

Attachment 29: Documentation to Support Consistency with Other Planning Documents

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Att29_Other_Planning_Documents.pdf

City and County of San Francisco

**2010-2014
Five-Year
Consolidated Plan**

**Mayor's Office of Housing
Office of Economic & Workforce Development
San Francisco Redevelopment Agency**

EXECUTIVE SUMMARY

The Office of Community Planning and Development (CPD) of the U.S. Department of Housing and Urban Development (HUD) requires that jurisdictions consolidate goals for all of its CPD programs into one strategic plan, called the Consolidated Plan. The four federal grant programs included in this Plan are 1) the Community Development Block Grant (CDBG) program, 2) the Emergency Shelter Grant (ESG) program; 3) the HOME Investment Partnerships program (HOME) and 4) the Housing Opportunities for Persons With AIDS (HOPWA) program. A strategic plan must be submitted to HUD at least once every five years. This Consolidated Plan covers the time period of July 1, 2010 through June 30, 2015.

The Consolidated Plan serves the following purposes:

- A planning document for San Francisco's community development and affordable housing activities;
- A submission for federal funds under HUD CPD formula grant programs;
- A strategy to be followed in carrying out the four HUD programs; and
- A management tool for assessing performance and tracking results.

Participation by the community and guidance by public employees enriched the planning process for the Consolidated Plan and allowed San Francisco to achieve a common vision and strategy for investments to support individuals, families and neighborhoods. The content of the Consolidated Plan is defined by a combination of federal regulation and what is most helpful for San Francisco's community development and affordable housing stakeholders. Therefore, this Consolidated Plan also includes strategies that are supported by resources other than the four federal funding sources. These additional strategies are included because they are directly related to the needs identified through the development of the Consolidated Plan.

While San Francisco is widely considered one of the strongest urban markets in the county, with solid long-term prospects, economists also generally agree that the current recession hit the City later than the rest of the country and will similarly result in a later recovery for San Francisco compared to other parts of the nation and the state. This recession only intensifies the challenges that the City's low- and moderate-income residents are already facing. San Francisco has identified eight overarching challenges that have a widespread effect on the well-being of its residents. Some are common to urban cities and counties. Some are especially significant for San Francisco. The eight challenges are:

- Concentrated poverty;
- Income disparity;
- Linguistic and cultural isolation;
- Homelessness;
- Lack of access to middle income/middle skill jobs;
- Lack of asset building opportunities;
- Struggling small businesses and commercial corridors; and
- High housing costs

Creating opportunity for socially and economically isolated San Franciscans requires a multifaceted and comprehensive approach. San Francisco has determined that the optimum way to address the City's priority challenges is to work towards a set of five interconnected, multidisciplinary goals that cross program areas and utilize leveraged strategies both internally and across multiple City departments. Funding for these strategies will be coordinated across City departments, so that HUD funds can be maximized in those areas that are both of highest priority to MOH/OEWD and where HUD funds can provide the maximum benefit in terms of unmet needs and scarce resources.

These five goals are:

Goal 1: Families and individuals are healthy and economically self-sufficient

Goal 2: Neighborhoods and communities are strong, vibrant and stable

Goal 3: Formerly homeless individuals and families are stable, supported and live in long-term housing

Goal 4: Families and individuals have safe, healthy and affordable housing

Goal 5: Public housing developments that were severely distressed are thriving mixed-income communities

Each of these five goals is supported by a comprehensive set of objectives and strategies that will guide MOH/OEWD through the next five years with specific activities that will enable the City to move its most vulnerable populations towards the five overarching goals. Many of these objectives and strategies will be leveraged to support multiple goals and will address multiple problems.

Highlighted below are some of the key facts regarding San Francisco's low- and moderate-income residents that illustrates the challenges described above:

Although San Francisco's median income (AMI) is relatively high (\$67,750 for a single individual) the City's income polarization results in few households actually earn in the middle-income range. More households are either at the low income or high income ends of the spectrum. In fact, over a quarter of San Francisco's population earns under 50% of AMI. At this income level, an affordable rent for a family of three would be \$1,089 per month. San Francisco's average monthly rent is more than double that amount at \$2,388.

San Francisco is amongst the highest-cost housing markets in the nation and a large proportion of residents must pay over 30% of their income on rent. Many of these households represent San Francisco's working families, so the lack of affordable housing can create problems for San Francisco employers attempting to attract and retain employees. Market rents in San Francisco impose a particularly severe cost burden on low-income renters, particularly seniors, low-income families, and persons with disabilities. Ninety-six percent of the households with an extreme rent burden earn less than 50% of the area median income. In addition, San Francisco's homes are amongst the most expensive in the nation. Less than 23% of San Franciscans can afford to buy a home without assistance and only 34% of San Francisco residents are homeowners.

Given the high cost of housing it is not surprising that homelessness remains a primary challenge for San Francisco. The total number of homeless persons counted in the City and County of San Francisco on January 27, 2009 was 6,514, roughly the same as the 2007 count. Although the number has not decreased from 2007 to 2009, the relatively stable size of the homeless population obscures the significant progress that the City has made in getting individuals into needed treatment programs and transitioning individuals out of homelessness and into stable housing, which has dramatically improved many lives. In addition, job prospects and the presence of a support network of family and friends draw sizable numbers of already homeless persons to San Francisco. The availability of homeless services in the City may also attract additional homeless persons and persons on the verge of becoming homeless.

San Francisco's high cost of housing in conjunction with its rising unemployment rate creates significant barriers for many families and individuals in the city. In January 2010, San Francisco's unemployment rate reached 10.4%, the highest in 25 years. Individuals with limited English skills or low educational attainment are especially at risk for unemployment or underemployment. Immigrants often fall within these categories, and San Francisco has historically been a haven for immigrants. In the 2000 Census, San Francisco ranked fifth of the 68 large cities (cities with over 250,000 residents), with the highest percentage of foreign born-residents in the nation. Currently 37% of San Francisco's estimated 808,976 residents are immigrants. San Francisco has an estimated 76,986 legal permanent residents and 41,546 undocumented immigrants, with approximately 48,937 legal immigrants who are eligible to naturalize and 57,851 adults that have been naturalized.

Language barriers impact immigrants' abilities to access necessities such as employment, healthcare, and police protection. Of all San Franciscans over the age of five, 46% speak a language other than English at home, with the largest language groups being Chinese, Spanish, Tagalog and Russian. Fifty percent of the Asian population are of limited English proficiency (LEP), meaning that they speak English less than "very well." Thirty percent of Asian

children are identified as LEP. Fourteen percent of San Francisco households are “linguistically isolated” with no one in the household over the age of 14 indicating that they speak English “well” or “very well”. Among Asian households, that number increases to 35%. At the individual level, about 25% of all San Franciscans in the 2008 survey indicated that they did not speak English “very well”, which is the third highest percentage in the state of California, and the 10th highest percentage of any county in the United States.

San Francisco is racially and ethnically diverse city. However, racial disparities in income are wider in San Francisco than they are nationally. Moreover, in contrast to national trends of converging income between whites and African-Americans and between whites and Asians, racial income disparities in San Francisco became wider during the 1990s. Given San Francisco's focus on advanced professional and technical service jobs, which generally require a four-year degree, disparities in educational attainment closely track disparities in income. According to the Census Bureau's 2004 American Community Survey, 63% of San Francisco whites have at least a bachelor's degree, but only 21% of African-Americans, 38% of Asians, and 25% of Latinos. There are also significant income gaps between men and women in San Francisco. According to the 2000 Census, men earn an average of 25% more than women do, across all races.

People with disabilities also are at greater risk for living poverty. According to the 2007 American Community Survey, nearly 100,000 San Franciscans have at least one disability. Disability prevalence is highest among seniors, with 45% of seniors reporting one or more disabilities, but the total number of younger adults ages 21 to 64 with a disability is approximately the same as the number of seniors with disabilities. It is estimated that 14% of the people who live in San Francisco have disabilities. Fifteen percent of people age 65 or older with disabilities (7,149), and 33% of all younger adults with disabilities (13,280) in San Francisco are living in poverty, given that the maximum Supplemental Security Income (SSI) payment for a single adult over 65 with little or no income is \$845.

Another population with significant barriers are transitional age youth. There are currently 80,000 youth ages 16 through 24 living in San Francisco. An estimated 5,000 to 8,000 of these youth are not making a smooth transition to become successful independent young adults. These disconnected transitional age youth face many barriers and are at risk for a number of negative outcomes, including substantial periods of unemployment, homelessness, involvement with the criminal justice system and poverty.

In San Francisco, 30.7% of the city's residents are asset poor compared to 10.7% who are income poor. A 10.7% income poverty level means that one out of ten residents does not have enough money to afford basic living expenses. A 30.7% asset poverty percentage shows that close to one in three residents does not have enough savings to live for three months above the poverty level if income stopped. The City's extreme asset poverty rate is 21.9% representing the percentage of households that have zero or negative net worth. This means that one in five residents have liabilities that exceed all his/her assets. The race of the household also affects poverty rates because non-whites are twice as likely as whites to become asset poor. In San Francisco, African Americans have the highest rates in both asset and income poverty. White, Latino, and Asian groups are less vulnerable to being income poor, but Latinos are nearly as vulnerable to asset poverty as African Americans.

