

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

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HOUSING AUTHORITY OF THE CITY AND COUNTY OF SAN FRANCISCO

Annual Plan 2024  
(Fiscal Year 2025)



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**San Francisco Housing Authority**

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San Francisco, CA 94124  
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## **Executive Summary of the Annual Plan**

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

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

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

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

<b>Annual Plan Table of Contents</b>	<b>Section</b>	<b>Page</b>
Executive Summary		3-4
Annual Plan Table of Contents		4-5
SFHA Information	A	6
Inventory, Submission Type, SFHA Consortia	A.1	6
Annual Plan Elements	B	7-27
Statement of Housing Needs and Strategy for Addressing Needs	B.1(b)	7-10
Deconcentration and Other Policies that		
Govern Eligibility, Selection, and Admissions	B.1(b)	10
Financial Resources	B.1(b)	11
Rent Determination	B.1(b)	12
Operation and Management	B.1(b)	12-13
Grievance Procedures	B.1(b)	13
Homeownership Programs	B.1(b)	13
Community Service and Self-Sufficiency Programs	B.1(b)	13-23
Safety and Crime Prevention	B.1(b)	24
Pet Policy	B.1(b)	25
Asset Management	B.1(b)	25-26
Substantial Deviation	B.1(b)	26
Significant Amendment/Modification	B.1(b)	26
De-concentration Policy	B.1(c)	26
New Activities	B.2	27
HOPE VI or Choice Neighborhoods	B.2(a)	28-30
Mixed Finance Modernization or Development	B.2(a)	31-37
Demolition or Disposition	B.2(a)	38-39
Designated Housing for Elderly and/or Disabled Families	B.2(a)	37
Conversion of Public Housing to Tenant-Based Assistance	B.2(a)	37-38
Conversion of Public Housing to Project-Based Assistance under RAD	B.2(a)	38
Occupancy by Over-Income Families	B.2(a)	38
Occupancy by Police Officers	B.2(a)	38
Non-Smoking Policies	B.2(a)	38
Project Based Vouchers	B.2(a)	38
Units with Approved Vacancies for Modernization	B.2(a)	38
Other Capital Grant Programs	B.2(a)	38
Civil Rights Certification	B.3	52
Most Recent Fiscal Year Audit	B.4	52-53
Progress Report	B.5	53
Resident Advisory Board (RAB) Comments	B.6	58
Certification by State or Local Officials	B.7	58
Troubled PHA	B.8	58
Site and Neighborhood Certification	B.9	58
Statement of Capital Improvements	C	58-65
Capital Improvements	C.1	65
Required Submissions		65

Attachment I:	Admissions and Continued Occupancy Policy
Attachment II:	Housing Choice Voucher Administrative Plan
Attachment III:	HUD Form 50075-ST
Attachment IV:	SFHA Financial Statements-FY 2022
Attachment V:	HUD Form 50077-SL
Attachment VI:	HUD Form 50075-ST-HCV-HP
Attachment VII:	Resident Advisory Board Comments
Attachment VIII:	Rental Assistance Demonstration Comments and Certification
Attachment IX	HUD Form 50075.1 and HUD Form 50075.2 (Capital Fund Program)

**Authority Annual Plan**

A. Authority Information

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

**PHA Code:** CA001

**PHA Type:** Standard

**PHA Fiscal Year Beginning:** Oct. 1, 2025

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

Number of PH units: 331

Number of Housing Choice Vouchers (HCV's): 14,652

Total Combined Units/Vouchers: 14,938

**Submission Type:** Five Year PHA Plan

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

**Availability of Information:** The proposed Authority Agency Plan will be made available at the Authority Administrative offices located at:

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

**B. Annual Plan Elements**

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

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

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

(b) If the Authority 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 Housing Choice Voucher Administrative Plan (Admin Plan), Attachment II. Proposed changes are identified in red.

These changes include:

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

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

The Authority works diligently with the U.S. Department of Housing and Urban Development (HUD), the City and County of San Francisco’s (City) Mayor’s Office of Housing and Community

Development (MOHCD), City's Department of Public Health (DPH), City's Human Services Agency (HSA) (I), City's Department of Building Inspection (DBI), and the City's Department of Homelessness and Supportive Housing (DHS) to optimize the utilization of vouchers and units while housing the lowest income individuals. The Authority manages its own waitlists and works diligently to ensure that vouchers are utilized in a very high demand market.

The Authority is confident that by continuing to work towards its goals and objectives set out in this Plan, working with the local community, client advocates, and City departments, that the housing needs of families are heard and action is being taken to address those concerns.

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

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

The City's housing needs of the low-income and very low-income families who reside in the jurisdiction served by the Authority and other families on the waiting lists remains in great demand. The following reflects the 2022 "*Homeless Point-In-Time Count & Survey Comprehensive Report*" (Report), which is the homeless count of unsheltered and sheltered populations in San Francisco:

- Unhoused Families decreased from 2019 to 2022 by 1%;
- Youth Homelessness decreased by 6%;
- The transgender and gender non-conforming homeless population decreased by 20%;
- Black/African American unhoused people are overrepresented by 38% of the total homeless population compared to 6% of the general population;
- Asians or Asian Americans are underrepresented at 6% of the homeless population compared to 37% of the general population compared to 37% of the general population;
- White persons are also underrepresented;
- Hispanic/Latinx people are experiencing homelessness increased from 19% to 30% since 2019, a 55% increase, even as the total count of people experiencing homelessness dropped by 3.5% providing overrepresentation in the homeless



population since Hispanic/Latinx people make up 16% of San Francisco's general population.

The Authority remains a committed partner to identifying housing opportunities for our homeless individuals and 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 Authority more readily than ever before. First, the Housing Choice Voucher Program maintains an exhausted waitlist with updated policies that allow it to obtain names from the Low-income Public Housing Program (LIPH) waiting list. The Authority anticipates a new waitlist opening occurring in late May 2024 through June 2024 for the combined RAD/PBV site based waitlists. Many families in Authority programs have incomes below 30 percent of the area median. For these families, redevelopment under the HOPE SF initiative will create vibrant mixed income communities where one for one replacement units are guaranteed and additional housing will be available to house more families. The Authority continues to meet regularly with stakeholders in an effort to listen to the needs of the community and work collaboratively on policies and procedures.

*Elderly Families and Families with Disabilities*

Within the single adult population the Report further identified that of the 78% of total homeless that were single adults 25 years and older, 10% represented seniors aged 61 or older. The homeless population aged 61 and older increased from 3% in 2013 to 8% in 2015 to 11% in 2017 to 10% in 2019. The Authority converted its only remaining senior/disabled property to new management and continues to house elderly families and families with disabilities through the Housing Choice Voucher program. Moreover, the Authority engages stakeholders within both communities to ensure that information is being conveyed and to request further outreach.

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

The Authority continues to work towards its commitment to residents that they will not be displaced. This commitment is vital to ensuring that various races and ethnic groups continue to be represented not only in Public Housing sites and the HCV program, but also in the City and County of San Francisco. These efforts are evidenced by the HOPE SF and RAD partnerships that include on-site services and legal representation for residents while working collaboratively with the Authority. The RAD program continues to convert Public Housing units to the HCV program.

San Francisco has a high demand and low supply of affordable and low-income housing units. The new HOPE SF developments guarantee one for one replacement units for all current tenants. The Authority continues to manage the waiting list(s) for all RAD developments; Project Based Vouchers; and Tenant Based Vouchers. With the supply allotted, the Authority is committed to

maximizing its housing stock while balancing the need for residents who will need relocation for development.

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

Eligibility, Selection and Admissions Policies including de-concentration and Waiting List Procedures are included for the Housing Choice Voucher (HCV) program in Chapters 3-5 in the HCV program Administrative Plan (Attachment "I") and in the same chapters for the Public Housing program Admissions and Continued Occupancy Policy. The Authority lists "limited preferences" for specified groups. The Authority has site-based waiting lists in the HCV Administrative Plan. Attachments I and II include policies and procedures governing resident or tenant eligibility as well as 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 ACOP and HCV Administrative Plan are available to be viewed in Attachments I and II respectively.

Admission & De-concentration Policy

- The Authority will affirmatively market its housing to all eligible income groups.
- Applicants will not be steered to a particular site based solely on the family's income.

See also ACOP, Chapter 4.

