SOLICITATION NO. 08-610-RFQ-001

HOPE SF

REQUEST FOR QUALIFICATIONS

TO REDEVELOP
AUTHORITY PROPERTY

ISSUED BY:

SAN FRANCISCO HOUSING AUTHORITY
HOUSING DEVELOPMENT AND MODERNIZATION DEPARTMENT
1815 EGBERT AVENUE, SUITE 300
SAN FRANCISCO, CA 94124

OCTOBER 16, 2007

TABLE OF CONTENTS

EXECUTIVE SUMMARY ii

SECTION I - Request for Qualifications

A. Introduction 1
B. Authority Development Goals and HOPE SF Principles 2
C. Description of Sites 3
D. Developer Qualifications 4
E. Important Dates and Submittal Deadline 4
F. Submittal Contents 5
G. Evaluation Criteria 8
H. Selection Process 9
I. Disputes 9
J. Contract Requirements 10

SECTION II - Attachments to be included with submittal

Attachment A Submittal Identification Form ..... 3 pages
Attachment B HUD-5369-C Certifications and Representations of Offerors, Non-Construction 2 pages

SECTION III - Exhibits

Exhibit A HUD-5369-B Instructions to Offerors, Non-Construction ..... 4 pages
Exhibit B HUD-5370-C General Contract Conditions, Non-Construction ..... 5 pages
Exhibit C Authority Insurance Requirements ..... 2 pages
Exhibit D Summary of Affirmative Action Requirements ..... 4 pages
Exhibit E Description of Existing Sites Available for Development ..... 26 pages
Exhibit F Disposition and Development Agreement Sample Table of Contents ..... 1 page
Exhibit G HOPE SF Task Force Recommendations ..... 9 pages

EXECUTIVE SUMMARY

Development Opportunity: Seven existing public housing sites owned and managed by the Housing Authority of the City and County of San Francisco (the "Authority") and identified as priority sites for redevelopment.

Authority Goal: Maximize the development potential of these HOPE San Francisco (HOPE SF) target sites and provide: (1) one for one replacement of existing pubic housing, (2) increased supply of quality affordable rental and ownership housing for San Francisco residents, and (3) improved quality of life for existing public housing residents and the surrounding neighborhood. Incorporate into revitalization plans Authority development goals and the HOPE SF Task Force Principles described in the March 23, 2007 HOPE SF Task Force Recommendations, report included in Exhibit G.

Property Descriptions: Seven of the Authority's public housing sites, ranging in size from 785 units on 49.5 acres down to 80 units on 5.9 acres, as described in Exhibit E.

Property Disposition: The Authority anticipates long-term property ground-lease agreements of the public housing sites to the selected development entities. Based on financial and other benefits to the project, the Authority will consider dedication of new street and sidewalk areas to the City and transfer of land for homeownership housing.

Developments: Statements of interest may focus on more than one site, or only a portion of a site. Development must create mixed-income communities with one for one replacement of any demolished public housing and other affordable rental and/or ownership housing, and commercial/retail uses. Market-rate rental and ownership housing may be included in the Development, with sale or lease proceeds available to finance the replacement public housing units. Commercial/retail uses may provide economic opportunities for residents and the surrounding community.

Development Entities: Developers may be non-profit (including faith-based), for-profit or partnership entities, for development and ownership purposes. The residential units and commercial spaces may be sold or rented, (subject to a ground lease). The Authority anticipates participating in the entity that owns the rental housing improvements and the lease estate, and expects to share in any revenues generated by new development.

Selection Process: Evaluations and rankings will be based on the strength and experience of the development team, experience with mixed housing of very low-income households within a larger mixed-income community, experience developing the types and tenure of housing proposed for the site, access to and knowledge of the various private and sources of equity and finance for the types of housing proposed, resources to minimize the need for off-site relocation, and the appropriateness of the preliminary development concept and resident involvement plan.

Outcome: The Housing Authority's Commission (Commission) will take action to authorize an exclusive negotiating rights agreement (ENRA) with the selected developer for a specific development site. While the ENRA is in

effect, the Mayor's Office of Housing (MOH) and the San Francisco Redevelopment Agency (SFRA) will issue a Notice of Funding Availability (NOFA) for the HOPE SF sites. The NOFA will provide funding for both public housing replacement and affordable rental and ownership housing. Ultimately, the Authority, SFRA and MOH intend to work collaboratively on a financial model and site development plan that will produce a Disposition and Development Agreement for approval by both the Commission and the U.S. Department of Housing and Urban Development (HUD). Additional approvals will be required from HUD, if the parties proceed to enter into a Disposition and Development Agreement.

Informational Meeting: Tuesday, October 30, 2007, 2:00 PM, 440 Turk Street. Audio conference phone will be available at (877) 322-9654, participant code 946241. The audio conference line will not accept calls after 4:00 PM PDT on Tuesday, October 30, 2007.

Submittals Due: No later than 4:00 PM PST, Tuesday, December 18, 2007.

Further Information: Barbara T. Smith, Administrator, Housing Development and Modernization Department, 415-715-3220, or e-mail smithb@sfha.org.

SECTION I

Request for Qualifications

A. INTRODUCTION

The Housing Authority of the City and County of San Francisco (Authority) is soliciting Statements of Qualifications and letters of interest from qualified development teams for redevelopment opportunities at seven of the Authority's public housing sites in San Francisco, California. The redevelopment opportunities are part of HOPE SF, a unique partnership between the Authority and the City and County of San Francisco.

In February of 2007, the HOPE SF Task Force presented Mayor Gavin Newsom, the Board of Supervisors, and the Authority with a set of recommendations for revitalizing severely distressed public housing identified by the Authority. The Task Force recommended that the City and the Authority partner to rebuild all of the distressed sites as mixed-income communities. To accomplish that goal, the City has created the HOPE SF Fund and committed to providing up to $95 million in an initial phase of funding to rebuild 700-900 public housing units within a mixed finance, mixed-income development model.

In April 2007, the Authority completed a Comprehensive Physical Needs Assessment of all of its properties that identified seven public housing sites with extensive immediate capital improvement needs. Built between 45 to 65 years ago, the development designs and systems are obsolete, deteriorating, and in need of redevelopment. Seven of these sites, which range in size from 785 units on 49.5 acres down to 80 units on 5.9 acres, are described in more detail in Exhibit E. Development activities may include more than one site. Development may include demolition of existing structures and replacement with new mixed-income housing, rehabilitation of some existing structures, new infill rental or ownership housing between existing structures, new commercial uses, public improvements and other ancillary uses, or any combination thereof. Previously identified development possibilities are provided in Exhibit E for certain sites.

The Authority has recently redeveloped five public housing sites through the federal HOPE VI program. Working with private developer partners, residents were temporarily relocated, the existing buildings were demolished, new site improvements and utilities were installed, and new dwelling units and community facilities were constructed creating mixed-income and mixed-use developments. The HOPE VI program eliminates obsolete public housing units by replacing them with up-to-date street-facing flats and townhouses with individual front doors. Large open spaces are minimized in favor of private outdoor space and defined program spaces such as childcare play areas. Each site featured strong resident and community involvement and employment in the planning and construction processes. Information on these developments is available at the Authority's Internet site, http://www.ci.sf.ca.us/sfha/hope/index.htm, where there is a link to each of its HOPE VI developments: Hayes Valley, Bernal Dwellings, Plaza East, North Beach Place, and Valencia Gardens.

Federal HOPE VI funds are competitive, limited, subject to Congressional renewal, and may not be available for redevelopment of these seven sites. As a complement to HOPE VI funds, the MOH will issue a NOFA for HOPE SF funding that will also be competitive, limited, and subject to City approvals. At the same time, this Request for Qualifications (RFQ) is intended to accomplish HOPE VI goals and HOPE SF Principles using the Authority's land and the developer's expertise and ability to leverage public and private resources for a mixed-finance approach to development. The selected developer should be familiar with the following federal regulations which may apply to the developments: Mixed Financed Development, 24 CFR Part 941, Subpart F and Demolition or Disposition of Public Housing Projects 24 CFR Part 970.

The mixed-finance approach to redevelopment of public housing has dramatically changed the manner in which the Authority can deliver public housing units. This approach: (1) permits development of projects which include both non-public housing units and public housing units; (2) permits the Authority to enter into partnership arrangements with non-profit and for-profit developers to own mixed-finance housing developments; (3) permits private, third party management of mixed-finance developments; and (4) permits the Authority to provide operating subsidies that it received from HUD for such properties.

The mixed-finance approach also encourages the leveraging of public housing financial resources with other private and public funds. Not only is there more flexibility in funding mixed-finance projects, there is also flexibility in mixing unit types, so that developments may be mixed-income, with other "affordable" and market-rate rental and ownership units mixed with public housing units.

HUD has encouraged public housing authorities to begin approaching the development of new units in as entrepreneurial a manner as possible. As discussed above, the Authority has demonstrated the willingness and the capacity to plan mixed-income developments and to execute mixed-finance transactions.

Solicitation No. 08-610-RFQ-001 is subject to the budget and fiscal provisions under which the Authority operates. All activities under this RFQ process will be subject to funding availability and approval by the Housing Authority's Commission and approval by the City for HOPE SF funds.

B. AUTHORITY DEVELOPMENT GOALS & HOPE SF PRINCIPLES

The Authority seeks to redevelop seven distressed public housing sites, while increasing affordable housing and ownership opportunities, improving the quality of life for existing residents and the surrounding communities, and sharing in revenues generated by the redeveloped projects for public housing needs with the Authority goals and HOPE SF principles outlined below:

1. Ensure No Loss of Public Housing:
   - Provide one for one replacement of public housing units
   - Make every new unit modern and of high quality
   - Phase the rebuilding of sites while carrying out the process in a timely manner
   - Commit to minimize displacement of existing residents through on-site relocation and/or relocation to new first phase housing on-site or on an adjacent parcel

2. Create Vibrant Economically Integrated Communities that improve the quality of life for residents and the surrounding neighborhood:
   - Build a mixed-income housing matrix that includes:
     1. Public Housing
     2. Affordable Rental and/or Ownership Housing
     3. Market Rate Housing Rental and/or Ownership
   - Emphasize priority needs and amenities for family housing
   - Incorporate retail and commercial uses where appropriate

3. Maximize the Creation of New Affordable Rental and Ownership Housing:
   - In addition to one for one replacement of public housing, create as much affordable rental and ownership housing as appropriate for the sites
   - Use profits from the market-rate housing as funding for rebuilding the public housing

4. Involve Residents in the Highest Levels of Participation in Entire Project:

- Engage residents in the planning and implementation process
- Develop mechanisms for residents to engage in the process
- Involve residents in the establishment of occupancy criteria

5. Provide Economic Opportunities Through the Rebuilding Process:
   - Connect appropriate job training and service strategies such as CityBuild and Communities of Opportunity to the Development Process
   - Create viable employment opportunities (jobs) for existing residents through the development process
   - Take advantage of contracting opportunities for:
     1. Existing residents
     2. Local entrepreneurs
     3. Small and disadvantaged businesses

6. Integrate the Process with Neighborhood Improvement Plans:
   - School improvement and reform
   - Parks improvements
   - Improved transportation
   - Enhanced public safety
   - Neighborhood economic development
   - Community and supportive services

7. Create Environmentally Sustainable and Accessible Communities:
   - Incorporate Green Building Principles, LEED
   - Include design elements that meet long-term accessibility needs

8. Build a Strong Sense of Community
   - Solicit Input from entire community in the planning and development process
   - Include current and prospective residents
   - Reach out to and engage neighbors
   - Apply community feedback when appropriate

C. DESCRIPTION OF SITES

The Authority is considering the development of seven of its public housing sites in San Francisco, which range in size from 785 units on 49.5 acres down to 80 units on 5.9 acres, all as described in Exhibit E.

1. Site plans, construction drawings, asbestos lead-based paint investigation reports for existing sites are available for review upon appointment at 1815 Egbert Avenue. Call (415) 715-3210 for an appointment. Copies of selected drawings or documents can be arranged through local reprographics companies at cost.

2. Conceptual proposed site development plans prepared by the Authority for certain sites are available for inspection and copying as provided in item 1 above. These plans are for information purposes only and are not Authority preferred plans.

3. Site tours may be arranged upon appointment by calling (415) 715-3210. For further information and questions, contact Barbara T. Smith, Administrator, Housing Development and Modernization Department, 415-715-3220, smithb@sfha.org.

4. Additional information on the Authority is available on our website at www.sfha.org.

D. DEVELOPER QUALIFICATIONS

The Authority is seeking development teams with demonstrated ability in the tasks listed below. Item 1 is the minimum developer qualification described in Paragraph H. Item 1. Threshold, which must be met by the information presented in the Submittal Identification Form.

1. Demonstrated experience from successful finance, design, construction, and management of at least three high quality developments that include low-income households within a larger mixed-income community with both rental and ownership housing. Experience with incorporation of mixed-use retail/commercial components is also desirable;
2. Create an appropriate and feasible concept for mixed-income developments that will be compatible with and enhance the community;
3. Demonstrate experience with and commitment to working with both low-income households and community groups on redevelopment planning and implementation, addressing socio-economic needs, providing economic opportunities, and managing temporary relocation, while enabling residents to remain in their community;
4. Demonstrated ability to secure private and public financing, including Low-Income Housing Tax Credits, and necessary local, state and federal approvals, including public housing mixed-finance, in a timely manner; as well as demonstrated financial capacity of the development team to complete projects based upon past completed projects or financial statement. Provide creative solutions to leverage private and public resources, secure equity and financing for the development of mixed-income rental and ownership housing;
5. Create a development and financing strategy for the proposal site(s) that meets the Authority's affordability goals while minimizing the need for local financial assistance; and,
6. Assemble and manage a qualified development team including members having experience with environmental approvals, planning, subdivision and other entitlements, hazardous materials issues and remediation plans, design, construction, financing, and marketing.

E. IMPORTANT DATES AND SUBMITTAL DEADLINE

1. **Informational Meeting:** The Authority will conduct a meeting for interested developers to discuss this RFQ and the available properties at 2:00 PM PDT on Tuesday, October 30, 2007, in the Commission Room, 440 Turk Street, San Francisco. Potential responders are encouraged to attend, or to participate by telephone conferencing. The audio conference number is (877) 322-9654, participant code946241. The audio conference line will not receive any calls after 4:00 PM PDT Tuesday, October 30, 2007.