The national recession also has negatively affected San Francisco's business community. There are approximately 30,500 businesses located in San Francisco. Of those, about 26,000, or 85%, employ fewer than twenty workers. These businesses account for approximately 25% of all employment in San Francisco. Nearly 95% of businesses in the City have fewer than fifty workers; these businesses account for over 42% of all jobs in San Francisco. Small business has become increasingly important to the San Francisco economy. However, small businesses are struggling. Consumers refrain from shopping, and retailers, reeling from dropping sales and rising rent, are forced to close up shop. The vacancy rate in the low-income neighborhoods served by the City's Neighborhood Marketplace Initiative program increased from 5.41% in 2008 to 8.18% in 2009. Merchants along these commercial corridors are struggling to keep their businesses going, and only a small portion reported having grown during the past year.

When examining all San Francisco's challenges, it is clear that these issues if left unaddressed could jeopardize the City's future competitiveness and overall economic stability. The role of government is to intervene where the market fails society's most vulnerable populations, the City's poorest residents. At the neighborhood level, the

City's policy levers include investing public funds to counteract policies at other levels of government that disadvantage a geographic area, promote localized economic development, create jobs, and increase the provision of goods and services. Because most nonprofits lack the economies of scale to construct infrastructure, and private actors have little incentive to invest in reweaving the frayed social fabric, government through a strategic public-private partnership is uniquely positioned to create the required innovative infrastructure to eradicate poverty. This infrastructure facilitates policy development, the formation of equitable redevelopment, enhanced service access and social capital in areas of concentrated poverty.

In April 2007, the Center for American Progress issued a report, *From Poverty to Prosperity: A National Strategy to Cut Poverty in Half*, which was the result of the Center convening a diverse group of national experts and leaders to examine the causes and consequences of poverty in America and to make recommendations for national action. In the report, the Center's Task Force on Poverty calls for a national goal of cutting poverty in half in the next 10 years and proposes a strategy to reach the goal.

In order to cut poverty in half over the next 10 years, the Task Force on Poverty recommended that strategies should be guided by four principles:

- Promote Decent Work: People should work and work should pay enough to ensure that workers and their families can avoid poverty, meet basic needs, and save for the future;
- Provide Opportunity for All: Children should grow up in conditions that maximize their opportunities for success; adults should have opportunities throughout their lives to connect to work, get more education, live in a good neighborhood, and move up in the workforce;
- Ensure Economic Security: People should not fall into poverty when they cannot work or work is unavailable, unstable, or pays so little that they cannot make ends meet; and
- Help People Build Wealth: Everyone should have the opportunity to build assets that allow them to weather periods of flux and volatility, and to have the resources that may be essential to advancement and upward mobility.

San Francisco's anti-poverty strategy embodies all of these guiding principles in its five-year strategic goals. The City considers monitoring its performance to be as important as identifying its goals. Its aim is to ensure that the City and its partners are marshaling its limited resources in an effective and coordinated way to create change in San Francisco's low-income communities. When establishing the 2010-2014 strategic goals and outcomes, San Francisco ensured that the plan adhered to the following four principles: 1) to set goals and measurable outcomes that address critical issues for the next five years; 2) the strategic plan is properly align the plan with the mission of both agencies and our partners; 3) prioritize goals and establish clear timelines; and, 4) clearly describe an approach and distinct activities to achieve its goals.

To be effective, San Francisco has designed a simplified monitoring process to ensure that community development and housing activities align with the Consolidated Plan's strategic goals. Using the program matrix as a guide, San Francisco will consistently measure performance towards program outcomes and provide ongoing feedback, adjustments, or sanction protocol as needed. This will assure that San Francisco's five-year plan, guided by its anti-poverty framework, will successfully serve as the roadmap to address its significant challenges through the implementation of its strategic goals and objectives.

Enterprise Community Partners, has received a State Energy Program (SEP) grant to serve as a “top loss” reserve to attract private capital to a loan fund. SEP funding in a “top loss” position will serve two key roles that will induce owners of affordable multifamily housing to borrow the funds and construct the improvements: 1) it will lower the overall cost of the capital loaned to the projects, and 2) it will enable loans to be offered on a non-secured basis which is the only viable mechanism due to the highly leveraged financing structure in most affordable housing in San Francisco. Both of these roles are crucial in leveraging private capital by lowering the investor risk and by making the debt more affordable to the end user enhancing the likelihood of full repayment. These loan funds, coupled with extensive technical support, represent a holistic approach to addressing energy efficiency needs in affordable housing and single family homes, and will spur private investment in an emerging market.

3. Link to City workforce development activities

MOH is also working closely with the Office of Economic and Workforce Development’s CityBuild program to place disadvantaged workers and graduates of the new Green Academy into projects funded as part of the Initiative. The Green Academy is a comprehensive Certificated LIEE Training Initiative that will prepare participants with the necessary skills and certifications required to market and install energy efficiency measures not only for the LIEE program but for the federal Low Income Home Energy Assistance Program (LIHEAP) and Weatherization Assistance Program (WAP) as well.

Goal 5: Public Housing Developments That Were Severely Distressed Are Thriving Mixed-Income Communities

What is HOPE SF?

HOPE SF is an ambitious, large-scale effort to transform the San Francisco Housing Authority’s (“SFHA”; “Housing Authority”) most troubled and deteriorating housing stock. In partnership with multiple public and private entities, HOPE SF will revitalize entire neighborhoods with public, affordable, and market-rate homes, improved infrastructure, green design, and new commercial and retail opportunities. The new HOPE SF communities will include over 6,000 new residences in all, with each neighborhood demonstrating economic feasibility and environmental sustainability.

HOPE SF is not only concerned with rebuilding the physical form. Human capital development is an integral part of the HOPE SF program. HOPE SF calls for a comprehensive family strengthening strategy that includes an emphasis on education from cradle to college; intentional linkage to community and public services and opportunities for today’s residents, and creation of vibrant community facilities (schools, parks, childcare sites) in the revitalized community of tomorrow.

By supporting both neighborhood revitalization and human capital development, HOPE SF aims to create healthy, stable, and productive living environments for all residents, at all incomes, transforming communities that have been among San Francisco’s most disadvantaged and challenged.

Alignment of Resources

In 2006, Mayor Gavin Newsom and the San Francisco Board of Supervisors committed \$95 million of City funds to launch HOPE SF, an historic amount that leveraged tens of millions of dollars of private investment, federal low-income housing tax credit equity, state funding, and other resources, such as HUD CDBG and HOME funding. As HOPE SF unfolds, strong partnerships with other City agencies will continue to ensure that resources are aligned toward achieving HOPE SF goals.

MOH serves as the “nerve-center” of HOPE SF, coordinating interagency funding and policy-setting amongst the public agency partners. Other city agencies (listed) are partners in HOPE SF

- The Department of Children, Youth, and their Families
- The Office of Economic and Workforce Development
- The Human Services Agency
- The San Francisco Unified School District
- The Interagency Council of the Mayor's Office
- The San Francisco Redevelopment Agency
- The San Francisco Housing Authority
- The Department of Public Health

HOPE SF Sequencing

After five years of collaborative predevelopment work and community outreach by the Housing Authority, Redevelopment Agency, MOH, and private developers, Hunters View, the first HOPE SF site, began construction of its first phase in January 2010. Completion of Phase 1 is scheduled for 2012. While Phase 1 is under construction, subsequent phases will continue predevelopment work and also commence construction, thus creating a phasing program that will enable residents to stay on-site before moving to their new units if they so choose.

Additional HOPE SF sites are also in predevelopment:

- Sunnyside
- Westside Courts
- Potrero Terrace and Annex
- Alice Griffith

Following the HOPE SF model, each of these sites' ongoing community planning process seeks to fully revitalize the physical developments, create wholly new communities, and meet the service needs of residents and the broader goals of the larger neighborhood. To ensure accountability to the initiative's ambitious objectives, the City will work with an independent evaluator to assess success in three areas:

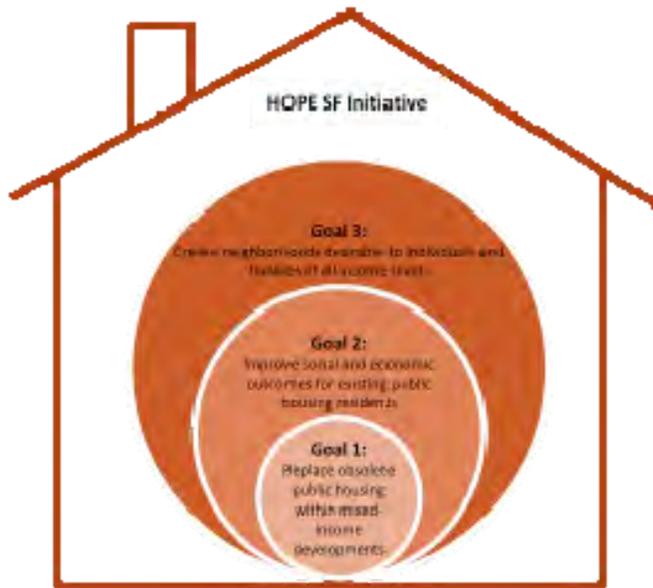
Objective 1: Replace obsolete public housing within mixed-income developments.