Financial Resources (903.7(c))

See below:

Sources		
<b>1. Federal Grants (CY 2024 grants)</b>	<b>Planned \$</b>	<b>Planned Uses</b>
a) Public Housing Operating Fund	\$4,800,000	Public Housing operations and maintenance
b) 2023 Public Housing Capital Fund Program (expected amount)	\$4,501,879	Public housing capital improvements
c) Annual Contributions for Section 8 Program	\$393,086,938	Housing assistance payments for eligible families
<b>2. Prior Year Federal Grants (unobligated funds only) (list below)</b>		
2020 Public Housing Capital Fund Program	\$12,839	Public housing capital Improvements
2021 Public Housing Capital Fund Program	\$2,745,839	Public housing capital improvements
2022 Public Housing Capital Fund Program	\$8,078,377	Public housing capital improvements
2023 Public Housing Capital Fund Program	\$5,682,646	Public housing capital improvements
<b>3. Public Housing Dwelling Rental Income</b>		
		Public housing operations
<b>4. Other income (list below)</b>		
Emergency Housing Voucher	\$30,782,339	Tenant Based Assistance
Mod Rehab	\$529,746	Tenant Based Assistance
Mainstream	\$6,390,097	Tenant Based Assistance

5. Non-federal sources (list below)		
Sunnydale Phase IA-3 and Mega Grant (MOHCD)	\$4,888,633	Public housing capital improvements
<b>Total resources</b>	<b>\$461,493,333</b>	

Also see the Authority'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 ACOP (Attachment I) and the HCV Administrative Plan (Attachment II) for their respective programs. The minimum rent for both the Public Housing and HCV programs is \$25.00. As required by the regulations, financial hardship provisions are made available to residents and participants of both programs who qualify.

Operation and Management (903.7(e))

*Management and Maintenance Policies*

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

*Public Housing Management Plans and Policies:*

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

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

- Administrative Plan
- Procurement Policy
- Personnel Policy

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

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

- Finance
- Legal Affairs and Policy
- Human Resources

- Information Technology
- Leased Housing/HCV
- Housing Development and Modernization
- Housing Operations
- Program Excellence

#### *Public Housing*

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

#### *Housing Choice Voucher/Section 8*

- Leased Housing Director
- Program Manager I, II and Program Manager III
- Eligibility Worker

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

#### Grievance Procedures (903.7(f))

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

#### Homeownership Programs (903.7(k))

The Authority has established a homeownership program and is working towards an expansion of the program.

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

#### *Authority/RAD Programs or Partnerships Providing or Promoting Services and Amenities*

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

- Boys and Girls Club Clubhouse at Sunnydale
- Childcare centers at Sunnydale and Potrero
- Afterschool enrichment programs at Sunnydale and Potrero
- Citybuild providing priority job placement for residents of public housing into jobs occurring on public housing sites
- Wellness Centers at the HOPE SF sites

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

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

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

#### *Family Self Sufficiency programs*

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

#### *Purpose (24 CFR 984.101)*

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

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

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

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

amended, Title VIII of the Civil Rights Act of 1968 as amended, and Executive Orders 11063 & 12892.

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

#### Recruitment (24 CFR 984.201)

Efforts will be made to provide program information in a number of languages so that non-English speaking families are able to access the program. HCV participants will routinely receive an FSS interest form included in their annual recertification packet.

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

- Distribution of the FSS interest form to any participant who has requested additional information prior to becoming a new FSS participant
- Distribution of the FSS interest form during briefings for new participants
- Reminder of the FSS program and its benefits in Authority participants and residents annual reexamination packets
- Displaying FSS flyers throughout the agency to market program
- Updating Authority's website with FSS program information and interest forms for online inquiries

#### Eligibility (24 CFR 984.201)

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

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

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

The FSS family includes everyone in the household. However; only one escrow account will be established per household. Other members of a household (over 18) are eligible to receive

supportive services under the FSS program if the head of household has signed a Contract of Participation.

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

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

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

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

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

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

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

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



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

#### Case Management (24 CFR 984.303)

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

- Conducts the FSS orientation and intake appointments
- Provide information and referral services to participants;
- Assist in identifying and utilizing appropriate community resources;
- Coordinate services for participants with various Health and Human Services/Social Services agencies, and other non-profit groups;
- Monitor participant's progress in meeting goals set out in ITSP;
- Work with other agencies' case managers;

#### Contract of Participation (24 CFR 984.303)

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

##### a) Family Responsibilities:

- i. Seek and maintain gainful employment throughout the term of the contract. The Authority recognizes gainful employment varies with the capabilities and circumstances of each FSS participant.
  - Gainful employment: working a minimum of 30 hours a week earning at least San Francisco minimum wage on the date of the FSS Contract of Participation expires.
- ii. All FSS participants must work full-time which is a minimum of 30 hours a week earning at least San Francisco minimum wage, matching the participant's final goal outlined in the ITSP.

- Self-employed participants must work at the capacity outlined in their ITSP, earning a net income which is at least equivalent to San Francisco minimum hourly wage and full-time (30) work hours per week.
  - A FSS participant with circumstances/condition that affect their ability to work 30 hours per week may request a modification to this requirement.
- iii. Approved (in the ITSP) job training or education leading towards full-time employment may constitute as "gainful employment" until the last six months of the FSS clients participation in the FSS program.
- Gainful Employment may also be a part-time job that has possibilities for advancement and full-time hours near the end of the FSS Contract of Participation expiration date.
- iv. Complete activities in the ITSP within the specified dates; and
- v. Provide the Authority with information about the family's participation in the FSS program upon request, including:
- Information regarding employment, job interviews, training, educational attendance, and other FSS services and activities. Specifically, FSS participants must respond to correspondences sent from the FSS staff in a timely manner.
- vi. FSS participants who do not respond to communication efforts by the FSS staff may be grounds for termination from the FSS program after reasonable efforts have been made by the FSS staff to receive a response. vii. All FSS participant family members must:
- Comply with the family obligations under the Housing Choice Voucher and Public Housing program; and
  - Become independent from welfare assistance and remain independent from welfare assistance for at least 12 months prior to the expiration of the contract of participation. (Welfare Assistance defined: Welfare assistance means (for the purpose of the FSS program only) income assistance from Federal or State welfare program, and only includes cash maintenance payments designed to meet a family's ongoing basic needs.)
- b) Contract of Participation Extension:
- i. A participant in the FSS program may request, in writing, an extension of the Contract of Participation if the family is unable to complete its goals within the five-year period due to good cause.
- Good cause defined: a serious illness, involuntarily loss of employment for the head of household or other circumstances beyond the family's control.
- ii. If the FSS Coordinator determines there is a good cause for the contract extension, then an initial extension shall be granted, in writing, for up to two years. If an extension is granted, the ITSP will be modified in writing to reflect the extension and

ongoing goals. At no time shall the allotted Contract of Participation extension exceed more than two years from the initial Contract of Participation completion date.

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

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

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

#### a. Termination of the Contract of Participation:

- i) The Authority may terminate the family's Contract of Participation if:
- ii) The family and Authority mutually agrees to terminate the contract; or
- iii) The Authority determines the family is not complying with, or has not complied with its responsibilities under the FSS program; or
- iv) The family withdraws from the FSS program; or
- v) Such other act as is deemed inconsistent with the purpose of the FSS program (such as noncompliance with the lease, noncompliance with the HCV or PH family obligations, fraud, or a violent or drug related criminal act); or
- vi) Operation of law or the family does not complete the requirements of the contract prior to the expiration date without good cause; or
- vii) The family exercises portability to a jurisdiction that does not have a FSS program or the family is not accepted into the new jurisdiction's FSS program

#### b. Contract of Participation termination, whether by choice or due to noncompliance with obligations and/or responsibilities, will result in forfeiture of escrow account funds.

#### Hearing Procedures:

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

#### Escrow Account Implementation (24 CFR 984.305)

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

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

- a) Establishing an Escrow Account:
  - i) FSS escrow funds must be deposited into a single, interest-bearing depository account. The accounting for these funds will be supported through a subsidiary ledger that records the balance of each individual FSS participant's account.
  - ii) The Authority will report to the family at least annually on the escrow account including:
    - (1) The balance at the beginning of the reporting period,
    - (2) The amount credited during the period,
    - (3) Any deductions made from the account for amounts due to the Authority before interest was distributed
    - (4) The amount of interest earned on the account, and
    - (5) The total in the account at the end of the reporting period
- b) Forfeiture of Escrow Account:
  - i) A participating family has no right to any funds from its FSS escrow account if the family's Contract of Participation is terminated, declared null and void, or the Authority determines the family did not successfully graduate from the FSS program.
  - ii) The Authority will close the family's escrow account and will treat forfeited escrow account as program receipts for payment of program expenses under the Authority budget for applicable HCV program and shall be used in accordance to HUD requirements governing the use of program receipts.
  - iii) A participant whose Escrow Account is forfeited has the right to request an Informal Hearing.