2. **Submittal Deadline:** One original and four copies of the Statement of Qualifications and the attendant forms must be submitted and received by 4:00 PM PST on Tuesday, December 18, 2007. Deliver in a single, sealed package labeled:

Gregg Fortner, Executive Director
San Francisco Housing Authority
440 Turk Street

San Francisco, CA 94102

ATTN: Solicitation No. 08-610-RFQ-001

3. **Evaluations:** The Authority will evaluate Statements of Qualifications with representatives from appropriate City agencies during the month of December 2007, and may request interviews and/or additional information at that time.

F. SUBMITTAL CONTENTS

Please place the Statement of Qualifications submittal in a three-ring binder and organize the contents in the following sequence, using tabs to separate each section:

Tab	
1	Submittal Identification Form
2	Submittal Summary
3	Experience of Developer Firm
4	Experience of Development Team
5	Development Concept for Specific Site(s)
6	Financial Strategies for Development
7	Resident Employment and Involvement Plan
8	Certifications and Representations of Offerors, form HUD 5369-C (8/93)

1. **Submittal Identification Form**: Complete and sign the three-page form.

2. **Submittal Summary:** On company letterhead, provide a two-page summary which details the following (an additional page may be utilized for each additional site):

   a. Qualifications of the Developer Firm;
   b. Qualifications of the Development Team;
   c. A short description of what the firm would propose to accomplish on the development site of interest, including the number of dwelling units, income mix, tenure of units (rental and ownership), area and use of commercial spaces, type of construction, involvement of residents, onsite relocation, and economic opportunities, and any exceptional conditions that should be considered;
   d. A brief description of proposed financing strategies and potential resources; and,
   e. A short description of proposed schedule milestones.

3. **Experience of Developer Firm:**

   a. For each of the projects listed in Section 6 of the Submittal Identification Form, list the following information:
      - Development name and address;
      - Date development process was completed;
      - Total number of units by type, number of bedrooms, and square foot size;
      - Size and use of commercial space;
      - Site acreage and density;
      - Number and type of parking ;
      - Income groups served by tenure (rental or ownership);
      - Total development cost and cost per square foot;

- All preliminary proposed equity and financing sources; and,
- Identification of the role of key personnel involved in the development, including the extent of their involvement in the development's planning and pre-development activities, acquisition, financing, construction, marketing, and property management.

b. Provide a maximum one-page narrative chronicling the Developer Firm's experience in developing similar projects, with affordable and/or mixed-income rental and ownership housing.

4. **Experience of Development Team:**

a. Development Experience**:**
   - Provide a maximum one-page narrative chronicling the Development Team's experience in developing affordable, and/or mixed-income rental and ownership housing. Describe the specific roles and experiences of the Development Team members proposed. Any proposal to add to or change primary Development Team members after selection will require Authority review and approval.

b. Asset Management Experience:
   - Provide a maximum one-page narrative chronicling the developer's experience in overseeing the operation, management, maintenance, financial reporting, and ongoing compliance for affordable or mixed-income rental and ownership housing with identification of family and senior developments.
   - Provide a maximum one-page narrative chronicling the developer's experience in preparing and implementing a marketing plan for affordable mixed-income rental and ownership developments and document outcomes of these efforts.
   - Provide a list describing all affordable or mixed-income rental buildings owned and/or controlled by the developer.
   - Provide a separate list of any of the above buildings or developments that have a vacancy rate of more than 5 percent, have adverse tax credit findings, or have any missed payments of dept. Include the development name and address, length of time in operation, and number of dwelling units (separating residential and commercial).
   - Provide the latest year's audited financial statement for the most comparable development (i.e., in operation for one year and financed with tax exempt bonds and/or low income housing tax credits).

c. Design Architect Experience:
   - Describe no more than three completed developments where the design architect was the lead architect on completed buildings that are comparable to the proposed development.
   - Include the development name and address and tabulation of units, parking, approximate construction cost, and year completed.
   - If available, provide an 8-1/2 x 11 or smaller site plan and photos of the exteriors of these developments that display architectural design features, relationships of buildings, and relationships with adjacent properties.

d. Other Development Team Members Experience:
   - If a contractor, financial consultant, or other entity is included as part of the development team, describe the comparable experience of each entity in a similar manner to the team members listed above.

- If Developer intends to joint venture with another entity or entities, clearly describe the roles that each entity will assume in developing the properties.

5. **Development Concept for Specific Site(s):** Provide a narrative no more than five pages in length which discusses the following development possibilities:

   a. Existing units on site: number to be demolished, to be rehabilitated, and to remain as is. If units will be demolished, identify the number of units and types of units to be constructed to replace or increase the number of demolished units.
   b. Existing site amenities: to be demolished, to be rehabilitated, and to remain as is. Provide description of any new amenities to be added to the properties.
   c. A description of the range of dwelling unit types to be provided (townhouse, walk-up flat, elevator building flat), the proposed range of total units by bedroom count, the types of community rooms and other development amenities, the types of management and maintenance facilities, and the types of proposed non-dwelling uses.
   d. A description of income and tenure mix. As an example, at Hunters View, the new site will go from 267 units to 680 units. The units include 40 percent (267) public housing replacement units, 13 percent affordable rental, 7 percent affordable homeownership, and 40 percent market rate ownership.
   e. A description of the teams' design approach to transforming an obsolete public housing site into an affordable mixed-income, mixed-use development with defensible space, new urbanism, and green building principles. Describe specific components.
   f. A description of non-residential space, including retail or service space to be provided
   g. A description of specific design elements that would be included in the development to facilitate community interaction/ involvement goals of HOPE SF
   h. A circulation plan, including a description of on-street and off-street parking.
   i. An 8-1/2 x 11 inch conceptual site diagram (based on the Authority's enclosed 8-1/2 x 11 inch site diagram) depicting the proposed development area.

6. **Financial Strategies for Development:** Provide a narrative no more than two pages in length which details the following:

   a. Describe the approach to financing a project on the specific site(s), including a discussion of how the one-for-one public housing replacement units will be financed, identify the potential subsidy sources for public housing replacement units, and identify potential equity and financing for the other affordable and market rate rental and homeownership units. Set out the assumptions about financing terms, affordability, target resident population, proposed service and/or commercial space use, marketing affordable and market units, etc. Include a preliminary pro forma with potential funding sources and unit mix.

   b. Describe a possible development schedule and timeline for the specific site(s), addressing phasing and all aspects of redevelopment including acquisition, entitlements, resident relocation on-site and within the community, abatement and demolition, construction, marketing and tenant selection.

7. **Community Building, Resident Employment and Involvement Plan:** Provide a narrative no more than two pages in length describing the following:

   a. A statement explaining the development team's approach to community building and service delivery and how these strategies relate to the sustainability of the project.

b. Methods for meeting the Authority's resident hiring requirements that Authority residents constitute a minimum of twenty-five percent (25%) of the total workforce hours (calculated by person-hours) on covered contracts. Refer to Attachment C, Summary of Affirmative Action Requirements, Section III. Commission Resolution No. 4967.
c. Methods for meeting San Francisco Redevelopment Agency hiring requirements or other funding mechanisms, where required.
d. Methods for involving residents of the development and of the adjacent community in all phases of the development process.

8. **Certifications and Representations of Offerors, form HUD-5369-C (8/93):** Complete and sign one form for the development firm and one for each entity that is part of the proposed development team (Attachment B).

G. EVALUATION CRITERIA

Using a 100-point scale, the Authority will review the following factors to determine the most qualified developers:

1. Successful experience developing comparable developments in terms of construction type, building design, types of housing (affordable, mixed-income, ownership and rental), financing, and involvement of low-income residents and community groups. **(35 points)**.

2. Qualifications of the development team firms and staffs. **(35 points)**

3. Appropriateness of the development concept for specific site(s) and the approach to financing, phasing and relocation for a project on the specific site(s). **(20 points)**

4. Resident employment and involvement plan. **(10 points)**

H. SELECTION PROCESS

1. **Threshold**: Authority staff will review each submittal to confirm the contents are complete, and that the minimum developer qualifications listed in Paragraph D. Item 1 are met by the information presented in the Submittal Identification Form.

2. **Evaluation Panel**: Each complete submittal will be reviewed by an Evaluation Panel comprising Authority staff responsible for development and for finance, representatives of other City departments and agencies, and other non-Authority parties.

3. **Interviews:** After review of the written submittals using the Evaluation Criteria, the Evaluation Panel will conduct interviews with firms in the competitive range to discuss the qualifications of the Development Firm and Development Team and the other elements of the submittal. All applicants invited to participate in the oral interviews will be given a final ranking after the interview process. The Authority may determine there are no Development Firms and Development Teams with appropriate qualifications for a specific site.

4. **Commission Approval:** For each specific site, the qualified submittal with the highest ranking will be presented to the Commission. The Authority staff may provide the Commission with both a summary and a more detailed analysis of the RFQ responses. The Commission may take action to authorize exclusive negotiations with selected developer for a specific development site. The negotiations are intended to produce a Disposition and Development Agreement for subsequent Commission and HUD approvals.

I. DISPUTES

1. **Protest Of Award:** Any person or responder who disputes the decision to award a contract or who has been adversely affected by a decision of intended or actual award may file a written notice of protest with the Authority's Contracting Officer.

2. **Filing The Protest:** The person or responder must file a protest in writing within ten calendar days of the date of the letters of award or the notification to unsuccessful responders.

3. **Content Of Formal Written Notice:** The formal written notice must be printed, typewritten, or otherwise duplicated in legible form. The content of the formal written notice of protest must contain:

   - The name and address of the person or responder filing the protest and an explanation of how their substantial interests have been affected by Authority's notice of the intended or of actual award;
   - A statement of how and when the person or responder filing the protest received notice of the bid solicitation or notice of intended or actual award;
   - A statement of all issues of disputed material facts. If there is none, the protest must so indicate;
   - A concise statement of the ultimate facts alleged, as well as the Authority's policies which entitle the person or responder filing the protest to relief;
   - A demand for relief to which the person or responder deems themselves entitled; and
   - Any other information which the person or responder contends is material.

4. **Response to Protest**: Upon receipt of a notice of protest, which has been timely filed, the award process will be suspended until the protest is resolved. The Authority, if it deems necessary, may set forth in writing particular facts and circumstances which require continuance of the solicitation process on an emergency basis without the above mentioned delay in order to avoid immediate and serious danger to health, safety, or welfare. This written determination will specifically detail the facts underlying the Authority's decision and will constitute final action.

5. **Resolution:** The Authority may request such other information pertaining to the matter as deemed appropriate. Within ten days of the date of receipt of the written protest, the Authority will notify the person or responder making the protest of its decision.

J. CONTRACT REQUIREMENTS

The respondent selected for this effort must be fully qualified to perform the services described above and must also comply with the following Authority requirements:

1. **Agreement:** The Authority's Housing Commission will take action to authorize exclusive negotiations with the selected developer for a specific development site. The negotiations are

intended to produce a Disposition and Development Agreement for subsequent Housing Commission and HUD approvals.

2. **Insurance:** The Developer shall maintain insurance in full force and effect, during the entire term of the exclusive negotiations, as described in the Authority's insurance requirements, Exhibit C.

3. **Drug-Free Workplace:** The Developer must comply with the Federal Drug-Free Work Place Act of 1988 (41 U.S.C. 701).

4. **Federal Labor Standards:** The Developer must comply with Federal Labor Standards including Davis-Bacon wage rates required under Section 12 of the U.S. Housing Act of 1937.

5. **Affirmative Action Requirements:** The Developer must comply with Affirmative Action Requirements including the following:

    1. Section 3 of the Housing and Urban Development Act of 1968 (12 U.S.C. 1701u)
    2. SFHA Commission Resolution No. 4967 requiring that public housing residents constitute a minimum of 25% of the total workforce hours for all contracts.
    3. SFHA Commission Resolution No. 3740 requiring that contractors, subcontractors, and vendors provide documentation to demonstrate compliance with apprenticeship and training programs.
    4. Executive Order 11246
    5. Minority-Owned and Women-Owned Business Enterprise (MBE/WBE) Opportunities constitute a minimum of 20% in aggregate for construction contracts and procurement activities.
    6. Sites within San Francisco Redevelopment Agency areas must meet the agency Small Business Enterprise participation goal of 50% and workforce goals that 50% of construction hours worked be given to San Francisco residents.

6. **Subcontractor Requirements:** The Developer shall assure that its subcontractors comply with all applicable HUD regulations, Authority and other local requirements.

7. **Security Identification Badges:** All Developer's employees will be required to obtain and wear security badges at all Authority sites. The badges can be obtained from the Human Resources Department at 440 Turk Street, San Francisco, CA 94102. The Authority will charge a minimal fee, not-to-exceed $5.00 per badge. Badges must be obtained prior to commencing work on any Authority site.