Objective 2: Improve social and economic outcomes for existing public housing residents.

Objective 3: Create neighborhoods desirable to individuals and families of all income levels.

Figure 28

Objectives/Goals for HOPE SF Initiative



Objective 1: Replace obsolete public housing within mixed-income developments.

SFHA has identified eight highly distressed public housing sites. These sites were developed in the 1940s and 1950s and today are obsolete and are in severe disrepair. The goal of HOPE SF, first and foremost, is to rebuild these homes. The first phase of HOPE SF calls for local funds to finance the rebuilding of 1800 units in four of these eight public housing sites. Development plans will include one-for-one replacement of every public housing unit with no long-term loss of public housing. In addition to replacement public housing, additional low-income, moderate-income and market rate housing will be built within the footprint of the former public housing site. In most cases, large public housing developments in San Francisco were built at a low density, and the large size of most sites can accommodate about twice as many homes before they near the density level typical of the City. Best practices in urban design will be used to transform dilapidated apartments into about 3000 new homes including both for-sale and rental units.

Strategies

1. Demolish and construct new housing in phases to minimize displacement and disruption during construction

Rebuilding most sites will occur in phases to accommodate on-site relocation and minimize disruption to existing residents. Qualified residents will remain on-site and move into the new apartments as they become available. Thereby, and the assets of existing communities will be maintained and strengthened.

2. Integrate public housing, affordable units, and market rate units.

There will be no net loss of public housing – public housing units will be replaced one-for-one. Additional housing will be included in the developments to create a mixed-income community offering a ladder of housing options. Different housing tenures, sizes, and income levels will be distributed throughout the developments and all housing will be build to market-quality standards.

3. Support use of green and healthy building practices to create sustainable and healthy living environments

HOPE SF will be a showcase for the future of sustainable urban infill development. With HOPE SF, the City plans to set new standards in resource sustainability, including water conservation, renewable energy, energy efficiency, healthy environments, and recycling. HOPE SF is partnering with Enterprise Green Communities, and will

participate in the Leadership in Energy and Environmental Design – Neighborhood Development (LEED ND) pilot project.

By building green, HOPE SF will reduce utility bills and energy usage. Using healthy building materials, asthma and allergy rates should decline. HOPE SF will also build healthy parks and walkways so residents can have higher air quality and safe places for children to play.

4. Involve residents in planning

HOPE SF believes that strong resident involvement in the site planning process lays a foundation for strong community in the future development and offers opportunities for resident education, leadership, and capacity building. Residents will be engaged as partners in planning for new homes. All development teams will solicit substantive input from residents onsite and from neighbors in the surrounding community. Resident and community input will be gathered through surveys, community meetings, and resident leadership counsels.

Table 42
Objective 1 Five-Year Performance Targets for HOPE SF

<u>Activity</u>	<u>Outcome</u>
Prevent involuntary displacement of current residents	100% of residents in good standing will have right to revitalized housing onsite after completion
Replace 100% of pre-existing public housing units with new Housing Authority- assisted units	225 new units
Plan and develop new affordable rental units	125 new units
Plan and develop new affordable homeownership units	38 new units
Plan and develop new market-rate units	212 new units
Design green and healthy developments	Each building will earn 100% compliance with mandatory Green Communities criteria and 35 points from Optional Criteria

Objective 2: Improve social and economic outcomes for existing public housing residents.

From its inception, the HOPE SF Initiative has recognized that real estate alone does not make a healthy community. The City of San Francisco is committed to working closely with public housing residents, local businesses, neighbors and service providers to ensure that HOPE SF changes benefit the larger community. In addition to delivering new housing, the City is committed to enhancing the lives of HOPE SF’s current public housing residents.

Strategies

1. Facilitate access to services that enhance the lives of current public housing families including health and social supports, employment opportunities and education.

Although the City of San Francisco offers a rich array of services for low-income people, it can be challenging to navigate the network of providers and many different eligibility requirements. Despite the array of services already

available to low-income San Franciscans, many of the residents HOPE SF neighborhoods lack the support and resources they need to connect with and successfully participate in these programs. Low educational attainment, safety concerns, inability to access capital, and the lack of a cohesive social fabric to support residents makes it difficult to even reach services designed to advance their goals.

HOPE SF has created a service connection model, which will be tailored to the needs of each community before, during, and following construction. Before construction, services will be focused on stabilizing families in crisis and involving all residents in site-planning, community-building activities and preparation for jobs. Later, job-training opportunities will prepare interested residents to work in development-related jobs. Residents will be prepared for, and supported through temporary onsite relocation. During construction, services will focus on preparing residents for life in the new community and will continue to ensure that everyone has access to any City resources, social services, education, and economic opportunities that they need to thrive.

2. Prepare residents to transition to the redevelopment or the most appropriate housing opportunities.

Pre-development services will stabilize families in crisis and prepare all families for transition into a mixed-income community. Families in crisis, such as those struggling with mental health, addiction, or criminal justice issues, are often at risk for eviction. So too are residents who fail to pay rent. Using family-centered service plans, HOPE SF seeks to stabilize these families early, and provide supports throughout the development process.

Research and experience show that properly preparing residents, both old and new, is a critical component for the success of mixed-income developments. HOPE SF will invest in resident education for both old and new residents to make sure that “good neighbor” expectations are clear and conflicts are handled appropriately as they arise.

Table 43
Objective 2 Five-Year Performance Targets for HOPE SF

<u>Activity</u>	<u>Outcome</u>
Refer residents to supportive services and programs	50% of current residents will receive 1 or more referrals to needed services.
Residents will be prepared for successful tenancy in the post-revitalization community	100% of interested residents will receive training
Involve current public housing residents in community planning and engagement around key issues of neighborhood importance	25% of current public housing residents will be involved with planning or “community building” activities

Objective 3: Create neighborhoods desirable to individuals and families of all income levels

Concentrated poverty is known to have many unhealthy consequences, including low educational attainment, high crime, and poor physical and emotional health amongst residents in low-income neighborhoods.. By building a “ladder” of housing opportunities for every income level, the City will de-concentrate poverty onsite and services and amenities will be responsive to the diversity of resident needs.

Many of these sites are also geographically isolated from surrounding mixed-income neighborhoods due to poor planning. Sites sit atop steep hills, have few entrances and are disconnected from the surrounding street grid. HOPE SF will physically re-integrate each development into the fabric of the surrounding neighborhood by re-designing the street grid to connect with surrounding streets, providing landscaping and pathways that welcome passersby. HOPE SF will also offer opportunities for residents and neighbors to join together over issues of shared concern such as school quality and neighborhood safety.

Strategies

1. Offer Community Building activities that focus on building and strengthening a lasting sense of community among residents and neighbors by engaging them on issues of importance and shared interest, such as public safety and neighborhood schools.

Despite engagement in planning, research shows that mixed income communities can become polarized- residents of different income levels become segregated from one another and tensions arise. Community building around issues of shared importance will strengthen relationships amongst all income levels. Such issues could include neighborhood safety, schools, or access to healthy food. Recreational activities such as youth basketball leagues, gardening, summer unity events, clean-ups, etc. will be strategies for building a diverse, cohesive community.

Community Building activities will build and strengthen bridges—bridges between old and new residents, between neighborhood businesses and City staff, and between developer teams and concerned citizens. Activities will aim to bring together residents and neighbors from all walks of life to get acquainted, identify shared issues, advocate for neighborhood concerns, and more.

Examples of Community Building Activities:

- Organizing a block party
 - Facilitating a Neighborhood Watch
 - Coaching a youth basketball league
 - Staffing the Resident Association
 - Convening residents and neighbors to offer feedback on site plans
 - Partnering with community-based organizations to initiate neighborhood improvement projects
2. Coordinate housing redevelopment with the neighborhood improvement and service efforts of other public agencies and organizations.

The HOPE SF development teams will align their physical development, resident services, and community building activities with the services offered by other agencies and organizations working in the community. Public investment in HOPESF communities, such as transportation spending, parks and recreation funding, and public safety efforts, will be, in part, coordinated through and guided by the HOPE SF development process. Enhanced cross-department and cross-sector communication about the needs and assets of HOPE SF communities will result in more effective public investment in the neighborhood.

3. Partner with the San Francisco Unified School District to improve neighborhood schools near HOPE SF developments

Today, children and youth living on HOPE SF sites attend some of the lowest performing schools in San Francisco. With declining enrollment, high teacher turnover, and inadequate funding, the schools nearest to HOPE SF sites struggle to serve children and families in the neighborhood well. Quality schools are a cornerstone of healthy communities- that is why the San Francisco Unified School district is an integral partner with HOPE SF. Together, HOPE SF and SFUSD will prioritize resources to improve the educational opportunities for HOPE SF families and encourage parental involvement.