#### Escrow Disbursements (24 CFR 984.305 1)

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

- a. Partial Disbursement of Escrow Account Funds to FSS Participant
  - i) An FSS participant in good standing with the Authority and the FSS program may request a partial disbursement of escrow account funds up to but not exceeding 50% of the total balance at the time of the request one time during their 5-year Contract of Participation;
  - ii) FSS participant's must submit in writing, to the FSS Coordinator a request for funds, specifically stating the purpose of the funds request and how the expenditure will assist the participant to fulfill their FSS goals.

- (1) i.e. medical and/or mental health expenditure, childcare expenditure, transportation expenditure, work related expenditure, job training or educational expenditure, credit repair and/or other activities that support a family's effort to achieve self-sufficiency.
- iii) The written request must be signed and dated by the FSS participant.
- b. The FSS Coordinator will then review the participant's FSS file and determine if all qualifications for partial disbursement have been met. Qualifications for partial Disbursements:
  - i) FSS participant and household is in compliance with Public Housing and HCV family obligations
  - ii) FSS participant must have been actively participating in the FSS program for at least one year.
  - iii) Actively participating defined: completing quarterly check-ins, attending FSS required workshops and functions; working towards completing goals.
  - iv) Participant must have successfully completed at least one interim goal.
  - v) Participants must have accumulated at least \$1,000 in their escrow account prior to request for partial disbursement.
    - (1) A waiver to the minimal \$1,000 amount is possible in the event of extreme hardship.
  - vi) Once qualifications are determined successful, the FSS Coordinator then forwards the written request and successful qualification documents to the Director of the Housing Choice Voucher Program and/or the Director of Public Housing Operations for approval.
  - vii) Director of the Housing Choice Voucher Program and Director of Public Housing Operations will review request, qualifications and make a determination to approve or disapprove.
  - viii) If approved, a written check request and supportive documentation is completed and forwarded to the Executive Director for final approval and signature.
    - (1) At all times possible, the expenditure must be such that the payment can be made directly to the vendor.
- c. The FSS participant must provide vendor information including billing and/or price amount) Final Disbursement:
  - i) The participating family will receive a disbursement of its escrow funds upon successful completion of the Contract of Participation.
  - ii) Successful Completion is defined as:
    - (1) Written verification that the Head of Household has satisfied the final goal requirements set out in the ITSP for suitable employment.
    - (2) Written verification that no one in the FSS participant's household has received Federal, State or other public welfare assistance in the last 12 months prior to the five-year contract expiration date or date of early termination of contract.

- iii) The family Self-Sufficiency Coordinator and the Director of the HCV program and/or the Director of Public Housing Operations will review the final disbursement requests and written verifications.
- iv) A thorough audit of the Escrow Account ledger and the FSS participant's case file will be made prior to the final disbursement.
- v) The family may use its final disbursement escrow funds for any purpose.

#### Portability (24 CFR 984.306)

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

#### Outgoing Portability:

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

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

- a) If a family moves and the receiving Housing Authority absorbs and issues their own voucher, the receiving Housing Authority will manage the escrow account. The Authority must close out the family's Escrow Account and forward the balance to the receiving Housing Authority.
- b) If the participating family moves, and the receiving Housing Authority decides not to absorb (to administer and bill), the family may remain in the Authority's FSS program.
- c) If they wish to remain, they must demonstrate they can continue in the Authority's FSS program by:
  - i. Following through with goal updates with FSS staff, and
  - ii. The Authority will maintain the Escrow Account
  - iii. The receiving Housing Authority must provide the Authority with a breakdown of employment income versus other income in order to enable the Authority to calculate the Escrow account deposits

- d) If the family completes the Contract of Participation, the receiving Housing Authority will notify the Authority and certify that all household members are no longer receiving Federal, State or other public welfare assistance in the 12 months prior to the five-year contract expiration date or date of early termination contract.
  - i. If the family has met the requirements for successful completion of contract which allows for final disbursement of escrow account, then the Authority will pay out the escrow account to the family.
- e) If the family does not complete the Contract of Participation when it expires,
  - i. The receiving Housing Authority shall notify the Authority and the escrow account is forfeited and reverts to the Authority.

**Incoming Portability:**

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

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

***Compliance by the Authority***

The Authority has made updates to several chapters governing Income calculations, verifications, Reexaminations and inspections to become effective on October 1, 2024 to ensure compliance with HOTMA and NSPIRE.

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

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

The Authority has completed its transition of property management to private/nonprofit management as required by the HUD mandate. The Authority continues to engage with the San Francisco Police Department and has encouraged all new management partners to do the same. The Authority, in partnership with The Commission on the Status of Women and the Mayor's Office of Housing and Community Development, created an emergency referral process for RAD residents to be referred to other RAD properties. The Authority also continues to meet with the Domestic Violence advocacy groups and various stakeholders who work collaboratively with the Authority to create and implement policies and procedures that require exploring nontraditional methods because of the increased housing demand.

### *Description of Crime Prevention Activities Conducted*

The Authority receives regular updates of San Francisco violence through weekly Street Violence Response Team meetings that are facilitated through the Mayor's Office and intended to provide wrap around services to the victims. The Authority also refers individuals to the San Francisco District Attorney's office witness relocation and witness protection program(s).

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

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

The Authority continues to work with city officials and SFPD to allocate additional resources and to increase patrolling developments and explore new ways to increase security to reduce crime in and around Authority developments. However, with recent reorganizations within the SFPD due to staff capacity, SFPD housing officers have been cut substantially.

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

The Authority maintains policy in alignment with the in Violence against Woman Act (VAWA) and its re-authorization.

The Authority allows residents who are victims of domestic violence, dating violence, sexual assault, or stalking to maintain their housing by: (1) Allowing residents to request a transfer if in a Public Housing unit; (2) Terminate eviction proceedings in the LIPH program when the adverse factor is based on or is a direct result of the fact that the applicant or tenant is or has been a victim



of domestic violence, dating violence, sexual assault, or stalking; and (3) Request a HCV Voucher under circumstances allowed within our policy documents.

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

The Authority and the Department of the Status of Women obtained funding from the City and County of San Francisco to hire two Domestic Violence Liaisons. The Authority continues to provide office space to both Liaisons and coordinate outreach and training. The agreement for the liaisons serves to connect residents who are victims of domestic violence, dating violence, sexual assault and stalking, to services available at the Authority or through the City and County of San Francisco. The liaisons also connect residents to services that may be specific to their household if it includes children, adults, men, women, etc. The liaisons also 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 Authority negotiating its Operating contract with La Casa de Las Madres who provides on-site advocacy to victims of domestic violence who are residents of Public Housing and participants in the HCV program.

The Authority includes the HUD required Notice of Occupancy accompanied by the Updated HUD self-certification form in recertification packets.

In 2022 the Authority engaged with La Casa de las Madres when it received Emergency Housing Vouchers to ensure that those who were eligible were provided an opportunity to be housed in a safe location.

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

The Authority has a no pet policy. The Authority's policy was developed with the input of residents, the Resident Advisory Board (RAB) and public comment. The policy is located in the ACOP, Chapter 10.

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

The Authority is performing asset management functions for public housing inventory by monitoring development-based financial reports and key property management indicators on a monthly basis. Reports are provided monthly by the property managers on activities occurring at

the development. Capital investment needs are monitored on a monthly basis to prioritize urgency and need. The Authority is utilizing an asset manager consultant to monitor sites converted to the RAD program and for the potential future conversion of the HOPE VI sites (Plaza East, North Beach) to RAD or RAD Blend properties.

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

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

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

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

**B.2 New Activities**

(a) Does the Authority intend to undertake any new activities related to the following in the Authority'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.
	N	Conversion of Public Housing to Tenant-Based Assistance.
	N	Conversion of Public Housing to Project-Based Assistance under RAD.
	N	Occupancy by Over-income Families.
	N	Occupancy by Police Officers.
	N	Non-Smoking Policies.