(END OF DOCUMENT)

SECTION II

Attachments to be included with submittal

Attachment A Submittal Identification Form ..... 3 pages

Attachment B HUD-5369-C Certifications and Representations of Offerors, Non-Construction 2 pages

Download: http://www.hudclips.org/sub_nonhud/html/pdfforms/5369-c.pdf

SUBMITTAL IDENTIFICATION FORM

1. DEVELOPMENT(S) OF GREATEST INTEREST	
Development CAL Number(s): 1-	
Development Name(s):	
Total Existing Units:	Total Potential Units:
Proposed Uses In Addition to Housing:	

2. DEVELOPER FIRM and JOINT VENTURE FIRM (if any)	
Entity Name:	Form of Organization:
Contact Name:	Taxpayer ID or SS Number:
Address:	
Phone:	Fax:

JV Entity Name:	Form of Organization:
Contact Name:	Taxpayer ID or SS Number:
Address:	
Phone:	Fax:
Entity Name:	Form of Organization:

3. PRINCIPALS	
Name:	Title:
Address:	
Phone:	Fax:

Name:	Title:
Address:	
Phone:	Fax:

Name:	Title:
Address:	
Phone:	Fax:

4. OTHER DEVELOPMENT TEAM MEMBERS	
Company Name:	Role in Project:
Contact Name:	Title:
Address:	
Phone:	Fax:

Company Name:	Role in Project:
Contact Name:	Title:
Address:	
Phone:	Fax:

Company Name:	Role in Project:
Contact Name:	Title:
Address:	
Phone:	Fax:

5. BANK REFERENCES	
Bank Name:	
Contact Name:	Title:
Address:	
Phone:	Fax:

Construction Lender Name:	
Contact Name:	Title:
Address:	
Phone:	Fax:

Permanent Lender Name:	
Contact Name:	Title:
Address:	
Phone:	Fax:

6. DEVELOPMENT EXPERIENCE (List development projects completed by Developer Firm – See Paragraphs D.3 and H.1 of the Request for Qualifications)		
Project Name:		Project Type:
Project Address:		Number of Dwelling Units:
Nature of Developer's Involvement:		
Contact Name:	Contact Phone:	Contact Fax:

Project Name:		Project Type:
Project Address:		Number of Dwelling Units:
Nature of Developer's Involvement:		
Contact Name:	Contact Phone:	Contact Fax:

Project Name:		Project Type:
Project Address:		Number of Dwelling Units:
Nature of Developer's Involvement:		
Contact Name:	Contact Phone:	Contact Fax:

7. PUBLIC HOUSING AUTHORITY REFERENCE	
Project Name:	Project Type:
Project Address:	Number of Dwelling Units:
Nature of Developer's Involvement:	
Public Housing Authority Name:	
Contact Name:	Title:
Address:	
Phone:	Fax:

PUBLIC HOUSING AUTHORITY REFERENCE	
Project Name:	Project Type:
Project Address:	Number of Dwelling Units:
Nature of Developer's Involvement:	
Public Housing Authority Name:	
Contact Name:	Title:
Address:	
Phone:	Fax:

PUBLIC HOUSING AUTHORITY REFERENCE	
Project Name:	Project Type:
Project Address:	Number of Dwelling Units:
Nature of Developer's Involvement:	
Public Housing Authority Name:	
Contact Name:	Title:
Address:	
Phone:	Fax:

CERTIFICATION OF ELIGIBILITY

This is to certify that _____
(Firm's Name)
involved with this work, is not debarred, suspended, or otherwise prohibited from contracting by any Federal, State, or Local Agency.

_____
(Signature)

_____
(Type or Print Name)

_____
(Title)

_____
(Date)

PLACEHOLDER PAGE

FOR

FORM HUD-5369-C CERTIFICATIONS AND REPRESENTATIONS OF OFFERORS, NON-CONSTRUCTION

Download: http://www.hudclips.org/sub_nonhud/html/pdfforms/5369-c.pdf

SECTION III

Exhibits

Exhibit A	HUD-5369-B Instructions to Offerors, Non-Construction	4 pages
	Download: http://www.hudclips.org/sub_nonhud/html/pdfforms/5369-b.pdf	
Exhibit B	HUD-5370-C General Contract Conditions, Non-Construction	5 pages
	Download: http://www.hudclips.org/sub_nonhud/html/pdfforms/5370-c.pdf	
Exhibit C	Authority Insurance Requirements	2 pages
Exhibit D	Summary of Affirmative Action Requirements	4 pages
Exhibit E	Description of Existing Sites Available for Development	26 pages
Exhibit F	Disposition and Development Agreement Sample Table of Contents	1 page

PLACEHOLDER PAGE

FOR

FORM HUD-5369-B INSTRUCTIONS TO OFFERORS, NON-CONSTRUCTION

Download: http://www.hudclips.org/sub_nonhud/html/pdfforms/5369-b.pdf

PLACEHOLDER PAGE

FOR

FORM HUD-5370-C GENERAL CONTRACT CONDITIONS, NON-CONSTRUCTION

Download: http://www.hudclips.org/sub_nonhud/html/pdfforms/5370-c.pdf

AUTHORITY INSURANCE REQUIREMENTS, NON-CONSTRUCTION

The Developer will maintain in full force and effect during the full term of the Contract the insurance requirements listed below, and in a solvent company or companies that maintain a rating of "B+" or better and admitted to sell insurance in California through the Department of Insurance. This insurance must be under the usual terms employed by casualty companies in California, naming the Housing Authority (Owner) and its respective members, officers, agents and employees as additional insured. Such insurance shall protect such additional insured and indemnify them against direct or contingent loss or liability for bodily injury, death and and/or property damage arising in any manner from the Developer's performance of the Contract with Housing Authority, or the nature of the services provided, or any operations under or connected with the Contract with the Housing Authority.

1. Worker's Compensation Employers' Liability with limits as required by State California (Currently **$1,000,000** for each accident).

2. Comprehensive General Liability Insurance with limits not less than **$1,000,000** per person occurrence Combined Single Limit Bodily Injury and Property Damage, including Contractual Liability, and Completed Operations coverage. If the Developer has a "claims made" policy, then the following additional requirements apply: the policy must provide a "retroactive date" which must be on or before the execution date of the Contract; and the extended reporting period may not be less than five years following the completion of the Contract.

3. Comprehensive Automobile Liability Insurance with limits not less than **$1,000,000** each occurrence Combined Single Limit bodily Injury and Property Damage.

4. Professional Liability Insurance with a limit of not less than $1,000,000 each occurrence. If the policy is in claims-made form, the Design Professional agrees to maintain such insurance for three (3) years following the completion of the construction of the project; provided that if such insurance is not available on commercially reasonable terms (i.e. the premiums for the same coverage have increased at least by 200%) during such three year period, the Design Professional may self-insure.

Comprehensive General Liability and Comprehensive Automotive Liability Insurance policies shall be endorsed to provide the following:

1. Name as ADDITIONAL INSURED the San Francisco Housing Authority, its Officers, and Members of Commission, Agents and Employees.

2. That such policies are primary insurance to any other insurance available to the Additional Insured, with respect to any claims arising out of this Agreement, and that the insurance applies separately to each insured against who claim is made or suit is brought, but the inclusion of more than one insured shall not increase the insurer's limits of liability.

3. All policies shall be endorsed to provide thirty (30) days advance written notice to the Housing Authority of cancellation, non-renewal or reduction in coverage, mailed to the following address:

   San Francisco Housing Authority
   440 Turk Street, 2nd Floor
   San Francisco, CA 94102
   Attention: Contract/Procurement Division

4. Certificates of Insurance, in form and with insurers satisfactory to the Housing Authority, evidencing all coverage above, shall be furnished to the Housing Authority prior to award and before

commencing any operations under this contract, with complete copies of policies to be furnished promptly upon the written request of the Housing Authority, at the following address:

San Francisco Housing Authority
440 Turk Street, 2nd Floor
San Francisco, CA 94102
Attention: Contract/Procurement Division

5. Any coverage which the Design Professional proposes to self-insure, or any intention to operate vehicles other than automobiles (i.e. boats, aircraft, etc.) shall require prior Housing Authority approval of the appropriate insurance to be agreed upon.

Approval of the insurance by the Housing Authority shall not relieve or decrease the liability of the Developer. The contract shall terminate immediately, without notice to the Developer, upon any lapse of required insurance coverage. The Developer shall be advised that should the Developer through its negligence fail to meet the professional standards of care and performance of its services that result in additional costs to the Housing Authority, it will be the intention of the Housing Authority to recoup these costs from the Developer.

(END OF INSURANCE REQUIREMENTS)

SAN FRANCISCO HOUSING AUTHORITY

SUMMARY OF AFFIRMATIVE ACTION REQUIREMENTS

TABLE OF CONTENTS

CLAUSE		PAGE
I.	Executive Summary	1
II.	Section 3 of the Housing and Urban Development Act of 1968 (12 U.S.C. 1701u)	1
III.	SFHA Commission Resolution No. 4967	2
IV.	Executive Order 11246	2
V.	Minority-Owned and Women-Owned Business Enterprise (MBE/WBE) Opportunities	3
VI.	Employer and Employee Tax Credits	3
VII.	Related Documents	3

I. EXECUTIVE SUMMARY

A. This document describes the Affirmative Action Requirements for covered construction and construction-related contracts. It references applicable Federal regulations and Housing Authority Resolutions, and provides sources for documents and organizations.

B. Goals and Requirements Highlights:

1. Low-Income Hiring: 30% of all new hires in each construction trade (Section 3).
2. SFHA Resident Hiring: 25% of the total workforce (Resolution No. 4967).
3. MBE/WBE Firms: 20% of the aggregate involvement (Resolution No. 2444).
4. Non-Compliance Penalties: Breach of contract, termination, suspension, debarment, $45.00 per hour for shortfalls in hours worked by residents (Resolution No. 4967).
5. San Francisco Redevelopment Agency requirements where appropriate.

II. SECTION 3 OF THE HOUSING AND URBAN DEVELOPMENT ACT OF 1968 (12 U.S.C. 1701u)

A. The Housing Authority of the City and County of San Francisco (SFHA) requires compliance with section 3 of the Housing and Urban Development Act of 1968 (12 U.S.C. 1701u), as amended, and its accompanying regulations in 24 CFR 135 (hereinafter called Section 3).

B. Related Documents:

1. 24 CFR 135.
2. Appendix to 24 CFR Part 135, Examples of Efforts to Offer Training and Employment Opportunities to Section 3 Residents.
3. General Conditions of the Contract for Construction, HUD-5370 (3/97), Clause 40.
4. General Contract Conditions, Non-Construction, HUD-5370-C (5/92), Clause 19.

III. SFHA COMMISSION RESOLUTION NO. 4967

A. SFHA Commission Resolution No. 4967 adopted February 22, 2001, increases the Section 3 requirements contained in 24 CFR Part 135 to require that residents of SFHA public housing constitute a minimum of twenty-five percent (25%) of the total workforce (calculated by person-hours).

B. Covered Contracts: Construction contracts over $25,000 and non-construction contracts over $50,000.

C. Compliance: The contractor's good faith efforts will be evaluated by the SFHA Contracting Officer using Appendix to 24 CFR Part 135, Examples of Efforts to Offer Training and Employment Opportunities to Section 3 Residents. Non-compliance can result in penalties of $45.00 per hour for shortfalls in hours worked by residents, breach of contract, or termination, as described in Resolution No. 4967.

D. Related Documents:

1. SFHA Commission Resolution No. 4967 adopted February 22, 2001.
2. Appendix to 24 CFR Part 135, Examples of Efforts to Offer Training and Employment Opportunities to Section 3 Residents.

IV. SFHA COMMISSION RESOLUTION NO. 3740

V. EXECUTIVE ORDER 11246

A. Under Executive Order 11246 of September 24, 1965, as amended, the SFHA requires the inclusion of the "Notice of Requirement for Affirmative Action to Ensure Equal Employment Opportunity" and the "Standard Federal Equal Employment Opportunity Construction Contract Specifications" as a condition of any grant, contract, subcontract, loan, insurance or guarantee involving federally assisted construction in excess of $10,000.

B. Related Documents:

1. 41 CFR Part 60.4.
   a. Notice of Requirement for Affirmative Action To Ensure Equal Employment Opportunity (Executive Order 11246), 41 CFR Part 60-4.2 (d).
   b. Standard Federal Equal Employment Opportunity Construction Contract Specifications (Executive Order 11246), 41 CFR Part 60-4.3 (a).
2. General Conditions of the Contract for Construction, HUD-5370 (3/97), Clause 39.
3. General Contract Conditions, Non-Construction, HUD-5370-C (5/92), Clause 14.

VI. MINORITY-OWNED AND WOMEN-OWNED BUSINESS ENTERPRISE (MBE/WBE) OPPORTUNITIES

A. Consistent with Executive Orders 11625, 12138, and 12432, and section 3 of the Housing and Urban Development Act of 1968 (12 U.S.C. 1701u), as amended, the SFHA shall make efforts to ensure that small businesses, women-owned business enterprises, minority-owned business enterprises, labor surplus area business, and individuals or firms located in or owned in substantial part by persons residing in the area of an SFHA development are used when possible.

B. SFHA Commission Resolution No. 2444 adopted February 25, 1982, established SFHA MBE/WBE requirements: it is the goal of the SFHA to achieve, to the greatest extent possible, a twenty percent (20%) aggregate involvement of MBE/WBE's in construction contracts and procurement activities, by dollar volume.

C. Compliance: The San Francisco Human Rights Commission (415-252-2500) maintains a list of certified MBE/WBE firms, and will determine whether a firm is considered bona fide.

D. Related Documents:

1. SFHA Commission Resolution No. 2444 adopted February 25, 1982.
2. General Conditions of the Contract for Construction, HUD-5370 (3/97), Clause 8.

VII. EMPLOYER AND EMPLOYEE TAX CREDITS

A. General: There are various tax credits available to both employers and employees through Federal, State and City of San Francisco programs. By hiring through a qualified program, a business may be eligible for thousands of dollars in tax credits as well as On-the-Job Training subsidies for a new employee. Each prospective contractor should consult a competent professional advisor for specific guidance about the tax credits as well as other related tax incentives, deductions or benefits.

B. Private Industry Council (PIC): The Business Services Manager of PIC in San Francisco (415-431-8700) can help fill job openings through referrals of qualified job seekers participating in the PIC Job Training program.

IX. RELATED DOCUMENTS

A. Documents referenced herein are on file at the SFHA Contract and Procurement Division, 440 Turk Street, (415-241-1041) and the SFHA Housing Development Division, 1815 Egbert Avenue, (415-715-3210). Copies will be furnished upon request. The documents are also available at the SFHA web site, www.sfha.org.

B. List of Documents:

1. SFHA Commission Resolution No. 2444 adopted February 25, 1982.
2. SFHA Commission Resolution No. 4967 adopted February 22, 2001.
3. 24 CFR Part 135.
4. Appendix to 24 CFR Part 135.

5. 41 CFR Part 60-4.
6. General Conditions of the Contract for Construction, HUD-5370 (3/97).
7. General Contract Conditions, Non-Construction, HUD-5370-C (5/92).

