5BRs - 0	OBRs - 83 1BRs - 23 +1 manager's unit 2BRs - 1 3BRs - 0 4BRs - 0 5BRs - 0	Yes, one 1BR will become a property management staff apartment

35 – Westbrook, AMP 970, Senior/Disabled (Current cap fund allocation - \$427,806)

<b>Current Unit Mix</b>	<b>Proposed Unit Mix</b>	<b>Reduction in Affordable Units?</b>
OBRs - 0 1BRs - 4 2BRs - 59 +1 offline unit 3BRs - 116 4BRs - 33 +1 offline 5BRs - 11 +1 offline unit	OBRs - 0 1BRs - 4 2BRs - 58 +2 manager's units 3BRs - 115 4BRs - 33 5BRs - 11	Yes, two units will become property management staff apartments

*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	In Progress



**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 will be 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):	<p><b>(Explain how transferring waiting list)</b></p> <p>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.</p>
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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 I will include 58 of the total 256 LIPH units being replaced. Of the 58 LIPH replacement units, 35 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>8</b>	<b>Total Over Housed</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>

**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 will be 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 (Decrease, 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):	<b>(Explain how transferring waiting list)</b>  Waiting list policies have been included in the		

	Administrative Plan of the Housing Choice Voucher Program and is 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>8</b>	<b>Total Over Housed</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>	93	91	122	18	19	10	19	132	504
<b>Total Bedrooms</b>	194	192	272	77	81	40	82	132	1070
<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>	93	93	122	18	19	10	19	132	506

**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 will be 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):	<b>(Explain how transferring waiting list)</b> 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 PH 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 will be 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 PH 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 PH units in order to appropriately serve current PH 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.

The SFHA is proposing a large scale redevelopment plan to reposition substantially all of its portfolio by disposing of certain public housing projects under 24 CFR part 970, receiving tenant protection vouchers (TPVs) in support of the disposition action, converting projects through HUD's Rental Assistance Demonstration (RAD) Program, and utilizing Choice Neighborhoods grants (Redevelopment Plan). Because of the complexities and scale of the redevelopment plan, the SFHA requested and was granted waivers under the RAD statutory authority on February 13, 2015 to Section 8(0)(13)(B) of the U.S. Housing Act of 1937 (1937 Act), certain other provisions governing project-based voucher (PBV) assistance and Notice PIH 2012-7, Section 10. The waiver of section 8(0)(13)(B) allows the SFHA to project-base the TPV assistance it receives through the proposed disposition in connection with its RAD conversions. The waiver of Notice PIH 2012-7, Section 10, allows the SFHA to dispose of the Developments under 24 CFR § 970.17 (c) by certifying that the SFHA has insufficient public housing Capital and Operating Funds to implement the redevelopment plan even with alternative resources such as RAD and Choice Neighborhoods grants. The waiver of Notice PIH 2012-7 was granted based on analysis and criteria stated in the waiver, including without limitation evaluation of other alternatives for redevelopment, considering the displacement of current residents and the loss of assisted units, the size and complexity of the plan and the effectiveness and efficiencies of the SFHA's operations as a result of implementation. The following public housing projects were approved

for Section 18 subsequent disposition (the "Section 18 Sites"):

- Ping Yuen
- Ping Yuen North
- Westside Courts
- Rosa Parks
- Alemany
- Hunters Point East/West
- Westbrook Apartments
- 350 Ellis

### *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 the SFHA's re-envisioning report. This structure ensures the long term affordability and oversight of the housing through the land lease structure; access to new funds not available to the SFHA; and improved housing conditions for residents.

### Occupancy by Over-Income Families

The SFHA continues to implement HUD guidance on families identified as "over-income".

### Occupancy by Police Officers

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

### Non-Smoking Policies

The SFHA has updated its no smoking policy to include e-cigarettes.

### 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 "C" below.

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

Form HUD-50077-CR, Civil Rights Certification, must be submitted by the SFHA as an electronic attachment to the PHA Plan. Per PIH Notice 2015-18 only Qualified PHA's are required to submit HUD-50077-CR. Since the SFHA is a troubled PHA, the form is not required.

The SFHA 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 SFHA's involvement and by maintaining records reflecting these analyses 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 SFHA's progress in meeting its Mission and Goals described in the SFHA five (5) Year and Annual Plan.

*SFHA GOAL #1: Expand the Supply of Assisted Housing –  
Fiscal Year 2011 Goals and 2017 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 infill affordable and market rate housing, where density permits, at family and elderly/disabled public housing units
- Use Section 8 Project Based Voucher Program assistance in conjunction with revitalization of public housing sites.

*5-Year Update:*

The SFHA 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.

*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 SFHA 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 SFHA has successfully closed thousands of work orders within the last 12 months.

The SFHA 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 Phase and Alice Griffith are both under construction. The SFHA 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.

The SFHA 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 SFHA 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 SFHA residents, staff, and partners, empowering domestic violence survivors and communities which foster safe, domestic, violence-free, and thriving lives.

Additionally, the SFHA, working with the Department of Public Health, will be expanding the health and wellness center to a larger location within the Sunnydale development. The new center will open in August 2016. Lastly, the SFHA will successfully complete RAD Phase II conversion by October 1, 2016.

The Housing Choice Voucher Program (HCV) will continue to improve its SEMAP scores in the next 12 months. The HCV program is in the process of scanning all of its tenant files in order to facilitate easy access to client records and expedited client services.

The SFHA procured a new software program, "Emphasys Elite" that went "live" on June 1, 2015. The software system is the operating system for both the Public Housing Operations Program and the Housing Choice Voucher Program. Additionally, the SFHA "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.