N	Project-Based Vouchers.
Y	Units with Approved Vacancies for Modernization.
Y	Other Capital Grant Programs (i.e., Capital Fund Community Facilities Grants or Emergency Safety and Security Grants).

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

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

Accelerated Disposition

The Authority has repositioned its public housing portfolio, which just several years ago consisted of approximately 6,000 units. The Sunnydale and Potrero sites (approximately 1,300 total units combined) were the last two large public housing sites that converted to private management. These public housing units converted to PBV in 2022 as part of the Authority's Accelerated Disposition program. They will continue to be redeveloped to newly constructed mixed-income communities that will be built in phases in a decade-long process. The City of San Francisco (City) has contributed unprecedented funding amounts to effectuate the redevelopment. In recognition of limited off-site relocation options and to assure program viability and assist in the expeditious repositioning of public housing and the City's assumption of the essential functions of the Authority as required by HUD, the Authority applies tenant protection voucher resources to replace public housing subsidies with the Accelerated Disposition PBV Units.

The Units then will be used as an onsite housing resource for the former public housing residents until their scheduled demolition by phase to clear portions of the site for the new construction. Households will be moved into completed newly constructed units to the extent possible to vacate portions of the sites for demolition, but to some extent vacancies in the Units also will have to be used for this purpose.

An accelerated conversion from public housing to PBV, supported by TPV made available as part of the Accelerated Disposition, should assist with financial viability of the units. For those reasons,

the Authority and the Mayor's Office of Housing and Community Development (MOHCD) proposed the Accelerated Disposition to HUD for units not scheduled for near term demolition.

Conversion to PBV requires both that units meet HUD Housing Quality Standards (HQS) and that the Accelerated Disposition then occur with HUD's approval of the new owner of the affected portions of the Sites. HUD made clear that it would not approve use of public housing funds to renovate the units to HQS; the City agreed to pay this expense. With respect to the new owner, the Authority and MOHCD first discussed interim ownership with the entities designated to undertake the Redevelopment but could not resolve potential liability issues satisfactorily. Instead, the Authority proposes to convey the Accelerated Disposition parcels to an entity related to the Authority, SFHA Housing Corporation, for ownership throughout the Phase-out Period.

HUD mandated the Accelerated Disposition of the Sunnydale and Potrero public housing developments in 2019 requiring the Authority to contract out the management of the Sunnydale and Potrero public housing developments. A competitive procurement process ensued and Eugene Burger Management Corporation was selected to provide property management services at both the Potrero and Sunnydale development sites. Both developments converted to private management over the course of the 2022 calendar year in four (4) phases. As part of the conversion, the program and subsidy changed from the low rent public housing program to project based voucher program.

#### HOPE VI, Choice Neighborhoods/Mixed Finance Modernization or Development

The Authority developed revitalization and replacement housing plans for the five largest sites that it manages. The extent of the physical problems, the inappropriateness of site and building design, obsolescence of systems and limited funding for modernization makes revitalization an appropriate long-term strategy. In addition, the relatively low density of these sites provides an opportunity for redevelopment into mixed income communities that include one-for-one replacement of the occupied public housing units. The Authority will continue to pursue partnerships with developers and city agencies and secure funding HOPE VI, other HUD funding, private financing, and state and local funding for these mixed-finance and mixed-income developments. The Authority also plans to use the project-based voucher program as part of the financing for approximately forty percent of the replacement public housing units. The Authority has had enormous success with this strategy at five HOPE VI sites that now total 1,148 redeveloped mixed-income units.

Up to 25% of units at any of the above HOPE VI sites may be partially disposed of through Section 18.

The above HOPE VI sites comply with the Site selection requirements set forth at [24 CFR section 983.57 (for PBV conversions) OR Appendix III or PIH Notice 2012-32 (HA) H2017-03 REV-3 (for PBRA conversions)], the Fair Housing Act, Title VI of the Civil Rights Act of 1964, including implementing regulations at 24 CFR section 1.4(b)(3), section 504 of the Rehabilitation Act of 1973

including implementing regulations at 24 CFR section 8.4(b)(5), and the Americans with Disabilities Act.

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

#### *HOPE SF*

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

The Authority identified for redevelopment obsolete and dilapidated low-density family sites with potential for one-for-one replacement plus other affordable, first-time homebuyer, and market housing. These sites included Hunters View, Alice Griffith, Potrero Terrace, Potrero Annex, and Sunnydale/Velasco. The revitalization of these communities became a priority for the City's Consolidated Plan, the Housing Element, and the Mayor's HOPE SF Task Force which became the HOPE SF Initiative. The HOPE SF Initiative developed the guidelines outlined below as major initiatives for funding, collaboration, and partnership. The Authority's revitalization and disposition priorities are consistent with these guidelines.

#### *Revitalization and Disposition*

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

#### *HOPE SF Initiative Vision*

*"To rebuild our most distressed public housing sites, while increasing affordable housing and ownership opportunities, and improving the quality of life for existing residents and the surrounding communities"*

#### *HOPE SF Initiative Principles*

- Ensure No Loss of Public Housing residents;
- Create an Economically Integrated Community;
- Maximize the Creation of New Affordable Housing;

- Involve Residents in the Highest Levels of Participation throughout the Entire Project;
- Provide Economic Opportunities Through the Rebuilding Process;
- Integrate Process with Neighborhood Improvement Plans;
- Create Environmentally Sustainable and Accessible Communities; and
- Build a Strong Sense of Community.

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

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

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

**Highlights for HOPE SF:**

Name and Location	Unit totals	Vertical Construction Cost Estimates	Horizontal Infrastructure Cost Estimates	Status
<p>Hunters View, Bayview (22 Acres)  Master Developer: John Stewart Co., Devine and Gong, Ridgepoint</p>	<ul style="list-style-type: none"> <li>• Public Housing Replacement: 267</li> <li>• Affordable Rental: 86</li> <li>• Market Rate: up to 397</li> <li>• BMR Homeowner: TBD</li> <li>• <b>TOTAL UNITS: 750</b></li> </ul>	<p>\$248,549,352 (Affordable and Replacement Units)</p>	<p>\$30,929,473 (Based upon costs to dates and contractor cost estimates)</p>	<ul style="list-style-type: none"> <li>• Construction of Phase I infrastructure and vertical completed spring of 2013. Phase IIA vertical (Block 7 and 11) completed January 2017</li> <li>• Phase IIB vertical (Block 10) completed Fall 2017.</li> <li>• Phase III buildings demolished February 2018. Phase III Infrastructure began construction in July 2022</li> <li>• Phase IIIA vertical (affordable began construction in May 2023)</li> </ul>
<p>Alice Griffith, Hunter's Point Shipyard/ Candlestick Point (27.5 Acres)  Master Developer: MBS</p>	<ul style="list-style-type: none"> <li>• Public Housing Replacement: 256</li> <li>• Affordable Rental: 248</li> <li>• Market Rate: up to 706 *</li> <li>• <b>TOTAL UNITS: 1,210</b></li> </ul> <p>*Includes inclusionary and workforce housing units.</p>	<p>\$297,405,574 (Affordable and Replacement Units) \$41.8M in vertical subsidies provided to date by CP DEV Co. as part of community benefits pursuant to the Candlestick Point and Hunters Point Shipyard Phase 2 Disposition and Development Agreement (CP/HPS2 DDA), estimated approximately \$20M more to be provided to future affordable phases.</p>	<p>\$18,000,000  Provided by CP DEV as part of community benefits pursuant to the CP/HPS2 DDA</p>	<ul style="list-style-type: none"> <li>• Phase I and Phase II construction completed in April 2017.</li> <li>• Phase III A and B construction completed in November 2017.</li> <li>• Phase IV construction completed in February 2019.</li> </ul>