EXHIBIT E

SAN FRANCISCO SITES IDENTIFIED FOR REDEVELOPMENT

SITE NUMBER	DEVELOPMENT NAME	ADDRESS	TYPE	NUMBER OF BEDROOMS							TOTAL UNITS	YEAR BUILT
				0	1	2	3	4	5	6		
1	Westside Courts	2501 Sutter St.	F	0	84	24	20	8	0	0	136	'43
2	Potrero Annex	3 Turner Terrace	F	0	13	46	55	18	5	0	137	'55/'80
3	Potrero Terrace	1095 Connecticut St.	F	0	27	387	55	0	0	0	469	'41
4	Westbrook Apartments	90 Kiska Road	F	0	4	60	116	33	12	0	225	'56
5	Hunters Point (A) East	Kirkwood at Earl	F	0	4	44	13	19	0	0	80	'53/'83
6	Hunters Point (A) West	Oakdale and Palou at Griffith	F	0	13	78	22	10	9	1	133	'53/'78
7	Sunnydale/Velasco	1654 Sunnydale Ave.	F	5	79	536	150	15	0	0	785	'41/62

F = Family Development
S = Senior Development

LOCATION OF EXISTING SITES AVAILABLE FOR DEVELOPMENT

SFHA MAP WITH HOPE SF SITES

1. WESTSIDE COURTS
2. POTRERO ANNEX
3. POTRERO TERRACE
4. WESTBROOK
5. HUNTERS POINT A EAST
6. HUNTERS POINT A WEST
7. SUNNYDALE / VELASCO

REFER TO INDIVIDUAL SITE DESCRIPTIONS FOR MAPS

SITE 1: Westside Courts

CAL #:	1-8
EIOP:	1943
Development type:	Low-rise
Occupancy type:	Family
Number of units:	136
	Family: 136
	Elderly: 0
Bedroom Distribution:	1 bedroom: (84)
	2 bedroom: (24)
	3 bedroom: (20)
	4 bedroom: (8)
Number of buildings:	6
Structure type:	Reinforced concrete
Year constructed:	1943

Site Description

Westside Courts occupies a full city block at Sutter and Broderick Streets. The site is of moderate grade sloping generally from west to east. It is divided by retaining walls into three terraces separated by a half flight of stairs. Each terrace contains two of the buildings. Paved pedestrian surfaces are in close proximity to the buildings with lawns elsewhere. There are two well-developed tot-lots and one basketball court on the site. A notable piece of public art is located in the middle courtyard. Vertical circulation is attained by two exterior staircases.

Building Envelope and Public Spaces Description

The buildings are rectilinear with flat roofs, and are constructed of site-cast concrete. The exterior aluminum windows and metal doors have been spot replaced over the life of the buildings. The low-slope roof is a built up design and drains to exterior gutters. All of the dwellings above the first floor are accessible by open stairs and public exterior balconies.

There are two types of buildings on site:

Type “A” buildings contain eighteen units and are built over a low crawl space. Although very similar in appearance to the “B” buildings, the “A” buildings are uniformly three stories in height. There are two structures of this type located in the interior of the site, with no direct street frontage.

Type “B” buildings contain twenty-five units and a partial basement. The basements are currently used for storage, office, and community spaces. The buildings step from three stories in the middle to two stories on the ends. Located on the corners of the block, there are four “B” buildings.

The community spaces at Westside Courts are located in the easternmost “B” buildings. One building contains a laundry and a multi-purpose room for resident use. There are project management and district offices located in this building as well. The second building houses a preschool program. All other basement spaces on site are used as storage.

Mechanical and Electrical Systems Description

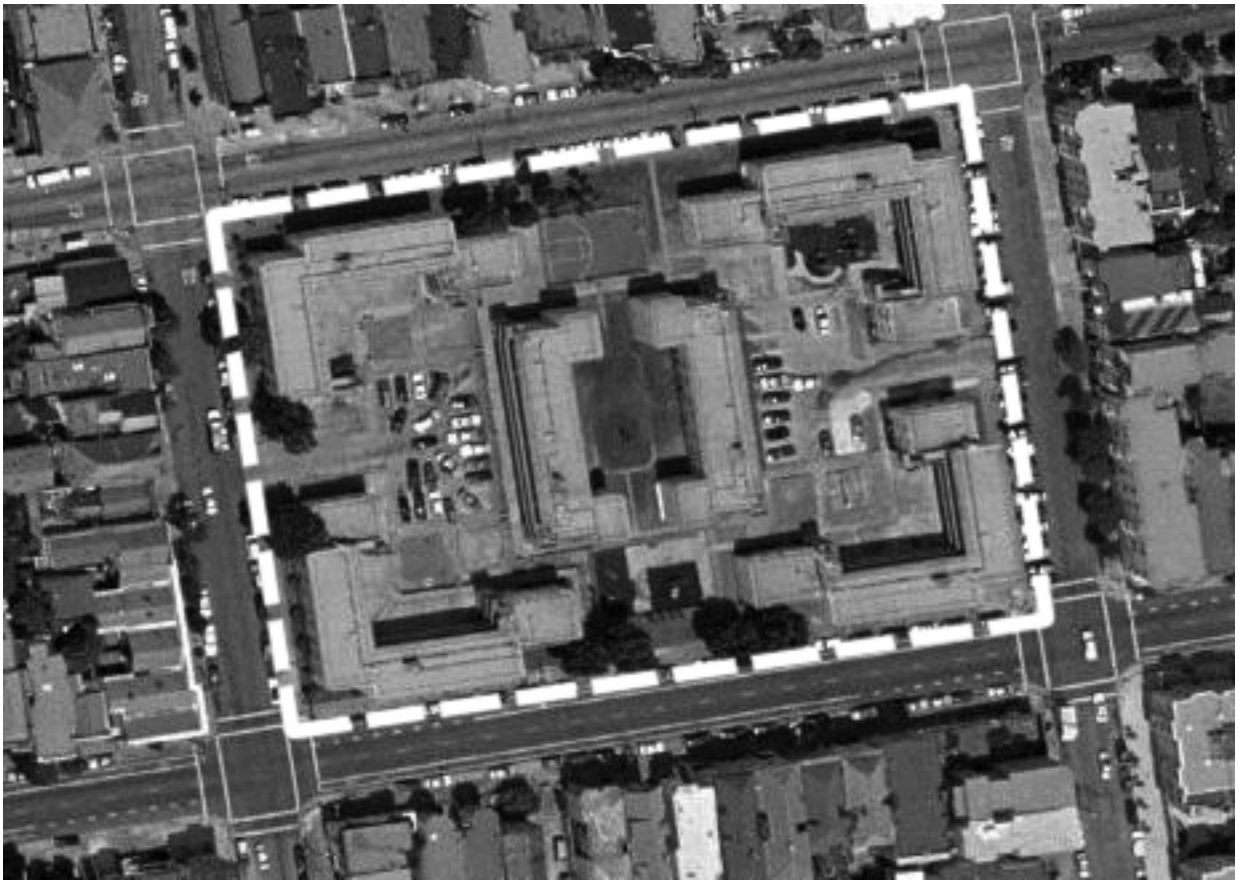
A boiler located in a rooftop penthouse supplies domestic hot water. Units are heated by gas wall furnaces in each living room. A forced-air gas furnace heats the community rooms. The electrical panels are fuse boxes in each unit with remote main fuses in the basement. A fire-suppression sprinkler system is located in each building with a single sprinkler head above the entry door to each unit.

Unit Interiors

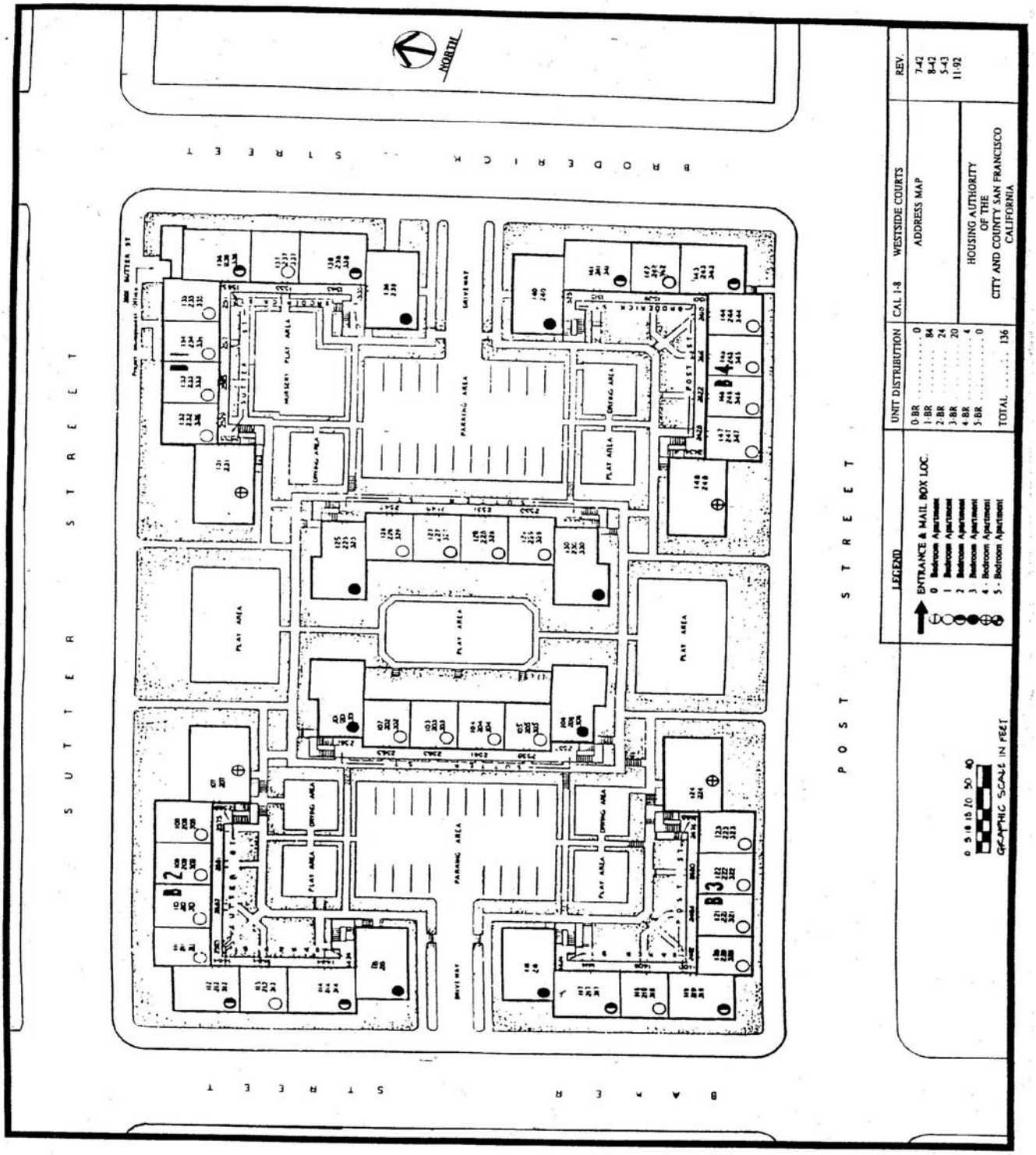
Unit finishes consist of painted concrete ceilings and plaster walls. Flooring is resilient tile that has been replaced within the last ten years. Interior doors are wood stile and rail doors.

Summary of Issues

The electrical systems (switchgear, branch panel and wiring) need to be replaced. The galvanized hot and cold water distribution lines are in need of replacement.



Existing aerial shot of 136 low-rise family units at 53 units per acre


NORTH
SUTTER STREET
POST STREET
BRODERICK STREET
BAKER STREET
PLAY AREA
PARKING AREA
DRIVEWAY
B1
B2
B3
B4
LEGEND
ENTRANCE & MAIL BOX LOC.
0 Bedroom Apartment
1 Bedroom Apartment
2 Bedroom Apartment
3 Bedroom Apartment
4 Bedroom Apartment
5 Bedroom Apartment
UNIT DISTRIBUTION
0 BR 0
1 BR 84
2 BR 24
3 BR 20
4 BR 4
5 BR 0
TOTAL 136
CAL 1-8 WESTSIDE COURTS
ADDRESS MAP
HOUSING AUTHORITY
OF THE
CITY AND COUNTY SAN FRANCISCO
CALIFORNIA
REV.
7-92
8-92
5-93
11-92
0 5 10 15 20 40
GRAPHIC SCALE IN FEET

SITE 2: Potrero Annex

CAL #:	1-10
EIOP:	1955
Development type:	Townhouse/Garden
Occupancy type:	Family
Number of units:	137
	Family: 137
	Elderly: 0
Bedroom Distribution:	1 Bedroom (13)
	2 Bedroom (46)
	3 Bedroom (55)
	4 Bedroom (18)
	5 Bedroom (5)
Number of buildings:	23
Structure type:	Wood frame

Site Description

Potrero Annex is located on a sloping site at Missouri and 23rd Street. The development has 23 townhouse/garden style apartment buildings scattered throughout the nine acre site. The buildings are accessed by concrete sidewalks and site stairs, which connect to the street sidewalks and other buildings. Due to the considerable slope, concrete retaining walls form terraces throughout the site.

Building Envelope and Public Spaces Description

The buildings at Potrero Annex are wood framed with concrete basement walls and slab-on-grade concrete floors. The exterior finish is stucco on all buildings. The roofs are a shallow pitch that drains to perimeter gutters and exterior downspouts. The roof covering is a built-up system installed in 1998. Also in 1998, 13 of the 23 buildings had new vinyl windows installed.

Mechanical and Electrical Systems Description

The dwelling units are heated by gas-fired wall heaters. Domestic hot water is provided by a central 150-gallon hot water heater located in the basement of each building. Each unit is equipped with a circuit breaker electrical panel.