*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 SFHA has begun implementation of site-based waiting lists for all developments under HOPE VI and those developments converting under RAD.

*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 SFHA has improved the living environment in its highest crime properties. In 2011 the SFHA 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. Since their installation, it is estimated that crime in the Alice Griffith development decreased by upwards of 36%. The SFHA then installed cameras in the Potrero Terrace/Annex development in 2014. Most recently, the SFHA installed cameras in the Ping Yuen development. The SFHA was not selected in the last two applications for the Safety and Security Grant through HUD.

In addition to the high tech cameras, the SFHA conducted an audit of all of its existing cameras between 2013 and 2014. Any cameras that were not functioning, were repaired. The SFHA established a Lease Enforcement division in 2013 to focus its efforts on rent collection and safety. Additionally, the SFHA continues meeting monthly with community partners from various agencies in San Francisco to address concerns as they arise.

*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; and
- Utilize Section 3 goals and the SFHA 25% resident hire policy to provide more employment opportunities for public housing residents.

*5-year update:*

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



Additionally, the SFHA-with the Department of Public Health, has provided an annual training to property managers informing them of the various services available to residents by the City. In 2014 the SFHA 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 SFHA had two liaisons working out of its administrative offices assisting victims of domestic violence.

The SFHA's Chief Procurement Officer is committed to ensuring contractors meet the resident hour requirements. The SFHA continues to be committed to resident hiring through internal hiring, external hiring and providing residents the connections needed to work.

*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 SFHA in providing language services to clients whose native language is not English

*5-year update:*

The SFHA is in the process of updating its Limited English Proficiency Policy and Plan with the assistance of the Department of Housing and Urban Development. The SFHA continues to work with residents who request assistance with reasonable accommodation requests and/or any related request(s). The SFHA 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 SFHA employees

*5 year update:*

The SFHA created a Client Placement Department in 2014, which oversees customer service, eligibility and client placement. The SFHA 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. This is one example of the progress being made by the SFHA to convert, section by section, to a paperless-more customer friendly- SFHA.

*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 SFHA installed a resident run recycling center at its

biggest Public Housing development. A second recycling center is scheduled to open at a second development site. The SFHA has also 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**

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 PHARS deliverable plan in place with HUD.

**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 SFHA’s overall plan for modernization, new construction, and revitalization of public housing with highlights of the proposed 2016 Capital Fund Program (CFP) and Replacement Housing Factor (RHF) program. The SFHA has involved residents, community representatives and City agencies throughout this planning process.

*Identification of Physical and Management Needs*

(Based on the 2007 Comprehensive Physical and Management Needs Assessments as updated in 2009 with resident and staff input):

The SFHA is continually evaluating physical and management needs for all forty-six public 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 U.S. Department of Housing and Urban Development (HUD) Intervention and Recovery Teams.

In 2002, a new, Comprehensive Physical Needs Assessment was developed with input from residents, resident organizations, and SFHA 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 SFHA'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.

Since 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.

In 2005 the SFHA contracted the Nelrod Company to perform a Qualified Energy Audit in accordance with the methodology presented in HUD publications "HUD Rehabilitation Energy Guidelines for Multi-Family Dwellings" (1996), "HUD Rehabilitation Energy Guidelines for One to Four Family" (Sept. 1996), and "Energy Conservation for Housing: A Workbook (1998). In an effort to improve the energy efficiency of its properties and finance energy related capital improvements, the SFHA prepared an Energy Plan in 2007 and in 2008, selected an Energy Services Company for Energy Performance Contracting. In March 2009, Ameresco completed an Energy Audit Report that is the basis for an Energy Services Contracting program that was financed in 2010 and now has been completed.

### *Capital Fund Program Plans for FY 2016*

The Physical Improvements planned for FY 2016 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 2016 CFP complements and completes tasks in progress that are part of the 2015 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; and
- Major work to be completed: boiler and hot waterline replacement; heating system improvements; waterproofing and structural repairs; window replacement; exterior painting; security gate and 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 SFHA Policies and Section 3 federal MBE/WBE requirements.

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

40 SFHA projects totaling 4,575 units in the portfolio are proposed for RAD conversion, 21 RAD applications were submitted for Year One projects, as allowed by HUD; the remaining 19 applications were submitted for Year Two projects. All applications were accepted. As this conversion progresses there will be reductions in the amount of the Capital Fund Program grants, below is a chart showing the reduction of 6.3 million dollars in funding after Phase I and Phase II RAD conversion.

	Number of Units 7/1 Report	of Per PIC	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>1466</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	51
961 Hayes Valley South	66		66	(\$64,364)	0	0		66	66

962 Bernal Dwellings	160	160	(\$162,837)	0	0		160	160
963 Plaza East	193	193	(\$194,723)	0	0		193	193
990 North Beach	138	138	(\$134,554)	0	0		138	138
991 Valencia Gardens	148	0	(\$149,753)	148	148	(\$149,753)	148	148
<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>756</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>2314</b>

Total CFP reduction at the end of Phase I **(\$2,732,535)**

Total CFP reduction at the end of Phase II **(\$3,559,537)**

Total CFP reduction at the end of RAD Conversion: **\$6,292,072**

*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. Building exteriors are not repainted until lead-based paint testing has been completed, for example. 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 SFHA 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 SFHA 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 50075.2 approved by HUD on April 13, 2016. Per PIH Notice 2015-18, the 50075.2 form may be provided by the local field office and is not required to be submitted by the SFHA.

**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. Comments received from the RAB must be submitted by the PHA as an attachment to the PHA Plan. PHAs must also include a narrative describing their analysis of the recommendations and the decisions made on these recommendations. See Attachment "VII".
- (g) Challenged Elements: See Attachment "X".

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