4. Engage residents in leadership activities.

Residents will have opportunities to engage in the development process and become leaders in the new community. Residents will also be offered leadership training and preparation through the HOPE SF Leadership Academy and HOPE SF Youth Leadership Academy. These two model programs offer multi session curricula to public housing residents so that interested residents can learn about the development process and develop leadership skills to be educators and advocates in their community.

Table 44
Objective 3 Five-Year Performance Targets for HOPE SF

<u>Activity</u>	<u>Outcome</u>
Establish and support meaningful partnerships that result in community and economic development improvements in and near HOPE SF sites.	Each HOPE SF Development Team will establish one new significant partnership annually with a City or non-profit entity. Partners must be able to demonstrate they have the basic elements of an effective collaboration: defined roles, articulation and agreement of shared vision & outcomes, and sustained involvement of both parties.
Involve current public housing residents in community planning and engagement around key issues of neighborhood importance	25% of current public housing residents will be involved with community building activities
Involve neighborhood residents in community planning and engagement around key issues of neighborhood importance	5% increase of neighborhood residents involved with community building activities
Offer HOPE SF Leadership Academy and HOPE SF Youth Academy leadership training courses	100 adult residents will graduate from the HOPE SF Leadership Academy and 100 youth residents will graduate from the HOPE SF Youth Academy

C. Outline of Housing Goals, Objectives and Strategies

Goal 4: Families and individuals have safe, healthy and affordable housing

Objective 1: Create and maintain permanently affordable rental housing through both new construction and acquisition and rehabilitation programs for individuals and families earning 0-60% of AMI

Strategies

1. Provide financial assistance to create new safe, healthy, accessible and affordable housing through new construction and acquisition/rehabilitation programs
2. Partner with private non-profit developers, and landlords to preserve existing affordable and low-cost rental housing stock

Objective 2: Create and maintain permanently affordable ownership housing opportunities through both new construction and acquisition and rehabilitation programs for individuals and families earning up to 120% of AMI

Strategies

1. Encourage production of ownership housing with inclusionary zoning
2. Facilitate creation and preservation of limited equity cooperative housing. Provide financing for the purchase of at-risk HUD co-ops
3. Offer financial assistance to low- and moderate-income first-time homebuyers through down-payment and mortgage assistance
4. Preserve aging housing stock and retain low-income homeowners
5. Provide grants for counseling and mediation services to prevent foreclosures and assist those impacted by foreclosures

Objective 3: Reduce the barriers to access housing affordable to low- and moderate-income individuals

Strategies

1. Fund counseling for renters seeking housing
2. Build an information network about affordable opportunities through the MOH/SFRA websites, the annual report, and the BMR rental list
3. Facilitate the transition of low-income and moderate-income renters into homeownership by funding homebuyer education and financial training programs that assist first time homebuyers to navigate the home purchase and financing opportunities available to them

Objective 4: Provide both services and permanently affordable, supportive housing opportunities for people with specific needs

Strategies

1. Partner with non-profit developers and service providers to create new permanent supportive housing
2. Provide comprehensive supportive services and operating funding in supportive housing developments to help tenants retain their housing and improve their overall health and stability
3. Provide rental assistance to persons disabled with HIV/AIDS
4. Maintain the Investment in Supportive Housing

Objective 5: Meet the need for affordable and accessible housing opportunities for our aging population and people with physical disabilities

Strategies

1. Provide financial assistance to create new safe, healthy, and accessible affordable housing specifically for seniors and younger adults with disabilities
2. Require inclusion of adaptable/ accessible units in all new construction and moderate rehabilitation of affordable housing in order to further increase the overall supply of accessible/adaptable affordable housing
3. Address the need for accessible affordable housing by enforcing local, state, and federal regulations

Objective 6: Reduce the risk of lead exposure for low-income renters and owners, especially families with children under 6 years old

Strategies

1. Continue formal working relationships with key city agencies that have enforcement authority over lead regulations
2. Develop and manage strategic collaborations with community groups in neighborhoods with high lead poisoning rates in children, high concentrations of children under 6 living in poverty, and high concentrations of seniors
3. Continue formal collaborative relationships with key groups and agencies serving tenants and landlords including community based organizations, the San Francisco Housing Authority, and the San Francisco Rent Stabilization and Arbitration Board

Objective 7: Provide energy efficiency rehabilitation programs to meet high green standards, preserve affordability, and extend the useful life of aging housing stock

Strategies

1. Provide technical assistance to assess the home or buildings' energy and water efficiency needs, assemble subsidy sources, monitor performance over time, and train homeowners or property maintenance staff and tenants

2. Leverage a diverse set of resources to finance green retrofits
3. Link to City workforce development activities

Goal 5: Public housing developments that were severely distressed are thriving mixed-income communities

Objective 1: Replace obsolete public housing within mixed-income developments

Strategies

1. Demolish and construct new housing in phases to minimize displacement and disruption during construction
2. Integrate public housing, affordable units, and market rate units
3. Support use of green and healthy building practices to create sustainable and healthy living environments
4. Involve residents in planning

Objective 2: Improve social and economic outcomes for existing public housing residents

Strategies

1. Facilitate access to services that enhance the lives of current public housing families including health and social supports, employment opportunities and education
2. Prepare residents to transition to the redevelopment or the most appropriate housing opportunities

Objective 3: Create neighborhoods desirable to individuals and families of all income levels

Strategies

1. Offer Community Building activities that focus on building and strengthening a lasting sense of community among residents and neighbors by engaging them on issues of importance and shared interest, such as public safety and neighborhood schools
2. Coordinate housing redevelopment with the neighborhood improvement and service efforts of other public agencies and organizations
3. Partner with the San Francisco Unified School District to improve neighborhood schools near HOPE SF developments

V. PERFORMANCE MEASURES

A. HUD CPD Outcomes and Objectives

HUD Tables 1C and 2C: Summary of Specific Housing/Community Development Objectives

For each of San Francisco's five-year housing and community development objective, a HUD performance measurement objective and outcome have been indicated in the table below. For performance indicators and five-year goals, see Five-Year Performance Measures Matrix below in the next subsection.

HUD Tables 1C and 2C: Summary of Specific Housing/Community Development Objectives

	HUD Objective	HUD Outcome
<u>Homeless Objectives</u>		
G3, O1: Decrease the incidence of homelessness by avoiding tenant evictions and foreclosures and increasing housing stability	Decent Housing	Affordability
G3, O2: Stabilize homeless individuals through outreach, services and residency in emergency and transitional shelters that lead to accessing and maintaining permanent housing	Suitable Living Environment	Availability/Accessibility
G3, O3: Promote long-term housing stability and economic stability through wraparound support services, employment services, mainstream financial entitlements, and education	Suitable Living Environment	Availability/Accessibility
G3, O4: Create and maintain supportive housing	Decent Housing	Availability/Accessibility
<u>Special Needs Objectives</u>		
G4, O4: Provide both services and permanently affordable, supportive housing opportunities for people with specific needs	Decent Housing	Availability/Accessibility
G4, O5: Meet the need for affordable and accessible housing opportunities for our aging population and people with physical disabilities	Decent Housing	Availability/Accessibility
<u>Rental Housing</u>		
G4, O1: Create and maintain permanently affordable rental housing through both new construction and acquisition and rehabilitation programs for individuals and families earning 0-60% of AMI	Decent Housing	Affordability
G4, O3: Reduce the barriers to access housing affordable to low- and moderate-income individuals	Decent Housing	Availability/Accessibility
G4, O6: Reduce the risk of lead exposure for low-income renters and homeowners, especially families with children under 6 years old	Decent Housing	Availability/Accessibility
G5, O1: Replace obsolete public housing within mixed-income developments	Suitable Living Environment	Sustainability
G5, O3: Create neighborhoods desirable individuals and families of all income levels	Suitable Living Environment	Sustainability
<u>Owner Housing</u>		
G4, O2: Create and maintain permanently affordable ownership housing opportunities through both new construction and acquisition and rehabilitation programs for individuals and families earning up 120% of AMI	Decent Housing	Affordability
G4, O3: Reduce the barriers to access housing affordable to low- and moderate-income individuals	Decent Housing	Availability/Accessibility
G4, O6: Reduce the risk of lead exposure for low-income renters and homeowners, especially families with children under 6 years old	Decent Housing	Availability/Accessibility
G4, O7: Provide energy efficiency rehabilitation programs to meet high green standards, preserve affordability, and extend the useful life of aging housing stock	Decent Housing	Affordability