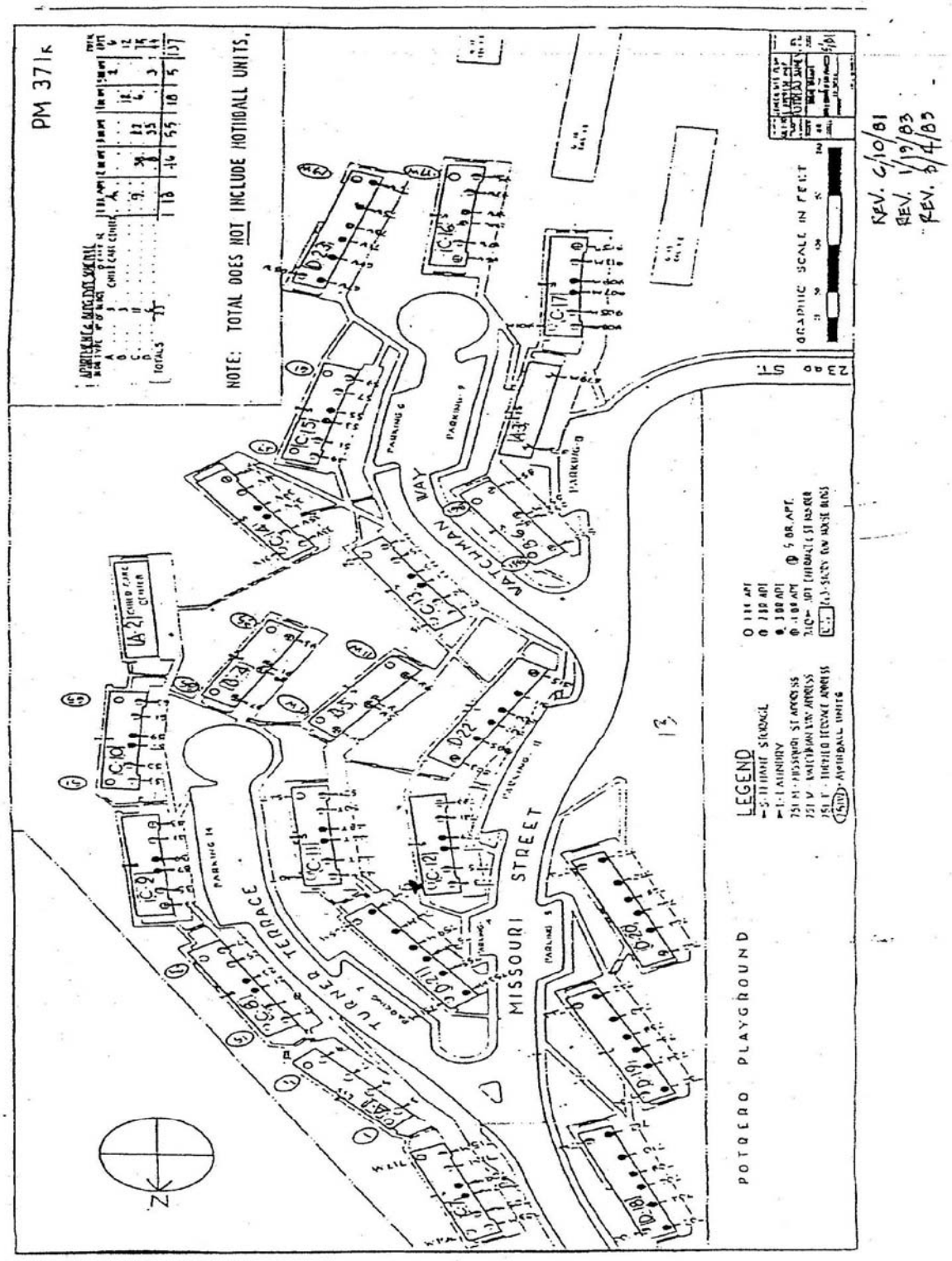
Unit Interiors

In 1998, 13 of the 23 buildings had major renovations completed to the apartment interiors. The original plaster walls were replaced with gypsum wallboard, and kitchen and bathrooms were remodeled including new sheet vinyl flooring, new plumbing fixtures and cabinets.

The remaining 10 buildings have plaster walls and ceilings, with a combination of wood flooring in the living areas and resilient tile in the kitchens and baths.

Summary of Issues

The window frames are rotten and need to be replaced. The power wiring, unit electrical panels and wiring are in need of replacement. The landscaping needs to be reseeded. The irrigation system does not work. The site steps are chipped and cracked and are missing handrails.


PM 371K
NOTE: TOTAL DOES NOT INCLUDE HOTHBALL UNITS.
REV. 6/10/81
REV. 1/19/83
REV. 8/4/83
GRAPHIC SCALE IN FEET
LEGEND
POTRERO PLAYGROUND
MISSOURI STREET
TURNER TERRACE
WAY
PARKING
N

15

SITE 3: Potrero Terrace

CAL #:	1-2
EIOP:	1942
Development Type:	Walk-up
Occupancy Type:	Family
Number of units:	469
	Family: 469
	Elderly: 0
Bedroom Distribution:	1 Bedroom: (27)
	2 Bedroom: (387)
	3 Bedroom: (55)
Number of Buildings:	39
Structure Type:	Reinforced Concrete
Year constructed:	1941

Site Description

The buildings of Potrero Terrace are long, rectilinear, and situated on a steeply terraced hillside. The large site is roughly divided into four sections. Three sections are created by two city streets that run down the hillside, and another section below separated by a street that runs along the side of the hill. Access to units is via sidewalks that run the length of the buildings to the street, and exterior stairs at the ends of some buildings. The laundry rooms have been abandoned; the only community spaces at Potrero Terrace are now located in the Administration Building which houses the office and community spaces.
The landscaping at Potrero Terrace is primarily grass, with some shrubbery. Parking on the site is in the form of head-on small parking lots along the streets. Sidewalks run along the length of the buildings from the street to the units.

Building Envelope and Public Spaces Description

The buildings at Potrero Terrace are composed of concrete masonry walls with concrete floors. Roofs are pitched with clay tiles that were replaced in 2001. Exterior walkways on the second floors run the length of each building and were designed as a means of emergency egress as the only access is by windows. Dwelling units are accessed directly from site walkways.

Mechanical and Electrical Systems Description

Heating is supplied to the units via boilers that service multiple buildings. These boilers also provide domestic hot water to the units. There are no ventilation systems in the units to circulate air and prevent mildew.
Overhead wires and transformers that are owned by the Housing Authority provide electrical power.

Unit Interiors

The unit finishes consist of painted concrete ceilings and plaster wall finishes. The floor covering is resilient tile with sheet vinyl on some interior stairs.

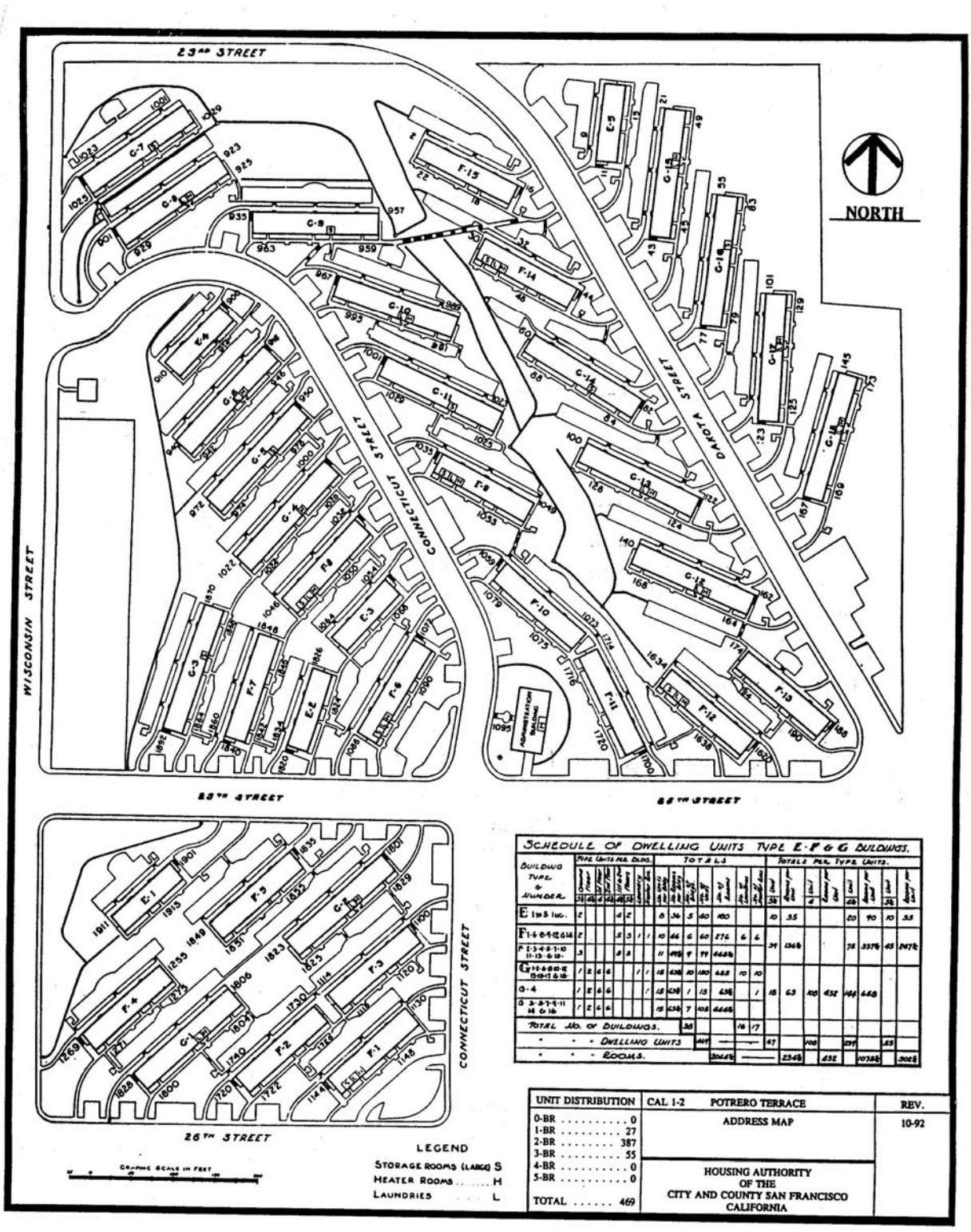
Apparent Safety Problems:

There is no system installed for ventilation above the range. The site steps are broken and unsafe. There are no handrails on the steps. There is vinyl asbestos tile present that will eventually need to be replaced. There is asbestos pipe insulation that also needs to be replaced.

Summary of Issues

The electrical systems are old and need replacement. Boiler and boiler room equipment are at the end of their life cycle and need replacement. The retaining walls are cracked, broken and in need of repair. The

window sashes are worn out and need to be replaced. The overhead electrical distribution is inadequate and should be replaced.


23RD STREET
NORTH
WISCONSIN STREET
CONNECTICUT STREET
DAKOTA STREET
25TH STREET
26TH STREET
ADMINISTRATION BUILDING
SCHEDULE OF DWELLING UNITS TYPE E-F & G BUILDINGS.
LEGEND
STORAGE ROOMS (LARGE) S
HEATER ROOMS H
LAUNDRIES L
UNIT DISTRIBUTION
0-BR 0
1-BR 27
2-BR 387
3-BR 55
4-BR 0
5-BR 0
TOTAL 469
CAL 1-2 POTRERO TERRACE
ADDRESS MAP
REV. 10-92
HOUSING AUTHORITY OF THE CITY AND COUNTY SAN FRANCISCO CALIFORNIA

Existing 606 family units at 21 units per acre

Authority conceptual master plan as an example only

SITE 4: Westbrook

CAL #:	1-9
EIOP:	1957
Development type:	Townhouses
Occupancy type:	Family
Number of units:	225
	Family: 225
	Elderly: 0
Bedroom Distribution:	1 Bedroom: (4)
	2 Bedroom: (60)
	3 Bedroom: (116)
	4 Bedroom: (33)
	5 Bedroom: (12)
Number of buildings:	37
Structure type:	Wood frame
Year constructed:	1956

Site Description

Westbrook Apartments are bounded by Kiska, Northridge, Harbor and Dormitory Roads. Adjacent to Westbrook is Hunters Point (East). There are nine building types scattered around the site, they vary only slightly in unit configuration. The landscaping consists of large areas of grass and paved concrete walks and patios near the buildings. The moderately sloping terrain requires the use of retaining walls and some concrete steps.

Building Envelope and Public Spaces Description

The buildings at Westbrook are wood framed construction with concrete slab-on-grade foundations. The exterior is primarily stucco, with some wood lap siding. The roofs are built-up asphalt. They have a shallow pitch, which drains to perimeter gutters and exterior downspouts.

Mechanical and Electrical Systems Description

Each one, two, and three bedroom unit has gas-fired wall heaters. Four and five bedroom units have a central gas furnace with ductwork serving individual rooms. All units have hot water heaters. The buildings originally had boilers, which have been removed. The electrical utility lines are individually metered.

Unit Interiors

Interior finishes consist of gypsum wallboard walls and ceilings. Floor coverings are a combination of resilient tile and sheet vinyl.

Apparent Safety Problems

The interior window security bars do not have breakaway hardware.