<p>Potrero Annex and Terrace, Potrero Hill (38 Acres) Master Developer: Bridge Housing</p>	<ul style="list-style-type: none"> <li>• Public Housing Replacement: 619</li> <li>• Affordable Rental: 181</li> <li>• Market Rate: up to 970</li> <li>• BMR Homeowner: TBD</li> <li>• <b>TOTAL UNITS: 1,600</b></li> </ul>	<p>\$1.1 billion for affordable projects (taking into consideration cost escalation over the life of the development project)</p>	<p>\$238,000,000 (hard and soft costs combined , includes Phase 1)</p>	<ul style="list-style-type: none"> <li>• CEQA and NEPA completed.</li> <li>• Land use entitlements completed for Phase 1 (Block X)</li> <li>• Land use entitlements for the entire master plan in Development Agreement approved in February 2017</li> <li>• Phase 2 (Block X) construction was completed in 2018 and is 100% occupied as of July 2019. Phase 2 (Block A &amp; B) abatement and demo was completed in June 2020. Infrastructure started in February 2021 and affordable housing on Block B is under construction with anticipated completion in April 2025.</li> <li>• Rehabilitation of existing units to meet housing quality standards will commence in 2024 and Phase 3 predevelopment is currently being scoped.</li> </ul>
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<p>Sunnydale- Velasco, Visitacion Valley (50 Acres) Master Developer: Mercy Housing/ Related</p>	<ul style="list-style-type: none"> <li>• Public Housing Replacement: 775</li> <li>• Affordable Rental: 194</li> <li>• Market Rate: up to 801</li> <li>• BMR Homeowner: TBD</li> <li>• <b>TOTAL UNITS: 1,770</b></li> </ul>	<p>\$1.16 billion (Affordable and Replacement Units)</p>	<p>\$394,816,386 (Based upon Developer's consultant estimates dated September 2023)</p>	<ul style="list-style-type: none"> <li>• Parcel Q construction completed in October 2019 and 100% occupancy completed in February 2020.</li> <li>• Phase IA-I and IA-2 street and utility and Block 6 affordable construction completed in Fall 2021. Lease-up completed in Spring 2022.</li> <li>• Community Center at Block 1, Block 3A and 3B mixed use affordable developments in development with construction started.</li> <li>• Predevelopment of Phases 1B, 1C, 3C (collectively Phase 3 infrastructure), and Blocks 7 and 9 affordable housing and Blocks 2 and 4 open spaces started Spring 2021.</li> <li>• Phase 3 demolition and abatement to finish in spring 2024 with infrastructure work scheduled to begin summer 2024.</li> </ul>
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### **Hunters View**

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

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

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

All three sub-phases of Phase II was completed in 2017. All residents that lived on site prior to 2005 relocated into Phase I, Phase IIA(1) residential, and Phase IIB residential units on or before April 30, 2018. Abatement and demolition of the remaining buildings on site in Phase III occurred in February 2018. Phase III infrastructure and Phase IIIA vertical (approximately 118 units of affordable housing including the remaining 53 public housing replacement units) began construction in May 2023. In addition, the first market rate units in Phase I and II are anticipated to start construction in 2025.

### **Alice Griffith:**

The Alice Griffith Public Housing development has been rebuilt with one-for-one replacement of 256 public housing units and an additional 248 additional tax credit affordable units ("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 Housing Plan of the DDA includes an additional 367 market-rate units, 42 inclusionary units (affordable to households up to 120% of Area Median Income (AMI)), and 237 workforce units (affordable to households earning more than 120% of AMI, but priced below market) for a total of 1,150 units to be developed in the five (5) multiple phases of the Candlestick Point and Hunters Point Shipyard Phase Two Project.

On October 14, 2010, the Board of Commissioners of the Housing Authority of the City and County of San Francisco, (Board) authorized the Authority to enter into an Exclusive Negotiating Rights Agreement (ENRA) with the Master Developer and McCormack Baron Salazar, Inc. (MBS) to redevelop Alice Griffith Housing Development. The rights of the Master Developer and MBS under the ENRA were subsequently assigned to Double Rock Ventures, LLC, an affiliate of MBS (Developer), to develop a revitalization plan for Alice Griffith Public Housing (Alice Griffith).

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

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

Phases 1 and 2 were completed in April 2017. Phase 3 was completed in November 2017. Phase 4 was completed in February 2019. Alice Griffith Phase 5 and 6 is anticipated to start pre-development by 2024.

**Potrero Terrace and Potrero Annex:**

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

The demolition and new construction will be phased. The first construction phase is comprised of 72 units of affordable housing located on a vacant City-owned parcel adjacent to the Potrero Terrace which started construction in January 2017 and it was completed in January 2019. Of the 72 units, 53 were designated as public housing replacement units and have associated project-based vouchers. With HUD approval of the Section 18 Demolition and Disposition, the first demolition commenced in 2019 and was completed in June 2020. Residents in the first demolition phase were either moved into the newly constructed building or were relocated to other on-site or off-site units. The second phase is currently under construction and includes an affordable housing development on Block B with 157 units. Of these units, 117 units will be set aside as replacement units for existing Potrero public housing residents, with 108 Project Based Section 8 rental subsidy and 9 rental assistance demonstration subsidy supported units restricted at 30% and 50% AMI. Another 38 lottery units will be for households earning 30% to 50% AMI. The development at Block is anticipated to complete construction in April 2025. Phase 2 also includes additional buildings on Block A that will include, market rate units, along with adjacent street and sidewalk infrastructure. Phase 3 predevelopment and rehabilitation of existing units to meet housing quality standards is being scoped. Subsequent housing and infrastructure development will occur in phases. The total anticipated timeline for development is 10-12 years.

#### **Sunnydale/Velasco**

As part of the HOPE SF Initiative, Sunnydale and Velasco public housing is being revitalized through a master planned, new construction development. The project consists 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 1,770 new dwelling units, including one-for-one replacement of the existing public housing units, affordable rental units, and market-rate and affordable for-sale units; (iii) the construction of up to 16,200 square feet of neighborhood-serving retail space; (iv) the construction of up to 46,300 square feet of community service, recreational and educational facilities and space; (v) the development of approximately 11 acres of new open spaces, including a community garden, a farmer's market pavilion and secure outdoor courtyards within residential buildings; and (vi) the development of approximately 12 acres of a new and reconfigured street network. The entitlements through a Development Agreement with the City were approved in February 2017 concurrently with the Master Developer Agreement.

The demolition and new construction will be phased. The first construction phase completed by the Developer is "Parcel Q", the development of an existing vacant lot into 55 new rental units directly across the street from the Sunnydale and Velasco which started construction in February 2018 and was completed in October 2019. The next phase started construction in December 2019 on the Sunnydale and Velasco site and consists of 167 new rental units and associated infrastructure. This phase has an award of Housing Choice Voucher/Section 8 and RAD subsidies, existing households have been relocated, the existing units and infrastructure have been demolished, and new infrastructure and housing construction were completed in Fall 2021. Lease up of Block 6 was completed in Spring 2022. The next phase of 170 units is Blocks 3A and 3B with neighborhood retail and amenity spaces and associated infrastructure. Demolition started in Summer 2021 and is completed, and new construction of infrastructure started in Spring 2022 and

will be complete in winter 2024. Block 3B started construction in March 2023 and Block 3A started in June 2023. The construction of a new 30,000 Sq. ft. community center and associated outdoor space at Block 1 begun in 2023 and is estimated to be completed in September 2024. Predevelopment activity for Phases 1B, 1C, and 3C (collectively Phase 3) started spring 2021 and will eventually contain two new open spaces and two new affordable housing developments at Blocks 7 and 9 totaling approximately 169 units. Demolition and abatement for Phase 3 will be complete in spring 2024 and then infrastructure work will start. Subsequent phases would proceed when replacement units are completed and if subsidies are available and awarded. The overall development will be completed in 12-15 years.

#### *HUD Section 18 Disposition Program*

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

The Authority has developed plans that are above and beyond the financial capacity of CFP through revitalization of the most obsolete public housing developments by leveraging public and private funding, disposing of underutilized property to increase Authority resources, and conversion to the RAD Program. These plans are consistent with the City and County of San Francisco's Consolidated Plan that identifies a serious shortage of low-income and affordable housing opportunities and need to maintain a stock of housing for very low-income households. Properties are functionally obsolete if they do not meet certain building code standards (including accessibility) or other marketability standards such as the number of bathrooms, sizes of bedrooms and living rooms, suitability of the property site, and location. Tenant Protection Vouchers ("TPVs") are available by HUD under separate application to ensure that a disposition does not harm the tenants. Such vouchers are issued directly to eligible tenants to prevent such tenants from losing any rental assistance.