	HUD Objective	HUD Outcome
<u>Infrastructure Objectives</u>		
none		
<u>Public Facilities Objectives</u>		
G2, O1: Improve the infrastructure and physical environment of San Francisco neighborhoods, especially in those neighborhoods with high concentrations of low- and moderate-income residents	Suitable Living Environment	Sustainability
<u>Public Services Objectives</u>		
G1, O1: Remove barriers to economic opportunities and create economic stability through enhanced access to and utilization of social services	Suitable Living Environment	Availability/Accessibility
G1, O2: Support the healthy development of families and individuals	Suitable Living Environment	Availability/Accessibility
G1, O3: Increase families' savings and assets to assist them in moving from poverty/public assistance to stability and self-sufficiency	Economic Opportunity	Availability/Accessibility
G1, O4: Improve the responsiveness of the workforce system to meet the demands of sustainable and growing industries, providing employers with skilled workers and expanding employment opportunity for San Francisco residents	Economic Opportunity	Availability/Accessibility
G1, O5: Re-engage youth disconnected from the education system and labor market to achieve academic credentials, transition to post-secondary education, and/or secure living wage employment	Economic Opportunity	Availability/Accessibility
G1, O6: Increase access to workforce services for populations underserved by the workforce development system	Economic Opportunity	Availability/Accessibility
G1, O7: Improve the quality of services available to businesses through the workforce system to promote hiring San Francisco job seekers	Economic Opportunity	Availability/Accessibility
G2, O2: Promote the development of social capital and sustainable healthy communities through leadership development and civic engagement activities	Suitable Living Environment	Sustainability
G5, O2: Improve social and economic outcomes for existing public housing residents	Suitable Living Environment	Sustainability
<u>Economic Development Objectives</u>		
G1, O8: Establish, enhance, and retain small businesses and micro-enterprises	Economic Opportunity	Affordability
G2, O4: Strengthen commercial corridors in low- and moderate-income neighborhoods and increase corridor potential for providing jobs, services, and opportunities for residents	Suitable Living Environment	Sustainability
<u>Other Objectives - Policy/Planning Objectives</u>		
G2, O3: Improve the social service delivery system that leads to self-sufficiency and healthy sustainable outcomes for low-income individuals and families	Suitable Living Environment	Availability/Accessibility

San Francisco Housing Authority
2010-11 Agency Plan

FINAL VERSION

Annual Plan for Fiscal Year 2010-11



October 1, 2010

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Phyllis Moore-Lewis, Human Resources Manager
David Rosario, Information Technology Director

Prepared By

Rufus Davis, Management Analyst

San Francisco Housing Authority (SFHA)

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San Francisco, CA 94124
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Executive Summary of the Annual PHA Plan

[24 CFR Part 903.7 9 (r)]

The San Francisco Housing Authority (SFHA) has prepared the following Agency Plan in compliance with Section 511 of the Quality Housing and Work Responsibility Act of 1998 and the ensuing HUD requirements. This Agency Plan contains a Five-Year Plan, which will be updated annually, and an Annual Plan. Listed below are some of the primary goals that the Housing Authority currently plans to pursue based on its Five-Year Plan:

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

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

- Updates of the Housing Authority Admissions and Continued Occupancy Policy;
- Updates to the Housing Authority's Section 8 Administrative Plan;
- An emphasis on public housing revitalization and redevelopment;
- Certification of consistency with the City and County of San Francisco Consolidated Plan; and
- Profile of current Housing Authority resources.

5.0 Five-Year Plan

5.1 Mission

The San Francisco Housing Authority's (SFHA) mission is to provide decent, safe and sanitary housing for nearly 12,000 public housing residents and 21,000 Section 8 participants, and to pursue opportunities that increase the supply of affordable housing in San Francisco.

A primary goal of the SFHA is to continue to provide housing for our low-income, very low-income and extremely low-income households, while integrating housing and economic opportunities for residents and maintaining high standards of property management, fiscal management and service delivery.

The mission of the SFHA is achieved through collaboration with our residents, community partners and government agencies, emphasizing teamwork, mutual respect, integrity and accountability.

5.2 GOALS AND OBJECTIVES

SFHA GOAL #1: Expand the Supply of Assisted Housing

Objectives

- Reduce public housing vacancies by shortening turnaround time, improving curb appeal and pre-leasing units.
- Apply for rental vouchers including Section 8, special purpose, Relocation, Replacement Housing, VASH and others as they become available.
- Add infill affordable and market-rate housing, where density permits, at family and elderly/disabled public housing developments.
- Use Section 8 Project-Based Voucher Program assistance with revitalization of public housing sites and in partnership with community housing providers.
- Acquire or build units or developments through partnerships and collaborations with developer partners, community organizations and government agencies with Replacement Housing Factor, Section 202 or Section 811 funds that increase housing opportunities and income streams to SFHA.
- Leverage private or other public funds to create additional housing opportunities and economic development opportunities, financing which may include Low Income Housing Tax Credits, Tax Exempt Bonds and New Market Tax Credits.

- Review voucher payment standards.

SFHA GOAL #2: Improve the Quality of Assisted Housing

Objectives

- Increase customer satisfaction through better customer service with performance standards, quality control procedures and staff training on annual reviews, rent collections, rent calculations and verification.
- Improve public housing management (PHAS) scores.
- Improve voucher management (SEMAP) scores.
- Concentrate on efforts to improve specific management functions including unit inspections and routine work order completion time.
- Timely implementation of regulatory changes.
- Renovate or modernize public housing units with Capital Fund Program and other public and private financing including Capital Fund Financing Program, energy services contracting, low-income housing tax credits, tax-exempt bonds and other financing that may become available.
- Apply for Transformation of Rental Assistance vouchers and other subsidies that increase financing opportunities for modernization of properties.
- Demolish and replace obsolete public housing.
- Provide replacement public housing through the City and County of San Francisco's HOPE SF initiative and seek funding including HOPE VI, Replacement Housing Factor, low-income housing tax credits, tax-exempt bonds, conventional financing, Housing Choice Neighborhoods, Neighborhood Stabilization Program, other federal and state programs.
- Apply for and secure replacement vouchers for replacement public housing at sites being revitalized.
- Partner with housing developers, non-profit community and supportive service organizations and city agencies to rebuild public housing sites and provide services to residents.
- Repair and/or replace obsolete building systems as needed at various developments.
- Seek investment properties that would provide income streams for operations.

SFHA GOAL #3: Increase Assisted Housing Choices

Objectives

- Provide voucher mobility counseling.
- Conduct outreach efforts to potential voucher landlords.
- Maximize voucher payment standards.
- Implement voucher homeownership program.
- Utilize a voucher homeownership program in conjunction with comprehensive revitalization, infill housing, partnerships with community-based organizations, city agencies, and other homeownership programs.
- Work to expand the Family Self Sufficiency (FSS) program and the homeownership program by seeking additional HUD funding.
- Use Section 8 Project-Based Voucher Program assistance, low-income housing tax credits, affordable homeownership and market-rate rental and for-sale housing in conjunction with public housing revitalization efforts to increase supply of housing units in new mixed-income communities.
- Utilize to the fullest extent possible the Section 8 Project-Based Voucher Program.
- Implement homeownership programs for public housing residents.
- Implement public housing site-based waiting lists for HOPE VI developments.

SFHA GOAL #4: Provide an Improved Living Environment

Objectives

- Where necessary, install security cameras in and around public housing sites.
- Partner with the San Francisco Police Department in implementing community policing strategies at public housing sites.
- Designate developments or buildings for particular resident groups (elderly, disabled).
- Employ public housing residents to assist in providing a safe environment for residents through monitoring and crime prevention services.
- De-concentrate poverty at lower-density developments by replacing the public housing with housing for households with a range of incomes, adding other ancillary non-residential uses and creating mixed-income, mixed-use communities.
- Develop better one-on-one relationships with communities surrounding family and senior housing sites.
- Implement measures to de-concentrate poverty by bringing higher-income PHA-qualified households to lower-income developments.

- Attend and coordinate neighborhood safety meetings.

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

- Increase resident training and access to technology and Internet by providing support in the deployment and execution of the City and County of San Francisco's free wireless access initiative and by extending technical support and consulting services at SFHA properties.
- Increase the number and percentage of employed persons in assisted families.
- Provide or attract supportive services to improve assistance recipients' employability.
- Provide or attract supportive services to increase independence for the elderly or families with disabilities.
- Identify and implement programs with community-based partners that can promote family self-sufficiency, employment training placement and first-time homeownership opportunities for low-income families.
- Apply for as many SuperNOFA grants as applicable, including the ROSS grant funds.
- Utilize Section 3 goals and the SFHA 25 percent resident hire policy with contracting to provide more employment opportunities for public housing residents.

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

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

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

Objectives

- Deploy an online portal that will provide easy access to data pertinent to clients on Section 8, public housing and other services provided by the SFHA.
- Provide customer service training for staff.

6.0 PHA Plan Update

Plan elements that have been changed from last year include the following:

Capital Fund Update

In consultation with the Resident Advisory Board:

- The SFHA developed the 2010 Capital Fund Program and Replacement Housing Factor Annual Statements to submit the initial budget for the new grants.
- The SFHA prepared an amended 2010 Capital Fund Program Five-Year Action Plan for the entire PHA portfolio to eliminate the previous year and to add a new fifth year (rolling basis) so that the form covers the present five-year period beginning with the current year.