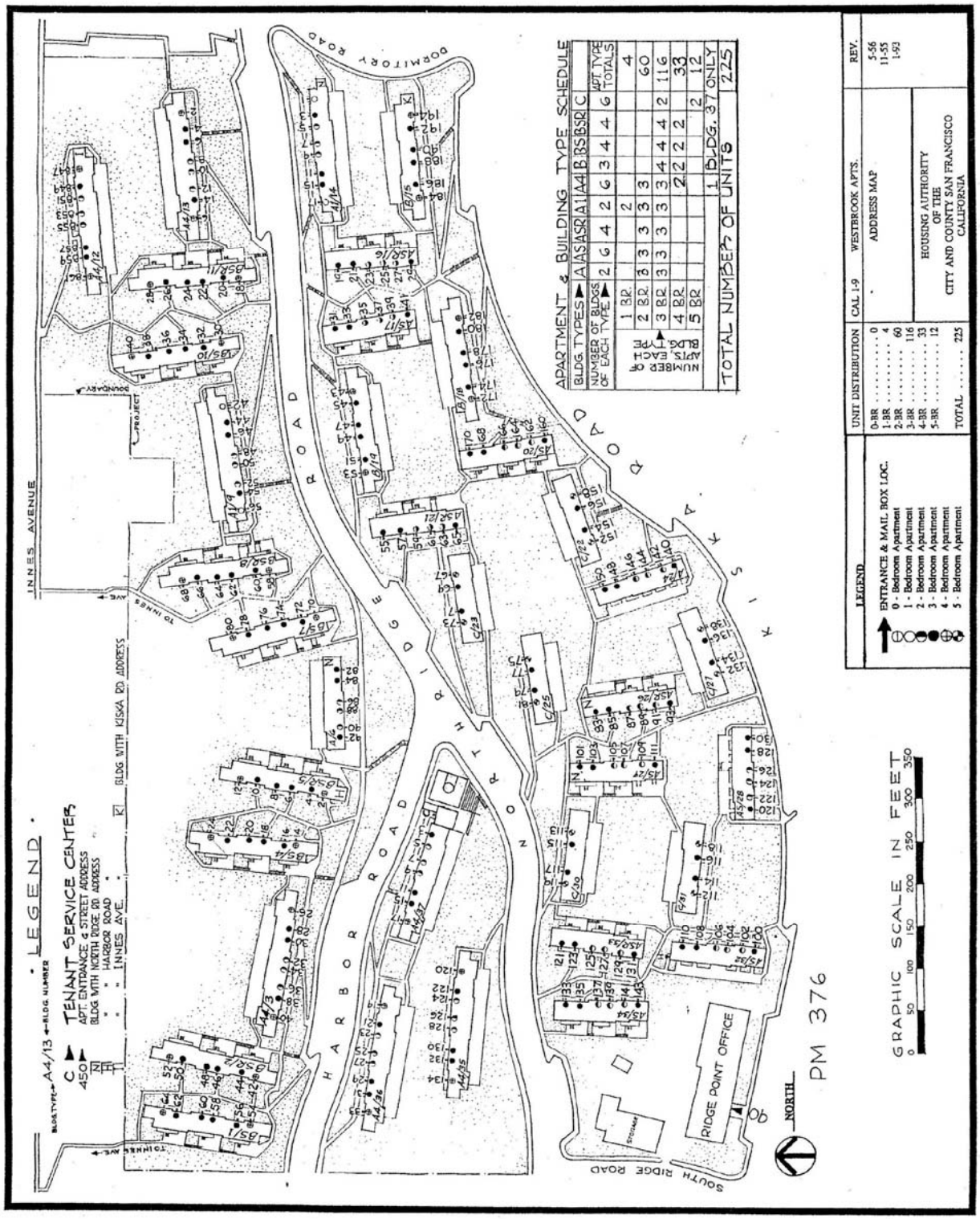
Summary of Issues

The sanitary, water, gas and galvanized hot and cold water distribution lines need to be replaced. The landscaping wood retaining wall has dry rot. The power wiring and branch panel are in need of replacement.

SITE 4: Westbrook

Existing 225 townhouses at 12 units per acre

Authority conceptual master plan as an example only


LEGEND
TENANT SERVICE CENTER
APT. ENTRANCE & STREET ADDRESS
BLDG WITH NORTH RIDGE RD ADDRESS
" " HARBOR ROAD
" " INNES AVE.
BLDG WITH KISKA RD ADDRESS
BLDG TYPE A4/13 BLDG NUMBER
INNES AVENUE
HARBOR ROAD
DORMITORY ROAD
KISKA ROAD
SOUTH RIDGE ROAD
RIDGE POINT OFFICE
PROJECT BOUNDARY
TO INNES AVE
NORTH
PM 376
APARTMENT & BUILDING TYPE SCHEDULE
BLDG. TYPES A A/S A/S R A1 A4 B B/S B/S R C APT. TYPE TOTALS
NUMBER OF BLDGS OF EACH TYPE 2 6 4 2 6 3 4 4 6
1 BR. 4
2 BR. 3 3 3 3 2 60
3 BR. 3 3 3 3 3 4 4 4 2 116
4 BR. 2 2 2 2 33
5 BR. 2 12
NUMBER APTS. EACH BLDG. TYPE
TOTAL NUMBER OF UNITS 1 BLDG. 37 ONLY 225
LEGEND
ENTRANCE & MAIL BOX LOC.
0 - Bedroom Apartment
1 - Bedroom Apartment
2 - Bedroom Apartment
3 - Bedroom Apartment
4 - Bedroom Apartment
5 - Bedroom Apartment
UNIT DISTRIBUTION
0-BR 0
1-BR 4
2-BR 60
3-BR 116
4-BR 33
5-BR 12
TOTAL 225
CAL 1-9 WESTBROOK APTS.
ADDRESS MAP
HOUSING AUTHORITY OF THE CITY AND COUNTY SAN FRANCISCO CALIFORNIA
REV. 5-56 11-55 1-93
GRAPHIC SCALE IN FEET
0 50 100 150 200 250 300 350

SITE 5 & 6: Hunters Point

CAL #:	1-17 (A)
EIOP:	1954
Development Type:	Townhouse
Occupancy Type:	Family
Number of units:	213
	Family: 213
	Elderly: 0
Bedroom Distribution:	1 Bedroom (17)
	2 Bedroom (122)
	3 Bedroom (35)
	4 Bedroom (29)
	5 Bedroom (9)
	6 Bedroom (1)
Structure Type:	Wood frame
Number of buildings:	41
Year constructed:	1953

Site Description

Hunters Point consists of three adjacent developments, Upper West, Lower West, and East. They are bordered by Oakdale and Griffith at Palou, Kirkwood Avenue, and Dormitory Road.

Two-story four-plexes and six-plexes are scattered around the three sites, with concrete walkways connecting the buildings to the public sidewalk and each other. There are two basketball courts as well as several small play areas around the developments.

Building Envelope and Public Spaces Description

The buildings at Hunters Point are all wood framed with a combination of wood and stucco exterior. The foundations are concrete slab-on-grade.

The roofs are low-slope built-up asphalt, and roof drainage is provided by perimeter gutters and exterior downspouts.

Mechanical and Electrical Systems Description

Individual apartments are equipped with gas-fired furnaces and hot water heaters. The buildings originally had a central boiler system, which has been removed. Electrical lines are individually metered.

Unit Interiors

The unit finishes consist of gypsum wallboard ceiling and walls. Floors finishes are mostly original wood flooring in the living rooms and bedrooms and resilient tile or sheet vinyl in the kitchens and bathrooms.

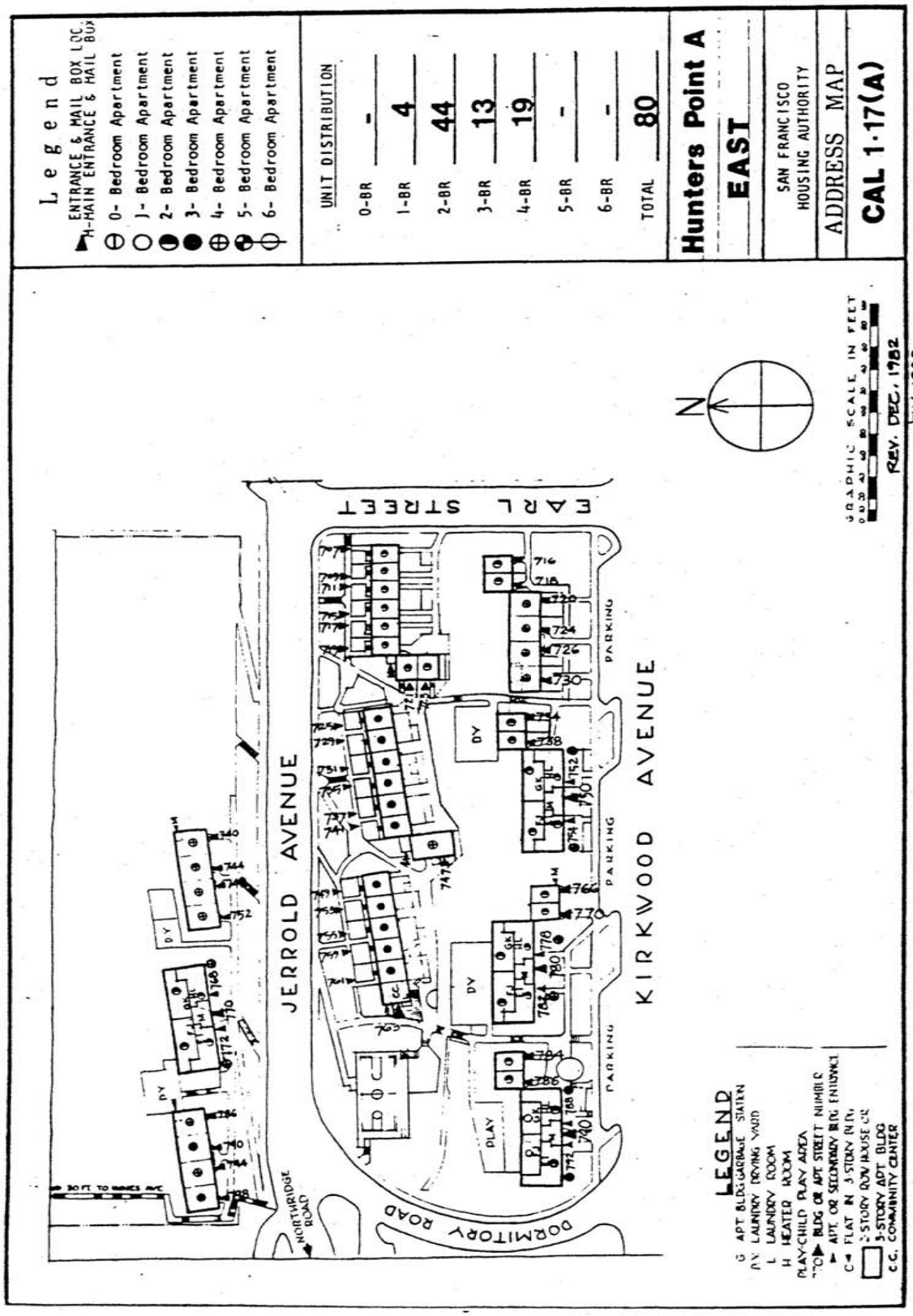
Summary of Issues

There is vinyl asbestos tile present which will eventually need to be removed. The water, gas and sanitary lines are at the end of their life cycle and need to be replaced. There are many windows that are broken and need to be replaced. The branch panel and power wiring are outdated and need to be replaced to meet current needs.

SITE 5: Hunters Point A East

Existing 133 family townhouses at 17 units per acre on terraces site

Authority conceptual master plan as an example only

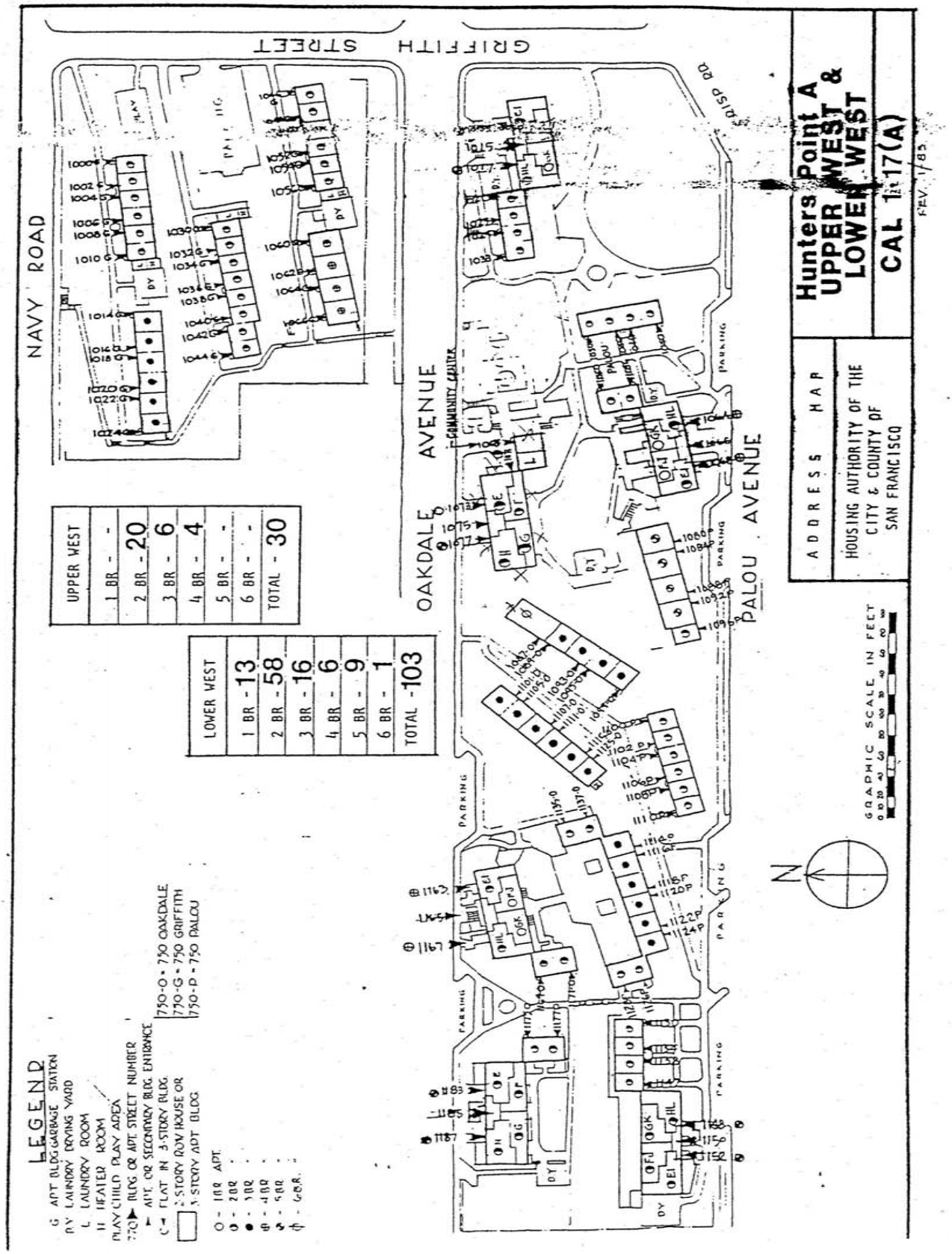

Legend
ENTRANCE & MAIL BOX LOC.
H-HAIN ENTRANCE & HAIL BOX
0- Bedroom Apartment
1- Bedroom Apartment
2- Bedroom Apartment
3- Bedroom Apartment
4- Bedroom Apartment
5- Bedroom Apartment
6- Bedroom Apartment
UNIT DISTRIBUTION
0-BR -
1-BR 4
2-BR 44
3-BR 13
4-BR 19
5-BR -
6-BR -
TOTAL 80
Hunters Point A
EAST
SAN FRANCISCO
HOUSING AUTHORITY
ADDRESS MAP
CAL 1-17(A)
REV. DEC, 1982
July, 1983
Aug, 1983
Sept. 1983
GRAPHIC SCALE IN FEET
N
EARL STREET
JERROLD AVENUE
KIRKWOOD AVENUE
DORMITORY ROAD
NORTHRIDGE ROAD
PARKING
PLAY
DY
LEGEND
G APT BLDG GARBAGE STATN
DY LAUNDRY DRYING YARD
L LAUNDRY ROOM
H HEATER ROOM
PLAY-CHILD PLAY AREA
TOP BLDG OR APT STREET NUMBER
APT. OR SECONDARY BLDG NUMBER
C FLAT IN 3 STORY BLDG
2-STORY ROW HOUSE OR
3-STORY APT BLDG
CC. COMMUNITY CENTER

SITE 6: Hunters Point A West

Existing 133 family townhouses at 17 units per acre on terraced site

Authority conceptual master plan as an example only

SITE 6: Hunters Point A West



SITE 7: Sunnydale

CAL #:	1-3
EIOP:	
Development type:	Townhouse
Occupancy type:	Family
Number of units:	767
	Family: 767
	Elderly: 0
Bedroom Distribution:	One bedroom: 71
	Two bedroom: 531
	Three bedroom: 150
	Four bedroom: 15
Number of buildings:	91
Structure type:	Concrete
Year constructed:	1940

Site Description

The Sunnydale housing development is located at 1654 Sunnydale Avenue. The development consists of six different building types totaling 91 buildings. The overall site is organized by five main streets defining six blocks.