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

The Authority may apply for and implement the disposition of the Plaza East development. The Authority would use the replacement tenant protection vouchers that the Authority would receive as a resource to commit project-based vouchers to the development. The goal would be to leverage resources for a revitalized community that replaces current public housing units and adds much needed affordable units supported by low-income housing tax credits. Should the Authority pursue a Section 18 Demo/Dispo application for this project that would include TPVs for all units covered under the 24 month look back program, the Authority would withdraw its RAD application.

### *Disposition of Other Sites — Scattered Sites*

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

### *Financing*

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

### Rental Assistance Demonstration Program (RAD)

The City, Authority staff and representatives of 72 different community organizations, met over a four-month period in 2012 to develop recommendations as part of the San Francisco city wide re-envisioning plan for the Authority. Consistent with the implementation of part of those recommendations, the Authority and City and County of San Francisco staff, including the Mayor's Office, the Mayor's Office of Housing and Community Development, the City Administrator, and the Authority's Acting Executive Director pursued RAD as the most effective financing strategy to address the long-term viability of the Authority housing portfolio in light of reduced current and future federal funding for capital improvements and operations.

Conversion of 3,480 public housing units to Project Based Vouchers (PBV) under RAD is addressing critical immediate and long-term rehabilitation needs and preserving affordability for very low-income residents by increasing revenue and by attracting new capital. In addition to RAD, the financing strategy as contemplated by the Plan relies upon HUD's Section 18 Disposition/Demolition program, which has permitted the Authority to obtain additional Housing Choice Voucher/Section 8 vouchers to supplement the RAD program. All 28 RAD projects utilize private debt, equity generated by the Low-income Housing Tax Credit program, and soft debt from the Authority and the City and County of San Francisco. This approach has resulted in a \$1.1 billion

conversion project generated \$700 million in construction and rehabilitation work that benefits the tenants of Authority sites while preserving existing affordability.

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

**Description of Projects Converted to RAD**

	Name	Type	Units	Conversion Date	Status
1	430 Turk	Senior/Disabled	89	November 2015	Leased Up
2	345 Arguello	Senior/Disabled	69	November 2015	Leased Up
3	666 Ellis	Senior/Disabled	99	November 2015	Leased Up
4-5	939 Eddy and 951 Eddy	Senior/Disabled	62	November 2015	Leased Up
6	Robert B Pitts	Family	201	November 2015	Leased Up
7	255 Woodside	Senior/Disabled	109	November 2015	Leased Up
8	491 31 <sup>st</sup> Street	Senior/Disabled	75	November 2015	Leased Up
9	227 Bay	Senior/Disabled	50	November 2015	Leased Up
10	990 Pacific	Senior/Disabled	92	November 2015	Leased Up
11	Hunter's Point East/West	Family	213	November 2015	Leased Up
12	Holly Courts	Family	118	November 2015	Leased Up
13	462 Duboce	Senior/Disabled	42	November 2015	Leased Up
14	1880 Pine	Senior/Disabled	113	November 2015	Leased Up
15	25 Sanchez	Senior/Disabled	90	November 2015	Leased Up
16	Alice Griffith Phase I	Family	93	March 2015	Leased Up
17	Alice Griffith Phase II	Family	91	March 2015	Leased Up
18	Alice Griffith Phase III	Family	122	February 2016	Leased Up
19	Hunter's View Phase Ia	Family	107	July 2015	Leased Up



20	Hunter's View Phase IIa	Family	107	February 2015	Leased Up
21	Hunter's View Block 10	Family	72	November 2015	Leased Up
22	Ping Yuen	Family	234	October 2016	Leased Up
23	Ping Yuen North	Family	200	October 2016	Leased Up
24	Westside Courts	Family	135	October 2016	Leased Up
25	1750 McAllister	Senior/Disabled	97	October 2016	Leased Up
26	Rosa Parks	Senior/Disabled	203	October 2016	Leased Up
27	350 Ellis	Senior/Disabled	96	October 2016	Leased Up
28	320-330 Clementina	Senior/Disabled	276	October 2016	Leased Up
29	Alemanya	Family	150	October 2016	Leased Up
30	3850 18 <sup>th</sup> Street	Senior/Disabled	107	October 2016	Leased Up
31	Mission Dolores	Senior/Disabled	91	October 2016	Leased Up
32	1760 Bush Street	Senior/Disabled	108	October 2016	Leased Up
33	JFK Tower	Senior/Disabled	98	October 2016	Leased Up
34	2698 California	Senior/Disabled	40	October 2016	Leased Up
35	Westbrook Apartments	Family	223	October 2016	Leased Up

**HOPE VI Projects for which conversion planning may progress:**

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

	Name	Type	Units	Status
43	Sunnydale	Family	18	Conversion was completed on December 2019
44	Potrero Terrace and Annex	Family	9	In Progress. Units to be placed in Block B.

**Sunnydale RAD Conversion:**

**Sunnydale Block 6: construction closed December 2019**

<b>Name of Public Housing Development:</b> Sunnydale Velasco	<b>PIC Development ID:</b> CA001000968	<b>Conversion type (i.e., PBV or PBRA):</b> PBV	<b>Transfer of Assistance:</b> (if yes, please put the location if known, and # of units transferring) Yes, 18 RAD units were transferred from former public housing to adjacent mixed finance new construction.
<b>Total Units:</b> 18 RAD units (replacement housing) 107 PBV units (replacement housing) 42 LIHTC	<b>Pre- RAD Unit Type Family, Senior, etc):</b> General	<b>Post-RAD Unit Type if different (i.e., Family, Senior, etc.):</b> Family	<b>Capital Fund allocation of Development:</b> (Annual Capital Fund Grant, divided by total number of public housing units in PHA, multiplied by total number of units in project)
<b>(additional affordable housing)</b> TOTAL: 167 units			

**Potrero RAD Conversion:**

**Potrero Block B: construction closing in March 2020**

<b>Name of Public Housing Development:</b> Potrero Terrace	<b>PIC Development ID:</b> CA001000971	<b>Conversion type (i.e., PBV or PBRA):</b> PBV	<b>Transfer of Assistance:</b> (if yes, please put the location if known, and # of units transferring) Yes, 9 RAD units will be transferred from former public housing to adjacent mixed finance new construction.
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<b>Total Units:</b> 9 RAD units (replacement housing) 109 PBV units (replacement housing) 39 LIHTC (additional affordable housing) TOTAL: 157 units	<b>Pre- RAD Unit Type Family, Senior, etc.):</b>  General	<b>Post-RAD Unit Type if different (i.e., Family, Senior, etc.):</b>  Family	<b>Capital Fund allocation of Development:</b>  (Annual Capital Fund Grant, divided by total number of public housing units in PHA, multiplied by total number of units in project)
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Alice Griffith RAD Conversion:

Alice Griffith Phase I

<b>Name of Public Housing Development:</b>  Alice Griffith Phase I	<b>PIC Development ID:</b>  CA001000975	<b>Conversion type (i.e., PBV or PBRA):</b>  PBV	<b>Transfer of Assistance:</b> (if yes, please put the location if known, and # of units transferring) Yes, 35 RAD units were transferred from former public housing to adjacent mixed finance new construction.
<b>Total Units:</b> 35 RAD units (replacement housing) 23 PW units (replacement housing) 35 Lit-ITC (additional affordable housing) TOTAL: 93 units	<b>Pre- RAD Unit Type Family, Senior, etc.):</b>  General	<b>Post-RAD Unit Type if different (i.e., Family, Senior, etc.):</b>  Family	<b>Capital Fund allocation of Development:</b>  (Annual Capital Fund Grant, divided by total number of public housing units in PHA, multiplied by total number of units in project) \$66,460.21. \$8.7M loan funded by the Choice Neighborhoods Implementation Grant
<b>Bedroom Type</b>	<b>Number of Units Pre-Conversion</b>	<b>Number of Units Post-Conversion</b>	<b>Change in Number of Units per Bedroom Type and Why (De Minimis Reduction, Transfer of Assistance, Unit Reconfigurations, etc.)</b>
Studio/Efficiency			

One Bedroom	*See below	23 (12 RAD and PBV units)	*See below
Two Bedroom		51 (30 RAD and PBV units)	
Three Bedroom		7 (RAD and PBV units)	
Four Bedroom		12 (RAD and PBV units)	
Five Bedroom			
Six Bedroom			
(If performing a Transfer of Assistance):	Waiting list policies have been included in the Administrative Plan of the Housing Choice Voucher Program, section 4, attached herein as Attachment I and in previous Annual Plan submissions.		