Revisions to *Section 8 Administrative Plan and Admissions and Continued Occupancy Policy*

- **Social Security Numbers [24 CFR 5.216 and 5.218]**
 - Children 6 years and older must provide SSN or certification that no SSN has been issued.
 - Children under 18 years of age require a certification, signed by parents of the minor, that no SSN has been issued.
 - A new member of the household requires the SSN to be submitted at the family's next interim or regular reexamination.
 - Seniors 62 years or older on Jan. 31, 2010, and whose initial determination of eligibility was begun prior to Jan. 31, 2010, are exempt from providing their SSN.

7.0 HOPE VI, Mixed Finance Modernization or Development, Demolition and/or Conversion of Public Housing, Homeownership Programs and Project-Based Vouchers

Mixed Finance Modernization

The SFHA is developing a Mixed Finance Modernization program with Capital Fund Financing Program (CFFP) in combination with bonds and 4 percent Low Income Housing Tax Credits. By creating partnerships, investors would provide a portion of the investment in the form of equity needed for repairs. Funds also would be leveraged through the CFFP, a way for SFHA to borrow funds for up to 20 years through direct loans from banks or through multi-family housing revenue bond transactions. While we expect approximately four to six target sites will ideal for this Mixed Finance Modernization financing, the sites being considered include: Clementina Towers, Ping Yuen, Ping Yuen North, Rosa Parks, 350 and 666 Ellis, Alemany, Holly Courts, 345 Arguello, 462 Duboce, 4101 Noriega, 363 Noe, 200 Randolph, 2206 Great Highway, 2698 California, 227 Bay Street and 491 31st Avenue.

Mixed Finance Development

The SFHA has developed revitalization and replacement housing plans for 11 sites that it manages. The extent of the physical problems, the inappropriateness of site and building design, obsolescence of systems and limited funding for modernization makes revitalization an appropriate long-term strategy. In addition, the relatively low density of these sites provides an opportunity for redevelopment into mixed income communities that include one-for-one replacement of the public housing. The SFHA will pursue partnerships with developers and city agencies and secure funding including Replacement Housing Factor, HOPE VI, other HUD funding, private financing, and State and local local funding for these mixed-finance developments. The SFHA also plans to use the project-based voucher program as part of the financing for approximately 40 percent of the replacement public housing units. The SFHA has had enormous success with this strategy at five HOPE VI sites that now has new public housing in developments with a total of 1,148 mixed-income units.

Phase 1 of the process at Hunters View is well underway. HUD has approved demolition/disposition for this portion of the site, the area has been cleared, financing for site improvements has been secured and the developer partners are securing funds for vertical construction. SFHA will continue with planning for and redevelopment of the ten remaining

obsolete and dilapidated low density family sites with potential for one-for-one replacement of the public housing plus other affordable, first-time homebuyer and market housing, reducing the modernization need from \$269.1 million to \$112 million. These sites include Alice Griffith, Potrero Terrace, Potrero Annex, Sunnydale, Velasco, and Westside Courts. The SFHA is negotiating with the selected development teams for the revitalization of these sites. The revitalization of these communities is a priority through San Francisco Redevelopment Agency's plan, the City's Consolidated Plan, the Housing Element and the Mayor's HOPE SF Task Force. Redevelopment potential is also being evaluated for Hunters Point East, Hunters Point West, Westbrook and Alemany.

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

The HOPE SF Task Force developed the guidelines outlined below as major initiatives for funding, collaboration and partnership. The SFHA's revitalization and disposition priorities are consistent with these guidelines.

HOPE SF Task Force Vision

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

HOPE SF Task Force Principles

- Ensure no loss of public housing
- Create an economically integrated community
- Maximize the creation of new affordable housing
- Involve residents in the highest levels of participation in entire project
- Provide economic opportunities through the rebuilding process
- Integrate process with neighborhood improvement plans
- Create environmentally sustainable and accessible communities
- Build a strong sense of community

HOPE SF Task Force Strategies for Funding

The Authority, 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 percent public housing, 40 percent market rate and 20 percent affordable rental and ownership housing.

HOPE SF Key Next Steps

These are the next steps to be undertaken to move this plan forward and address the most blighted and obsolete sites:

- Expand the outreach and education process with public housing residents and other stakeholders.
- Seek \$100 million to \$200 million in new local funding for an aggressive first phase of HOPE SF.
- Secure funding for services, outreach, job training and school improvement independently of individual project financing.

Demolition and/or Disposition

Mixed Finance Development/Site Revitalization Project Information: all dispositions under long-term ground leases with SFHA option to purchase improvements after tax credit compliance period — RHF, HOPE VI, Project Based Voucher, and other HUD funding combined with public and private funding.

- Hunters View CAL 1-18(3), AMP 974, 275 public housing units – 2009 through 2016. Phased Demolition/Disposition.
- Potrero Terrace CAL 1-2, AMP 967, 469 public housing units – 2011 through 2016. Phased Demolition/Disposition.
- Potrero Annex CAL 1-10, AMP 971, 159 public housing units – 2011 through 2016. Phased Demolition/Disposition
- Westside Courts CAL 1-8, AMP 969, 136 public housing units – 2011-2016. Demolition/Disposition.
- Sunnysdale CAL 1-3, AMP 968, 767 public housing units – 2012-2018. Phased Demolition/Disposition.
- Velasco CAL 1-18(7), AMP 968, 18 public housing units – 2012-2018. Phased Demolition/Disposition.
- Alice Griffith CAL 1-18(4), AMP 975, 256 public housing units – 2011-2016. Phased Demolition/Disposition.
- Westbrook CAL 1-9, AMP 970, 226 public housing units – 2013-2018. Phased Demolition/Disposition.
- Hunters Point East CAL 1-17(A), AMP 973, 80 public housing units – 2013-2018. Phased Demolition/Disposition.
- Hunters Point West CAL 1-17(A), AMP 973, 133 public housing units – 2013-2018. Phased Demolition/Disposition.
- Alemany CAL 1-16, AMP 966, 158 public housing units – 2013-2018. Phased Demolition/Disposition

Disposition Project Information – Properties with Underutilized Portions of Sites

The Authority is now implementing some of these more detailed strategies with developer partners, City agencies, residents, and community groups. Site-specific community advisory

8.0 Capital Improvements

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

This narrative sets forth the San Francisco Housing Authority overall plan for modernization, new construction, and revitalization of public housing with highlights of the proposed 2010 Capital Fund Program (CFP) and Replacement Housing Factor (RHF) program. The SFHA has involved residents, community representatives and City agencies throughout this planning process.

I. INTRODUCTION

The SFHA is the largest landlord in the city of San Francisco. With more than 6,200 public housing units and more than 7,000 Section 8 voucher holders, it is the primary source of housing for very low-income households. Operating subsidies and modernization funds provided by the federal government on an annual basis have not been adequate, resulting in obsolescence and deterioration at many properties. Increased federal support, innovative local financing techniques, energy conservation measures, property management and maintenance transition to asset management, resident involvement, and economic opportunities for residents are critical for improving this valuable supply of affordable housing. Long-range plans are being pursued to rebuild several sites into mixed-income communities and make better use of underutilized sites and portions of sites.

II. IDENTIFICATION OF PHYSICAL AND MANAGEMENT NEEDS (based on the 2007 Comprehensive Physical and Management Needs Assessments as updated with resident and staff input):

The SFHA is continually evaluating physical and management needs for all 46 public housing developments. The identification process started in 1990 with the hiring of two consulting firms to prepare formal physical and management needs assessments. These original Management and Physical Assessment Plans were presented in the 1991 CGP Submittal. In 1997 they were updated with the guidance and assistance of the U.S. Department of Housing and Urban Development (HUD) Intervention and Recovery

Teams.

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

The SFHA's 2007 Comprehensive Physical Needs Assessment determined the immediate needs of modernization needs to be \$269 million, up \$74 million from the 2002 estimated needs of \$195 million. Since more than \$35 million in capital improvements were made during this period, the annual accrual rate of needs has been about \$15 million per year. Since the HUD funds available for modernization were a little over \$7 million per year, SFHA projected that the developments would continue to deteriorate unless significant intervention occurred with leveraged financing for rehabilitation and redevelopment of the most distressed sites. This trend has been significantly forestalled with a \$17.9 million American Reinvestment and Recovery Act grant and \$15.5 million in Capital Fund Recovery Act competitive grant funds.

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

III. CAPITAL FUND PROGRAM PLANS FOR FY 2010

The physical improvements planned for FY 2010 focus on completion of capital improvements in progress, urgently needed work, and mandated improvements, and energy conservation measures where cost effective:

- Urgently needed infrastructure improvements including: water main replacement; heating, plumbing, and boiler replacements; site electrical improvements; concrete restoration; roofing; waterproofing; and paving repairs.
- Interior unit upgrades including: kitchen sink and countertop replacement; range, refrigerator and cabinet replacement; asbestos, lead and mold abatement; and 504/ADA reasonable accommodations.
- Modernization of senior and family developments including: elevator upgrades; hardwire smoke detector installations; fire alarm system upgrades, accessibility modifications; sidewalk repairs; exterior painting; and common space improvements.