The landscaping consists of grass lawns with play areas. The site is not irrigated except for the front of the administration building. Thirteen asphalt parking lots are scattered throughout the site for off-street parking.

Building Envelope and Public Spaces Description

The buildings at Sunnydale are painted concrete-masonry construction with furred-out walls on the interior. Exterior windows are single-pane metal, while the doors are a mixture of metal and wood. The gabled roofs of the two-story buildings are sheathed with clay tile shingles. All units have an exterior entrance. An administration building with community center, childcare, and police department is located at the corner of Sunnydale Avenue and Santos Street.

Mechanical and Electrical Systems Description

Units are heated by force-air gas furnaces that only serve the ground floor. Hot water heaters and circuit breaker panels are located in each unit. A washing machine connection was observed; however, no dryer connections were found.

Unit Interiors

Interior finishes consist of gypsum wallboard walls, and a mixture of unfinished ceilings and gypsum wallboard ceilings. The flooring in the units is resilient tile. Asbestos tile was observed in some of the residences.

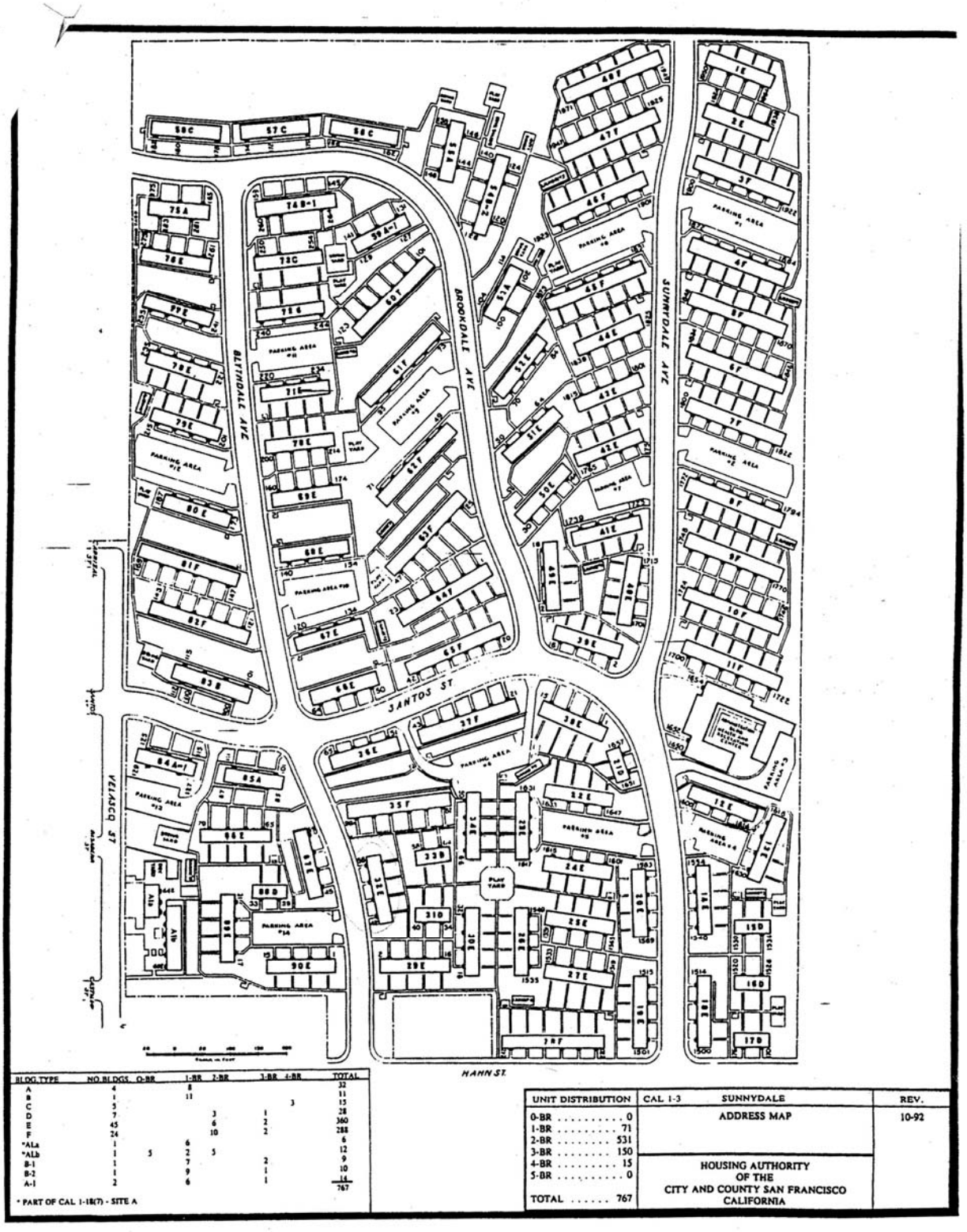
Apparent Safety Problems

There is vinyl asbestos tile present which will eventually need to be removed. The smoke detectors in some of the units are missing or dysfunctional and need to be replaced. There are interior window bars that need to have breakaway hardware as a means of egress.

Summary of Issues

Boiler and boiler room equipment are at the end of their life cycle and need replacement. The power wiring should be replaced. The galvanized hot and cold water distribution lines are corroded and should be replaced. The sanitary lines need to be replaced. The windows need to be replaced.

Existing aerial photo of 767 low-rise family townhouses at 16 units per acre


BLITHDALE AVE
BROOKDALE AVE
SUNNYDALE AVE
JUANITOS ST
VELASCO ST
HAHN ST
PARKING AREA #1
PARKING AREA #2
PARKING AREA #3
PARKING AREA #4
PARKING AREA #5
PARKING AREA #6
PLAY YARD
BLDG. TYPE | NO. BLDGS. | O-BR | 1-BR | 2-BR | 3-BR | 4-BR | TOTAL
A | 4 | | 8 | | | | 32
B | 1 | | 11 | | | | 11
C | 5 | | | | | 3 | 15
D | 7 | | | 3 | 1 | | 28
E | 45 | | | 6 | 2 | | 360
F | 24 | | | 10 | 2 | | 288
*ALa | 1 | | 6 | | | | 6
*ALb | 1 | 5 | 2 | 5 | | | 12
B-1 | 1 | | 7 | | 2 | | 9
B-2 | 1 | | 9 | | 1 | | 10
A-1 | 2 | | 6 | | 1 | | 14
| | | | | | | 767
* PART OF CAL 1-18(7) - SITE A
UNIT DISTRIBUTION
0-BR 0
1-BR 71
2-BR 531
3-BR 150
4-BR 15
5-BR 0
TOTAL 767
CAL 1-3 SUNNYDALE
ADDRESS MAP
HOUSING AUTHORITY
OF THE
CITY AND COUNTY SAN FRANCISCO
CALIFORNIA
REV.
10-92

SITE 7: Velasco

CAL #:	1-18(7)
EIOP:	1962
Development Type:	Walk Up
Occupancy Type:	Senior
Number of units:	18
	Family: 0
	Elderly: 18
Bedroom Distribution:	Studio: 5
	1 Bedroom: 8
	2 Bedroom: 5
Site Area:	0.71 Acres
Density:	25.4 Units per Acre
Structure Type:	Wood Frame
Number of buildings:	2
Year constructed:	1962

Site Description

Hayes Valley (Velasco) occupies a site, rectangular in shape, located on Velasco Avenue. There are two two-story, rectangular buildings on the site. Building A1B is twice as long as Building A1A and they are both connected to each other via the roof system and exterior walkways. There are a combination of studio, one and two bedroom units.

All apartments have exterior entry doors. Landscaping over the generally flat site is limited to small grass areas and planters.

Building Envelope and Public Spaces Description:
Both buildings are wood framed with an EIFS/plaster finish. The windows are aluminum and the doors are metal.

The roofs are pitch and covered with asphalt shingles.

Dwelling units are accessed along exterior walkways and stairs.

This site does not have public spaces.

Mechanical and Electrical Systems Description

All units are heated by a hydronic radiation system, with hot water provided by one boiler. The same boiler provides domestic hot water to both buildings.

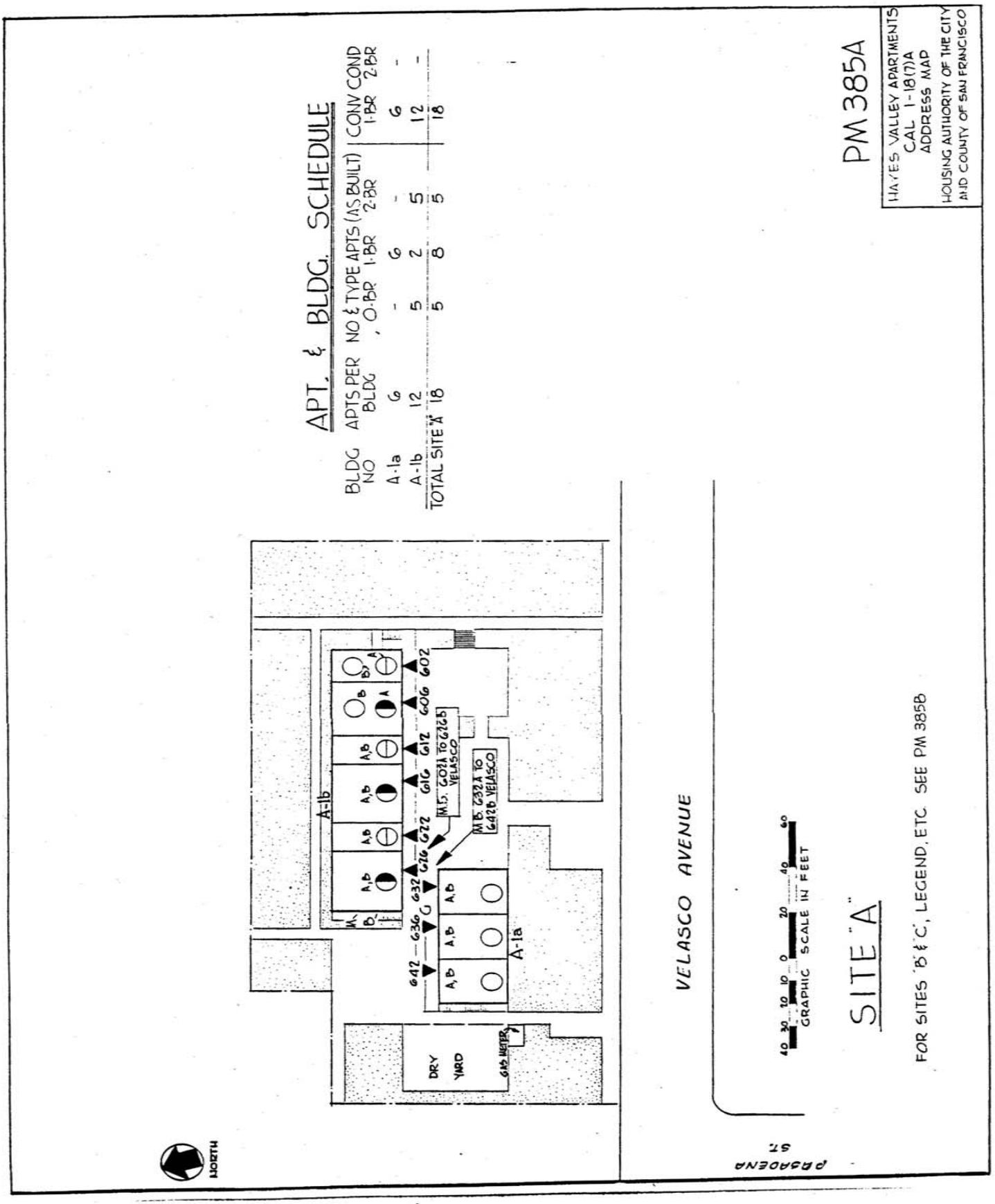
Electrical panels in the units are circuit breaker type.

Unit Interiors

Interior finishes consist of painted gypsum wallboard walls and ceilings. The floor coverings are resilient tile.

Summary of Issues

There is asbestos pipe insulation that needs to be removed. Boiler and boiler room equipment are at the end of their life cycle and need replacement.