**Alice Griffith Phase II**

<b>Name of Public Housing Development:</b> Alice Griffith Phase II	<b>PIC Development ID:</b> CA001000975	<b>Conversion type (i.e., PBV or PBRA):</b> PBV	<b>Transfer of Assistance:</b> Yes, 34 RAD units were transferred from former public housing to adjacent mixed finance new construction.
<b>Total Units:</b> 34 RAD (replacement housing) 22 PBV (replacement housing) 35 LIHTC (additional affordable housing) TOTAL: 91 units	<b>Pre- RAD Unit Type (i.e., Family, Senior, etc.):</b> General	<b>Post-RAD Unit Type if different (i.e., Family, Senior, etc.)</b> Family	<b>Capital Fund allocation of Development:</b> (Annual Capital Fund Grant, divided by total number of public housing units in PHA, multiplied by total number of units in project) \$66,460.21
<b>Bedroom Type</b>	<b>Number of Units Pre-Conversion</b>	<b>Number of Units Post-Conversion</b>	<b>Change in Number of Units per Bedroom Type and Why (De Minimis Reduction, Transfer of Assistance, Unit Reconfigurations, etc.)</b>
Studio/Efficiency			
One Bedroom	*See below	23 (12 RAD and PBV units)	*See below

Two Bedroom		47 (28 RAD and PBV units)	
Three Bedroom		9 (4 RAD and units)	
Four Bedroom		12 (12 RAD and PBV units)	
Five Bedroom			
Six Bedroom			
(If performing a Transfer of Assistance):		Waiting list policies have been included in the Administrative Plan of the Housing Choice Voucher Program and included here by reference. Significant changes to the Administrative Plan are being proposed and therefore included in the public comment period.	

\*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**

Unit Size Increase	# Of Households	Unit Size Decrease	# of Households
1 to a 2		2 to a 1	14
1 to a 3		3 to a 1	1
1 to a 4		3 to a 2	10
1 to a 5		4 to a 1	2
2 to a 3	7	4 to a 2	22
2 to a 4		4 to a 3	20
2 to a 5		5 to a 1	
3 to a 4	1	5 to a 2	2
3 to a 5		5 to a 3	1
4 to a 5		5 to a 4	7

<b>Total Under Housed</b>	<b>8</b>	<b>Total Housed Over</b>	<b>79</b>
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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                      5BRs - 16  
 2BRs - 130                Total: 256  
 3BRs - 24  
 4BRs - 78

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

Number of Units per Unit Type per Block	Phase 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	
1 Bdrm	23	23	13	0	0	0	0	132	191
2 Bdrm	51	47	71	0	0	0	0	0	169
3 Bdrm	7	9	35	0	0	0	0	0	51
4 Bdrm	12	12	3	13	14	10	13	0	77
5 Bdrm	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>
Public Housing Replacement	58	58	76	18	19	10	19	0	258
Tax Credit Only Units	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>10</b>	<b>10</b>	<b>19</b>	<b>132</b>	<b>506</b>

Hunters View RAD Conversion:

Hunter's View Phase IIa

<b>Name of Public Housing Development:</b> Hunter's View Phase IIa	<b>PIC Development ID:</b> CA001000974	<b>Conversion type PBV or PBRA:</b> Project Based Vouchers (PBV)	<b>Transfer of Assistance:</b> Yes, 54 RAD units were transferred from former public housing to adjacent mixed finance new construction.
<b>Total Units:</b> 54 RAD units (replacement housing) 26 PBV units (replacement housing) 27 LIHTC (additional affordable housing) TOTAL: 107 units	<b>RAD Unit Type (i.e., Family, Senior, etc.):</b> General	<b>Post-RAD Unit Type if different (i.e., Family, Senior, etc.)</b> Family	<b>Capital Fund allocation of Development:</b> (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			
<b>(If performing a Transfer of Assistance):</b>		Waiting list policies have been included in the Administrative Plan of the Housing Choice Voucher Program, section 4, attached herein as Attachment "I" and in previous Annual Plan submissions	

\*Hunter's View is a multi-phase, mixed-income housing development whose affordable units include LIHTC, PBV, and RAD units. The first three phases of the project, Phases Ia, IIa, and Block 10, will include 286 units total and 214 PH replacement units. Specifically, Hunter's View Phase IIa will include 80 of the PH units being replaced. Of the 80 PH replacement units, 56 of those are RAD. The proposed unit mix of the RAD units is included in the chart above. As a whole, the replacement units will reflect smaller unit sizes than the original PH units in order to appropriately serve current LIPH households.

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

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

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

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

<b>Name of Public Housing Development:</b> Hunter's View Block 10 Component	<b>PIC Development ID:</b> CA001000974	<b>Conversion type (i.e., PBV or PBRA):</b> Project Based Vouchers V	<b>Transfer of Assistance:</b> (if yes, please put the location if known, and # of units transferring) Yes, 36 RAD units were transferred from former public housing to adjacent mixed finance new construction.
<b>Total Units:</b> 36 RAD units (replacement housing) 18 PBV units (replacement housing) 18 LIHTC (additional affordable housing) TOTAL: 72 units	<b>RAD Unit Type (i.e., Family, Senior, etc.):</b> General	<b>Post-RAD Unit Type if different (i.e., Family, Senior, etc.)</b> Family	<b>Capital Fund allocation of Development:</b> (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 includes 54 of the PH units replaced. Of the 54 LIPH replacement units, 36 of those are RAD. The unit mix of the RAD units is included in the chart above. As a whole, the replacement units reflect smaller unit sizes than the original LIPH units in order to appropriately serve current LIPH households.

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

ORIGINAL UNIT MIX	1BR	2BR	3BR	4BR	5BR	TOTAL
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:

TOTAL AFFORDABLE RENTAL THROUGH BLOCK 10	1BR	2BR	3BR	4BR	5BR	TOTAL
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	72
<b>TOTALS</b>	<b>74</b>	<b>81</b>	<b>103</b>	<b>25</b>	<b>3</b>	<b>286</b>

### HV Phase III

Phase IIIA Unit count:

112 total, breakdown below.

Unit Type	Public Housing Section 8 Units	Non-Public Housing Tax Credit Units	Manager's Units	Total # of Units
1 BD	0	46	0	46
2 BD	3	7	1	11
3 BD	11	5	0	16
4 BD	34	0	0	34
5 BD	5	0	0	5
TOTAL	53	58	1	112

Projected financing:

- Construction and permanent loan from San Francisco Mayor's Office of Housing and the city's Successor Agency (Office of Community Investment and Infrastructure)
- Permanent loan from the Department of Housing and Community Development of Multifamily Housing Program funds

- Construction and permanent loan for the Infrastructure Improvements from the Mayor's Office of Housing, under the California Department of Housing and Community Development Infill Infrastructure Grant Program
- Construction and permanent loan for the Infrastructure Improvements from Streets Funds
- Tax-exempt bond construction loan
- Permanent 1<sup>st</sup> Mortgage
- 4% Tax Credit financing

Schedule:

*Infrastructure Start Dates:*

- Infrastructure Tentative Map — 8/29/2019
- Phase III Ground Leases — 10/1/2019
- Infrastructure Final Map, 65% Infrastructure Plans City Review, 65% Infrastructure Plans Bid -11/1/2019
- 90% Infrastructure Plans Submittal — 2/1/2020
- Infrastructure Contract — 3/2/2020
- 90% Infrastructure Plans City Review — 6/2/2020
- 100% Infrastructure Plans Submittal — 8/1/2020
- 100% Infrastructure Plans City Review — 9/1/2020
- Infrastructure Permit & Street Permit — 10/1/2020
- Infrastructure Demolition/Site Prep & Construction Start — 12/1/2020 • City acceptance of infrastructure — 11/30/2021

*Vertical start dates:*

- Phase MIA: Final Map - 11/1/2019
- Phase IIIA 50% Design Development — 11/25/2019
- Phase IIIA 100% Design Development Cost Estimate, 35% CD Drawings- 3/16/2020
- Phase IIIA: Application to HCD for MHP funds — 3/1/2020
- Phase IIIA 70% CD Drawings - 5/11/2020
- Phase IIIA: MHP Awards Announced — 6/1/2020
- Phase IIIA 70% CD cost Estimate, Bid set - 7/6/2020
- Phase IIIA: Application to CDLAC/TCAC - 9/15/2020
- Phase IIIA Bidding and Negotiation — 9/28/2020
- Phase IIIA 100% Construction Documents 12/21/2020
- Phase IIIA Construction Loan Closing — 1/2/2021
- Phase IIIA Demolition/Site Prep & Vertical Construction Start — 3/3/2021
- Phase IIIA Temporary Certificate of Occupancy & Lease Up — 7/4/2022
- Phase IIIA Stabilized Occupancy — 1/1/2023
- Phase IIA Permanent Financing Close — 4/3/2023

Market-rate parcels structure:

Same as Phase I and Phase II — short-term ground lease with the ability to transfer the parcel in fee directly to the market-rate developer. (Also see attached Phase III Land Use Plan for reference.)