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

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

The Management Improvements (MI) goals include security and police protection, public housing authority (SFHA-wide) computer hardware and system upgrades, and the implementation of a resident employment/economic self-sufficiency programs.

The proposed work for the 2008 CFP complements and completes tasks in progress that are part of the 2009 CFP outlined below:

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

and common areas; range and refrigerator replacement; asbestos removal; utility line replacement; and site improvements

- Elevator repair and upgrades; fire alarm system and hardwire smoke detector installation; and at senior developments, stand by generator installations
- Vacant unit rehabilitation

REVITALIZATION AND DISPOSITION

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

REVITALIZATION PLANS FOR FY 2010

- Continue with redevelopment plans for four of the most obsolete and dilapidated low density family sites with potential for one-for-one replacement of the public housing plus other affordable, first-time homebuyer, and market housing, reducing the modernization need for Hunters View, Alice Griffith, Potrero Terrace/Potrero Annex and Sunnydale/Velasco. The SFHA has had enormous success with this strategy at five HOPE VI sites that now have 1,148 new mixed-income units. The SFHA released Requests for Qualifications for developers to rebuild these sites in 2003 and 2007. The Hunters View family units in the Bayview-Hunters Point southeast part of the city was selected as the first site to be revitalized, followed by Potrero Terrace/Potrero Annex and Sunnydale/Velasco. The SFHA, in partnership with the Mayor's Office of Housing and the San Francisco Redevelopment Agency, is negotiating with the selected development teams for the revitalization of these sites.
- Make available for development underutilized land areas at four developments (Rosa Parks, 1750 McAllister, JFK Towers and Woodside). Receiving compensation for making this land available for development would provide the Authority with resources to meet its immediate financial needs and leverage additional funds for capital improvements. The SFHA is negotiating with a development team that was selected to build up to 100 new apartments for senior and developmentally disabled households on an underutilized

portion of the Rosa Parks site under a long term ground lease agreement with a prepaid capitalized ground lease payment. Improvements to the Rosa Parks site will be pursued in conjunction with the development of new housing.

- When available, apply for Preservation, Enhancement and Transformation of Rental Assistance vouchers and increase subsidy levels at properties that would benefit from increased revenue that could leverage private financing for improvements.

RESIDENT HIRING

For all contracts that are over a certain amount and subsidized with federal dollars, public housing residents will be hired for 25 percent of the work force hours. Any contractors with the SFHA are required to provide resident hiring per these San Francisco Housing Authority Policies and Section 3 federal MBE/WBE requirements.

8.1 Capital Fund Program Annual Statement/Performance and Evaluation Report

See Attachment 1

8.2 Capital Fund Program Five-Year Action Plan

See Attachment 2

8.3 Capital Fund Financing Program (CFFP)

Program is in planning stages.



Association of Bay Area Governments
Bay Area Air Quality Management District
Bay Conservation and Development Commission
Metropolitan Transportation Commission

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JOINT POLICY COMMITTEE — REGIONAL PLANNING PROGRAM

Date: July 12, 2007

To: Joint Policy Committee

From: Ted Droettboom, Regional Planning Program Director, ABAG-BAAQMD-BCDC-MTC Joint Policy Committee
Ken Kirkey, ABAG Planning Director

Subject: Applications Received for FOCUS Priority Development Area Designation

Application Summary and Review Process

The FOCUS Priority Development Area (PDA) program is an incentive-based effort to encourage more housing and to improve communities adjacent to transit. It is an initiative of four regional agencies—the Association of Bay Area Governments (ABAG), the Bay Area Air Quality Management District (BAAQMD), the Bay Conservation and Development Commission (BCDC), and the Metropolitan Transportation Commission (MTC)—in partnership with congestion management agencies, transit providers and local governments throughout the Bay Area. FOCUS, which includes Priority Conservation Areas (PCAs) in addition to PDAs, is supported in part by a Regional Blueprint Planning Grant from the State of California.

The ABAG General Assembly on April 19th kicked off the application process for PDA designation. Designated PDAs will become eligible for future incentives and other assistance. To be designated as a PDA, an area must be within an existing developed community, be near existing or planned fixed transit (i.e., rail or ferry) or comparable bus service, and have plans to add more housing. Areas not presently meeting all of the three criteria may be designated as *Potential* PDAs and could be eligible for planning assistance.

The deadline for the initial round of applications was June 29th. Forty-nine local-government jurisdictions (including some consortia of multiple jurisdictions) have submitted applications. The table beginning on page 3 summarizes these applications and the areas included.

Over the next several weeks, staff with the assistance of a FOCUS Working Group (including local-government, CMAs, transit-agency and stakeholder representatives) will be analyzing these applications to determine eligibility and to sort them into PDA and Potential-PDA categories. A variety of statistical and descriptive information on each area will also be collected and summarized. We anticipate many clarifying discussions with applicants over the summer and into the early fall.

Recommendations for PDA designation will be reviewed with the Joint Policy Committee at its September meeting and be presented for information at the joint ABAG/MTC Fall Forum in October. They will then go to the November meeting of the ABAG Executive Board for formal adoption.

Emerging Policy and Procedure Issues

Staff is impressed and encouraged by the number and quality of applications we have received for PDA designation—particularly given the uncertain, evolving nature of future incentives. It is clear that many jurisdictions are committed to growing in a more sustainable, resource-conserving way, want to achieve more livable and walkable communities, are committed to addressing the region's housing scarcity and affordability problems, and see the need for improving transportation efficiency by generating fewer and shorter automobile trips. Many are responding positively to the global-warming challenge ahead of us all.

We are just beginning our detailed review of individual applications, and it is too early to draw firm conclusions. However, on the basis of what we have seen so far and in the context of a very positive general direction, we anticipate that the interface of local and regional objectives will bring a number of important issues to the fore. These will become particularly significant during the second-stage competitive part of the PDA process when incentives are identified and allocated. We suspect that the JPC will be called upon to consider and resolve a host of weighty questions over the next several months. The JPC work program will be moving very quickly from lofty aspirations and general ideas to substantive and specific decisions.

One question of both policy and procedure requires immediate resolution. This concerns the requirement for local-government legislative resolutions supporting PDA applications.

FOCUS is intended to be partnership among regional agencies and local governments, acknowledging that local governments retain the land-use planning and development control powers required to make Priority Development Areas work. To ensure that the responsible local governments have bought into the PDA concept and are aware of their potential obligations under that process, we have required that applications be accompanied by a council or board resolution. Resolutions may follow the applications, but are due by September 7th for the 2007 round of PDAs.

At least two applicants, both representing consortia of local governments, have indicated their desire not to submit resolutions from individual local governments. These are the Santa Clara Valley Transportation Authority (VTA), which has submitted a consolidated application for its Cores, Corridors, and Stations (CCS) concept, and the San Mateo City/County Association of Governments (C/CAG), which has submitted an application for the El Camino Real Corridor. Both organizations have argued that the uncertain benefits of PDA designation do not justify the work required to obtain resolutions from a multiplicity of individual jurisdictions. As well, VTA contends that it has an extant body of resolutions from a few years ago agreeing to the CCS concept, and C/CAG argues that all its members are committed to the El Camino through participation on C/CAG Board and in the planning process.

We are sympathetic to the VTA and C/CAG positions, particularly given the evolving specificity of FOCUS incentives. However, we are also uncomfortable in proceeding to PDA designation without the current and explicit agreement of the responsible local government having land-use authority. A local elected official, caught unaware of the designation could quite justifiably complain about another “top-down regional process.” There is also a potential for resentment from those local governments who have gone through the trouble of obtaining council or board resolutions.

Staff is seeking the JPC’s guidance as to how to deal with collective applications which are not accompanied by resolutions from the constituent local land-use authorities. Options are:

1. To accept a resolution from the applicable Congestion Management Agency (CMA), as a federation of the relevant land-use authorities;
2. To require the CMA to provide all included local governments with an explicit opportunity to opt out of the collective application, to ensure that these governments are aware and have taken a conscious decision;
3. To accept confirming letters from the chief executive officers (i.e., city managers or county administrators) in lieu of council or board resolutions;
4. To designate all areas without local-government resolutions as Potential PDAs (This would make these areas eligible for planning assistance, but would withhold capital incentives until such time as formal resolutions were delivered—i.e., resolutions would be required for tangible rewards. This option might also apply to individual local governments that are unable to provide resolutions at this time.)
5. To continue to require local-government resolutions for all PDA and Potential PDA designations.

These options are submitted for the JPC’s consideration. The Committee may select one or a combination of these options, or it may choose another course of action.