APT. & BLDG. SCHEDULE
BLDG NO
APTS PER BLDG
NO & TYPE APTS (AS BUILT) 0-BR 1-BR 2-BR
CONV COND 1-BR 2-BR
A-1a 6 - 6 - 6 -
A-1b 12 5 2 5 12 -
TOTAL SITE "A" 18 5 8 5 18
PM 385A
HAYES VALLEY APARTMENTS
CAL 1-18(7)A
ADDRESS MAP
HOUSING AUTHORITY OF THE CITY AND COUNTY OF SAN FRANCISCO
A-1b
A-1a
DRY YARD
GAS METER
M.B. 632A TO 642B VELASCO
M.B. 602A TO 612B VELASCO
VELASCO AVENUE
PASADENA ST.
GRAPHIC SCALE IN FEET
SITE "A"
FOR SITES 'B' & 'C', LEGEND, ETC. SEE PM 385B
NORTH

DISPOSITION AND DEVELOPMENT AGREEMENT
SAMPLE TABLE OF CONTENTS

Article 1. Definitions
Article 2. Revitalization Plan Components; Financing
Article 3. General Duties of Parties
Article 4. Authority Predevelopment Component
Article 5. Developer Predevelopment Component
Article 6. Conditions Precedent to Performance at Closing
- A. Regulatory and Operating Agreement
- B. Authority Loan Documents
- C. Developer Guaranties
- D. Tax Credit and syndication documents
- E. Housing Option, Right of First Refusal
- F. Management Agreement(s)
- G. Management Plan(s)
- H. Community and Supportive Services Plan(s)
- I. Mixed-Finance Proposal to HUD
- J. Mixed-Finance Amendment to the Annual Contributions Contract

Article 7. Housing Development Component
Article 8. Financing Arrangements
Article 9. Design
Article 10. Construction
Article 11. Ownership, Operation and Disposition of Housing Development
Article 12. Commercial Development
Article 13. Obligations Which Continue Through and Beyond the Completion of Construction
Article 14. Non-Discrimination and Other Federal and State Requirements
Article 15. Role of HUD
Article 16. Insurance
Article 17. Termination for Cause
Article 18. Termination for Convenience
Article 19. Parties' Disputes
Article 20. Security Financing and Rights of Holders
Article 21. Representations and Warranties
Article 22. Miscellaneous

List of Exhibits
- Legal Description
- Approved Development Budget
- Scope of Development
- Preliminary Site Plan/Schematic Design
- Schedule of Performance
- Site Mitigation Plan
- Affirmative Action Requirements
- Insurance
- Resident Hiring Plan
- Preconstruction Services Agreement
- Permitted Exceptions
- Pledge Agreement

HOPE SF:
Rebuilding Public Housing and
Restoring Opportunity for its Residents

Summary of Task Force Recommendations to the Mayor and Board of Supervisors

March 23, 2007

INTRODUCTION

As a result of chronic underfunding by the federal government, the future of public housing in San Francisco and the nation is at risk. While we firmly believe that the federal government has a responsibility to increase the funding for public housing, San Francisco must take action quickly to ensure no loss of public housing in our city.

In the fall of 2006, Mayor Newsom and Supervisor Maxwell selected a broad-based task force to provide recommendations for addressing the conditions in San Francisco's most distressed public housing while also enhancing the lives of its current residents. This document outlines those recommendations and the Task Force's suggestions for crucial next steps to address these issues.

The Case for Immediate Action

The San Francisco Housing Authority (SFHA) owns and manages approximately 6,400 units of public housing. For the last two decades, funding for public housing has been in steady decline. Over the last six years severe cuts have caused both intense physical distress to housing conditions and serious social and economic consequences for residents.

In 2002, the SFHA commissioned an independent assessment of the physical needs of its properties, which revealed a backlog of immediate needs totaling $195 million. It also was determined that an average of $26.6 million per year in additional physical deterioration will occur in SFHA communities if the current problems are not addressed. To put that number in perspective, the federal government only allocates $16 million per year to the SFHA to address these needs. As a consequence, if action is not taken to address these issues, the total cost over the next 30 years will total an estimated $800 million.

This distressed public housing puts families, seniors and children at risk. The housing quality issues alone are reason to act. Deferred maintenance coupled with high vacancy rates exacerbate the security issues for residents and neighbors. Older housing is more likely to contribute to environmental health issues like asthma

From a quality of life perspective, the level of concentrated poverty that characterizes the current living conditions at many of these sites has been shown to hurt neighborhood vitality and limit educational and employment opportunities for children and families.

On a basic financial level, the City has an economic need to fix distressed public housing because the cost to maintain the current stock exceeds what is available. Simply paying for annual maintenance on SFHA properties will cost nearly $10 million more per year than the SFHA receives from HUD. Finally, diverting money to fix highly distressed buildings makes it harder to keep decent buildings in good shape.

On a human level, we have a moral obligation to improve the living conditions within public housing and to create a climate that provides greater economic opportunity and more supportive family environments. And the commitment must be to both current and future residents.

Over the last decade, San Francisco has taken steps to address this situation. In partnership with private and non-profit developers, the SFHA revitalized six public housing communities in North Beach, the Mission District, and Hayes Valley. Using federal funding made available through the Department of Housing and Urban Development's HOPE VI program, SFHA has leveraged hundreds of millions of

dollars in related public and private investments. All of these developments feature a mix of incomes and architecture that fits into the surrounding neighborhood.

Cuts to the HOPE VI program have severely limited local access to funds for public housing revitalization and created the necessity to find creative financial and programmatic solutions to the physical and social issues that currently exist.

Opportunity to Make Positive Change

In response to these conditions, the SFHA has done a strategic assessment of their long-term financial needs, revenues, and assets. As part of that analysis, the SFHA identified eight highly distressed public housing sites that are significantly less developed than their surrounding communities. These sites were developed in the 1940s and 1950s and the buildings are now falling apart.

The opportunity exists to rebuild these low-density public-housing sites as mixed-income communities at a scale similar to typical San Francisco neighborhoods and without displacing current residents. In practical terms, we can to rebuild all 2,500 of the existing distressed and antiquated public housing units and add as many as 3,500 new market-rate and affordable homes.

In order to assess the viability of this approach, the Mayor and Board of Supervisors created the HOPE SF Task Force. The next section highlights the Task Force's recommended vision, principles, and funding scenarios.

TASK FORCE RECOMMENDATIONS: VISION, PRINCIPLES, AND FUNDING

The HOPE SF task force was charged with the development of recommendations on two fronts: The vision and principles that should drive the initiative and the menu of strategies for funding. Below is a summary of the group's recommendations.

HOPE SF Vision Statement:

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 Principles:

1. **Ensure No Loss of Public Housing:**

    - One for One Replacement Public Housing Units
    - Make Every Unit Modern and of High Quality
    - Commit to Minimize Displacement of Existing Residents
    - Phase the Rebuilding of the Sites
    - Emphasize On-Site Relocation

2. **Create an Economically Integrated Community:**

- Build a housing ladder that includes:
  - Public Housing
  - Affordable Housing
  - Market Rate Housing
- Emphasis on the Priority Needs for Family Housing

3. Maximize the Creation of New Affordable Housing:

- In addition to one for one replacement of public housing, create as much affordable rental and ownership housing as possible on the sites
- Fund the rebuilding of the public housing using profits from the market-rate housing

4. Involve Residents in the Highest Levels of Participation in Entire Project:

- Resident Engagement in Planning and Implementation
- Develop Mechanisms for Residents to Engage in the Process
- Resident-Driven Occupancy Criteria

5. Provide Economic Opportunities Through the Rebuilding Process:

- Connect Appropriate Job Training and Service Strategies such as CityBuild and Communities of Opportunity to the Development Process
- Create Viable Employment Opportunities (Jobs) for Existing Residents through the Development Process
- Take Advantage of Contracting Opportunities:
  - Existing Residents
  - Local Entrepreneurs
  - Small and Disadvantage Businesses

6. Integrate Process with Neighborhood Improvement Plans:

- School Improvement and Reform
- Parks Improvements
- Improved Transportation
- Enhanced Public Safety
- Neighborhood Economic Development

7. Create Environmentally Sustainable and Accessible Communities:

- Incorporate Green Building Principles
- Include Design Elements that Meet Long-Term Accessibility Needs

8. Build a Strong Sense of Community:

- Solicit Input from Entire Community in Planning and Development Process
- Include Current and Prospective Residents
- Reach Out to and Engage Neighbors

HOPE SF Funding Needs

The SFHA, the San Francisco Mayor's Office of Housing and the San Francisco Redevelopment Agency have analyzed this rebuilding opportunity to determine the financial feasibility of the approach outlined by the Task Force. Below are the assumptions and resulting cost projects and financing gaps.

Key Financial Assumptions:

- All of the public housing would be rebuilt on-site;
- Rebuilding would occur in phases so that relocation could occur on-site;
- Market-rate housing would cross-subsidize the rebuilding of the public housing;
- The developments would be rebuilt to 40 units per acre or more depending on the density of the surrounding neighborhood; and
- The final mix of housing on the sites would be approximately 40% public housing, 40% market-rate and 20% affordable rental and ownership housing

To provide an example, using these assumptions, the estimated total development cost for Hunters View is $300 million. By using cross-subsidies, leveraging State and Federal funding sources, and borrowing against the project's future rents and sales income, the project can finance approximately $250 million of its total cost. The remaining $50 million is the local funding gap.

Below is a list of the eight most distressed developments and an estimate of the financing gap for each development based on the mixed-income scenario described above.

SFHA Development	Current # of SFHA units	Public Housing Gap (millions)	Affordable Housing Gap (millions)
Hunters View	267	$30	$20
Potrero Annex and Terrace	628	$60	$30
Sunnydale	767	$90	$60
Westbrook Apts.	306	$30	$20
Hunter's Pt	133	$10	$20
Westside Courts	136	$25	$10
Alice Griffith	256	$25	$20
Total	**2493**	**$270**	**$180**

TASK FORCE RECOMMENDATIONS: KEY NEXT STEPS

1. <u>Expand the outreach and education process with public housing residents and other stakeholders.</u>

A. One of the core principles of the HOPE SF Task Force is the early and authentic involvement of residents in every step of the process. This involvement starts with a need to aggressively reach out to current public housing residents to inform them on the

Task Force's recommendations, the benefits of the HOPE SF program, and possible funding scenarios.

There are strong and legitimate concerns among current residents about displacement and gentrification that could be associated with this project. While the Task Force has taken great care in developing principles for HOPE SF to address these concerns, rumors and myths dominate much of the current discourse regarding the rebuilding of public housing because not enough information is being provided on a consistent and timely basis. **The Task Force recommends the formation of outreach teams that are comprised of residents, city staff, and policy or issue experts to conduct outreach and hold meetings on HOPE SF.**

B. Another important part of the public education and engagement process involves other community stakeholders. For both the development process and the community building goals to be successful, HOPE SF needs to engage beyond the boundaries of the public housing sites. As a first step, HOPE SF should create a set of materials that speak to a variety of target audiences – public housing residents, neighborhood residents, developers, businesses, and potential funders. These materials should be tailored for each audience so that we are explaining HOPE SF in terms most relevant to the groups involved.

2. Seek $100 to $200 million in new local funding for an aggressive first phase of HOPE SF.

A. The Task Force recommends that the City and the San Francisco Housing Authority rebuild all of the distressed sites along the principles outlined above. Since it may not be possible to secure all of this funding at once, the Task Force proposes that the City seek at least $100--$200 million in new local funding for the first phase of HOPE SF. The Task Force further recommends that this funding be allocated for the following purposes:

- 2/3 of the funding should go to rebuild public housing (900-2000 units)
- 1/3 should fund modernization of other public housing sites (300-500 units) and new affordable homeownership and rental housing on the HOPE SF sites (200-400 units)

B. The Task Force recommends that the City and the SFHA provide funding specifically for those SFHA sites with significant resident support and engagement. As such, the Task Force is not endorsing the redevelopment of any specific site as part of this funding. Once funding is identified for revitalization, there needs to be a thorough community process for individual SFHA sites as part of any funding decisions. Ultimately, HOPE SF should fund those sites with resident-endorsed development plans.

C. The Task Force recommends a thorough analysis of the feasibility of the various funding options for securing this funding, including the possibility of a General Obligation bond. In light of the high bar that is set for the passage of a General Obligation Bond (66.66% for approval), the Task Force recommends polling and other methods to determine its feasibility. The feasibility assessment should also include outreach to elected officials, community members, commissions and civic groups to explain the vision and to develop their support for funding. Finally, the

Task Force recommends that the Mayor and Board of Supervisors work together to pursue any and all funding opportunities including bonds, appropriations, special grants or any other mechanism that would assist in the rebuilding process.

D. The Task Force also recommends that the City and San Francisco Housing Authority ultimately seek additional funds in the future to rebuild the remaining HOPE SF sites. While it may not be politically or financially possible to rebuild all sites immediately, the ultimate goal of the Task Force is that all of the distressed sites have the opportunity for revitalization funding.

3. <u>Secure funding for services, outreach, job training and school improvement independently of individual project financing</u>.

The Task Force has identified a number of key community concerns that need to be addressed either during or before the decision to rebuild any individual site. For example, outreach and engagement are clearly activities that need to come before a developer has been selected for redevelopment of a site. In the past, the San Francisco Redevelopment Agency has provided "Resident Capacity grants" to residents of properties at risk of losing their HUD subsidies. These grants provided residents with the ability to hire a development consultant and legal counsel to assist them in their decision making process. **The Task Force strongly believes that the success of HOPE SF depends on an informed and organized base of residents.**

Once the decision has been made to rebuild a site, job training and other services need to be in place so that residents are trained in advance of any construction work on a site. School improvement is also a long-term process that can't be effectively pursued in reaction to a site development timeline. With this in mind, funding for these efforts should be pursued independently of projects in order for cases these activities to precede HOPE SF redevelopment. Ultimately HOPE SF will be judged by how the lives of public housing residents are affected by the overall community building process.

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Francee Covington, Commissioner, San Francisco Redevelopment Agency
Mark Dunlop, Commissioner, Human Rights Commission
Gen Fujioka, Asian Law Caucus
James Head, San Francisco Foundation
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Eddie Kittrell, resident, San Francisco Housing Authority
Millard Larkin, San Francisco Housing Authority Commission
Jim Lazarus, San Francisco Chamber of Commerce
David Lipsetz, Oakland Housing Authority
NTanya Lee, Coleman Advocates for Youth and their Families
Cynthia Morse, resident, San Francisco Housing Authority
Brad Paul, Evelyn and Walter Haas, Jr. Foundation
Reverend Calvin Jones, Providence Baptist Church
Mirian Saez, Treasure Island Development Authority
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Sara Shortt, Housing Rights Committee
Dorothy Smith, resident, San Francisco Housing Authority
Michael Theriault, San Francisco Building and Trades Council
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Amy Tharpe, Mayor's Office of Housing