Occupancy by Over-income Families

The Authority continues to implement HUD guidance on families identified as "over-income" and is currently analyzing the potential impacts of PIH Notice 2019-11 to ensure that implementation does not adversely affect remaining and neighboring residents in this time of significant transition through redevelopment.

Occupancy by Police Officers

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

No Smoking Policies

The Authority not made any changes to its No Smoking Policies.

Project-Based Vouchers

The Project-Based Voucher program has increased substantially due to the RAD conversion and Accelerated Disposition. 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 I".

Other Capital Grant Programs

See section below.

**B.3 Civil Rights Certification**

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

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

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

- (a) Were there any findings in the most recent Fiscal Year (FY) Audit?  
Yes.
- (b) If yes, please describe:

See Attachment II'.

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

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

##### *Authority GOAL #1: Expand the Supply of Assisted Housing — Fiscal Year 2023 Goals and 2023 Updates Objectives*

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

##### *5-Year Update:*

The Authority has been successful in expanding the supply of assisted housing through various means. In 2021 the Authority was awarded 906 Emergency Housing Vouchers (EHV) The vouchers continue to be issued in partnership with the Department of Housing and Homelessness in accordance with the HUD guidance provided. The Authority applied for various Notices of Funding Availability and will continue to do so in 2023-2024. The Authority intends to request additional vouchers as opportunities become available.

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

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

- Partner with housing developers, non-profit, supportive service organizations and City agencies to rebuild public housing sites and provide services to residents

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

The Authority manages contracts administering the HCV and public housing management programs. The Authority continues to track progress with the above initiatives.

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

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

Additionally, the Authority, working with the Department of Public Health opened the Sunnydale Health and Wellness Center in 2016 with the City investing over \$200,000 into the project and continues to fund on-site staff. The Authority also worked with the Department of Public Health to open a wellness Center in Potrero, both of which were vital during the COVID 19 pandemic.

The Housing Choice Voucher Program (HCV) has continued to work towards an improved SEMAP score. The HCV program continues to scan all of its tenant files in order to facilitate easy access to client records and expedited client services. HUD confirmed that the SPHA was standard in 2017. The Authority continues to work towards becoming a high performer agency.

The "Emphasys Elite" software system is the operating system for both the Public Housing Operations Program and the Housing Choice Voucher Program. A Customer Relations Management was implemented for staff in 2023 and currently in use.

#### *AUTHORITY 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
- 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 and retained its voucher payment standards. Additionally, through the Annual Plan Process, the Authority has begun implementation of site-based waiting lists for all developments under HOPE VI and those developments that have converted to RAD.

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

*Objectives*

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

*5-year update:*

The Authority has improved the living environment in its highest crime properties. Initiated with grant funding, high tech security cameras were first installed in the Alice Griffith and Sunnydale developments over ten (10) years ago. Since then, cameras have continued to be used as the developments convert to private management. The Authority continues to meet with partners to identify community needs and methods to address those needs.

*AUTHORITY 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 Authority 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 when available and if eligible
- Utilize Section 3 goals and the Authority 25% resident hire policy to provide more employment opportunities for public housing residents

*5-year update:*

The Authority has worked with various organizations and agencies to ensure that residents continue receiving the same services consistently in the senior/disabled buildings.

In 2014 the Authority along with the San Francisco Department on the Status of Women requested that the City fund two positions to assist with service connection for Victims of Domestic Violence. The funding was received and in January of 2015, the Authority had two liaisons working out of its administrative offices assisting victims of domestic violence since then. The Authority continues to value this partnership as an immense benefit to the clients and, working with La Casa de las Madres, issued EHV's to 40 victims of domestic violence.

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

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

*Objectives*

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



*5-year update:*

The Authority updated its Limited English Proficiency (LEP) Policy and Plan with the assistance of the Department of Housing and Urban Development. The Board approved the updated policy in October 2016. The Authority, in partnership with HUD, provided LEP training to all Authority, HOPE VI and RAD developer staff in fiscal year 2017. The Authority continues to work with residents who request assistance with reasonable accommodation requests and/or any related request(s). Authority staff attended fair housing training in spring 2023. The Authority takes any allegation of discrimination very seriously and investigates the allegations.

*AUTHORITY 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 Authority
- Provide customer service training for Authority employees

*5 year update:*

The Authority has a Customer Service Division, which oversees customer service, eligibility and client placement. The Department is part of the Leased Housing Department. The Authority has 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 waitlist opening, with the assistance of the kiosks and Emphasys, was successful in attracting over 8,000 applicants in the course of seven (7) calendar days in 2015. This is one example of the progress being made by the Authority to convert, section by section, to a paperless - more customer friendly - Authority. In recent years the Authority has exhausted its Low-Income Public Housing waitlist and recently conducted an opening on its Housing Choice Voucher waitlist.

**Commented [JM1]:** Should this be included? Its almost 10 years ago at this point

*AUTHORITY 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 Authority 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 had developed and implemented numerous plans to improve its environmental practices. The Authority has cut its expenses significantly by encouraging residents to recycle, using integrated pest management systems and utilizing service providers to educate residents on composting. The Authority continues to ensure these practices are continued with contractors.

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

The RAB comments are provided herein as Attachment "VI".

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

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

See attachment "V".

**B.8 Troubled PHA**

The Authority has been designated a troubled performer in the Housing Choice Voucher Program.

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

(a) If yes, please describe.

Yes, the Authority has a Public Housing Agency High Performance agreement in place with HUD.

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

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

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

**C. Statement of Capital Improvements.**

### Other Capital Grant Programs

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

This Narrative sets forth the Authority's overall plan for modernization, new construction, and revitalization of public housing with highlights of the proposed 2023 Capital Fund Program (CFP) and Replacement Housing Factor (RHF) program. The Authority has involved residents, community representatives and City agencies throughout this planning process.

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

The Authority'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 \$195M.

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, the Authority projected that the developments would continue to deteriorate unless significant intervention occurred with leveraged financing for rehabilitation and redevelopment of the most distressed sites. This trend has been significantly forestalled with a \$17.9 M American Reinvestment and Recovery Act grant and \$15.5 M in Capital Fund Recovery Act competitive grant funds.

#### *Capital Fund Program Plans for FY 2024*

The remaining properties managed by the Authority converted to private management in 2022. The Authority will continue to identify physical needs that have not yet been addressed:

- 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.

The Authority may also pursue 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

#### *Resident Hiring*

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

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

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

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

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

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

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

#### *Urgent Physical & Management Improvements*

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

#### *Serious Physical & Management Improvements*

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

#### *Coordinated Activities to Ensure Efficiency*

When work items are to be completed at different times at one particular development, activities are sequenced to maximize efficiency. For example, exteriors are not repainted until lead-based paint testing has been completed. No completed work should have to be disturbed to address a subsequent non-emergency work item. This strategy may vary according to the condition of the building.

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

#### *Remaining Physical, Management, and Other Needs Provided by Contractors*

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

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

#### *Addressing Developments with Higher Needs*

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

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

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

The Authority continues 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 predevelopment process with already selected and engaged development teams.

**C.1 Capital Improvements.**

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

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

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

- a. Admissions and Continued Occupancy Policy
- b. Housing Choice Voucher Administrative Plan Proposed Changes
- c. Audit
- d. HUD Form 50075-ST
- e. HUD Form 50075-ST-HCV-HP
- f. HUD Form 50077-SL
- g. Resident Advisory Board Comments
- h. Rental Assistance Demonstration Program Comments and Certification
- i. HUD Form 50075.1 and HUD Form 50075.2 (Capital Fund Program)