PRIORITY DEVELOPMENT APPLICATIONS RECEIVED (JUNE 29, 2007)

	Jurisdiction	County	Area(s)
1.	City of Berkeley	Alameda	Adeline Avenue Downtown San Pablo Avenue South Shattuck Avenue (Dwight to Ward Street) Telegraph Avenue (Parker to City border) University Avenue (3 rd to Martin Luther King)
2.	City of Dublin	Alameda	Dublin Transit Center Planning Subarea Town Center Planning Subarea West Dublin BART Specific Plan Area
3.	City of Fremont	Alameda	Central Fremont Centerville Irvington

	Jurisdiction	County	Area(s)
4.	City of Hayward	Alameda	Cannery Downtown South Hayward BART
5.	City of Livermore	Alameda	Downtown Specific Plan Area
6.	City of Newark	Alameda	Newark Dumbarton TOD Old Town
7.	City of Oakland	Alameda	Oakland Priority Development Area encompassing a one-half mile radius around BART stations and the area within one quarter mile of major transportation corridors in and along the BART tracks and the AC Transit routes on major arterials like San Pablo Avenue, Telegraph Avenue and International Boulevard that connect to regional transportation corridors
8.	City of Pleasanton	Alameda	Hacienda Business Park
9.	City of San Leandro	Alameda	Downtown TOD Bay Fair BART Transit Village East 14 th Street
10.	City of Union City	Alameda	Intermodal Station District, Pacific States Steel Corporation remediation site, and Shelton
11.	County of Alameda	Alameda	Urban unincorporated area of Alameda County
12.	City of Antioch	Contra Costa	Hillcrest eBART Station Focus Area Rivertown Focus Area
13.	City of Concord	Contra Costa	Former Concord Naval Weapons Station
14.	City of El Cerrito	Contra Costa	San Pablo Avenue
15.	City of Hercules	Contra Costa	Central Hercules Waterfront District
16.	City of Lafayette	Contra Costa	Downtown Redevelopment Area
17.	City of Martinez	Contra Costa	Downtown Intermodal District
18.	City of Oakley	Contra Costa	Planning Area I, Employment Focus, located in northeast corner of city Planning Area II, Downtown Focus, located in center of city Potential Planning Area A, located along Highway 4 towards the southern most part of the city
19.	City of Pittsburg	Contra Costa	Downtown Railroad Avenue eBART
20.	City of Pleasant Hill	Contra Costa	Buskirk Avenue Corridor Diablo Valley College Bus Transit Center
21.	City of Richmond	Contra Costa	Central Richmond

	Jurisdiction	County	Area(s)
			South Richmond
22.	City of San Ramon	Contra Costa	City Center
23.	City of Walnut Creek	Contra Costa	Core area including BART station
24.	County of Contra Costa	Contra Costa	Contra Costa Center – Pleasant Hill BART Downtown El Sobrante
25.	County of Contra Costa with the City of Richmond	Contra Costa	North Richmond
26.	County of Contra Costa with the City of Pittsburg	Contra Costa	Pittsburg-Bay Point BART
27.	Town of Moraga	Contra Costa	Moraga Center
28.	West Contra Costa Transportation Advisory Committee	Contra Costa	San Pablo Avenue
29.	County of Marin	Marin	Urbanized 101 corridor
30.	City and County of San Francisco	San Francisco	Bayview/Hunters Point Shipyard/Candlestick Point Downtown Transit Core Mission Bay Eastern Neighborhoods (Mission, SOMA, Central Waterfront, Potrero/Showplace) Better Neighborhoods (Balboa Park and Market-Octavia) Port of San Francisco Properties Transbay Treasure Island Visitation Valley / Executive Park
31.	City of Daly City	San Mateo	Mission BART Bayshore Neighborhood
32.	City of Menlo Park	San Mateo	El Camino Real Corridor and Downtown
33.	City of Milbrae	San Mateo	Milbrae Station Area
34.	City of Redwood City	San Mateo	Downtown Precise Plan Area
35.	City of San Bruno	San Mateo	San Bruno Transit Corridors Area
36.	City of San Carlos	San Mateo	Railroad Corridor
37.	City of San Mateo	San Mateo	Downtown
38.	City/County Association of Governments	San Mateo	El Camino Real in Menlo Park, Redwood City, San Carlos, Belmont, San Mateo, Burlingame, Milbrae, San Bruno, South San Francisco, Colma, Daly City and San Mateo County
39.	City of Campbell	Santa Clara	Central Campbell
40.	City of Palo Alto	Santa Clara	California Avenue Pedestrian Transit-Oriented District California Avenue/El Camino Real

	Jurisdiction	County	Area(s)
41.	City of San Jose	Santa Clara	Central and North San Jose Consolidated Area
42.	Valley Transportation Authority	Santa Clara	Cores, corridors, and stations in Santa Clara County
43.	City of Fairfield	Solano	Jefferson North Texas Train Station West Texas
44.	City of Vallejo	Solano	Waterfront and Downtown
45.	City of Cloverdale	Sonoma	Downtown SMART Transit Station
46.	City of Petaluma	Sonoma	Central Petaluma – Turning Basin / Lower Reach
47.	City of Rohnert Park	Sonoma	Sonoma Mountain Village
48.	City of Santa Rosa	Sonoma	Downtown Station Area Specific Plan Area
49.	City of Sebastopol	Sonoma	Nexus Area

SUMMARY MINUTES

ABAG Executive Board Meeting
No. 358, November 15, 2007
MetroCenter Auditorium
101 8th Street, Oakland, CA

1. CALL TO ORDER

President Cortese called the meeting to order at approximately 7:09 p.m. Quorum was present at 7:15 p.m. He noted that the Finance and Personnel Committee report will be heard after the Executive Director's report.

Representatives and Alternates Present

Supervisor Susan Adams
Amiee Albertson Alden, Dir., Intergovernmental Affairs
Vice Mayor David D. Cortese
Supervisor Chris Daly
Councilmember Carole Dillon-Knutson
Mayor Jose Esteves
Mayor Jack Gingles
Supervisor John Gioia
Mayor Mark Green
Supervisor Scott Haggerty
Vice Mayor Nadia Holober
Supervisor Rose Jacobs Gibson
Mayor Aileen Kao
Supervisor Mike Kerns
Councilmember Sam Liccardo
Mayor Janet Lockhart
Supervisor Mark Luce
Supervisor Peter McHugh
Mayor Pro Tem Gwen Regalia
Councilmember A. Sepi Richardson
Mayor Pamela Torliatt
Supervisor Gayle B. Uilkema
Councilmember Forrest Williams
Supervisor Ken Yeager

Representatives Absent

Councilmember Jane Brunner
Supervisor Jerry Hill
Supervisor Barbara Kondylis
Councilmember John Marquez
Mayor Steve Messina
Supervisor Ross Mirkarimi
Councilmember Nancy Nadel
Julian Potter, Director of Public Policy
Vice Mayor Jean Quan
Supervisor Gail Steele

Jurisdiction

County of Marin
City of San Francisco
City of San Jose
County of San Francisco
City of Novato
City of Milpitas
City of Calistoga
County of Contra Costa
City of Union City
County of Alameda
City of Millbrae
County of San Mateo
City of Saratoga
County of Sonoma
City of San Jose
City of Dublin
County of Napa
County of Santa Clara
City of Walnut Creek
City of Brisbane
City of Petaluma
County of Contra Costa
City of San Jose
County of Santa Clara

Jurisdiction

City of Oakland
County of San Mateo
County of Solano
City of Richmond
City of Benicia
County of San Francisco
City of Oakland
City of San Francisco
City of Oakland
County of Alameda

2. PUBLIC COMMENT

There was no public comment.

3. ANNOUNCEMENTS

President Cortese announced that members should have received a revised

Executive Board agenda which includes Item P on the Consent Calendar regarding a resolution proclaiming November to May "Sewer Smart Season." Also, a list of committee nominees including Sophie Maxwell, Supervisor, City and County of San Francisco, and Bob Wiekowski, Vice Mayor, City of Fremont, to the Bay Conservation and Development Commission, and Dan Furtado, Mayor, City of Campbell, who will be appointed to the Legislation and Governmental Organization Committee, has been distributed.

There were no other announcements.

4. PRESIDENT'S REPORT

President Cortese reported that on October 26 ABAG joined with the Metropolitan Transportation Commission for the first time in the history of the two organizations to conduct a joint General Assembly and Transportation 2035 Summit. Almost 800 elected officials, staff, community and civic leaders, and community based organizations participated in the program, called, "Bay Area on the Move." MTC Commissioner Bill Dodd and President Cortese were co-Masters of Ceremony for the day. Supervisor Susan Adams, and Councilmember Jane Brunner were panelists, along with Carl Guardino of the Silicon Valley Leadership Group and Stuart Cohen of the Transportation and Land Use Coalition. ABAG Vice President Supervisor Rose Jacobs Gibson introduced the morning keynote speaker Manuel Pastor of USC.

During his luncheon address, San Francisco Mayor Gavin Newsom spoke about the responsibility of those present as stewards of smart change to address climate change with social equity and environmental justice.

ABAG Executive Director Henry Gardner and MTC Executive Director Steve Heminger played a key role in the joint GA/Summit by exploring with the audience "Challenges and Choices" that must be made related to land use, climate change, and transportation. A key component of the program was electronic keypad voting by the audience on the issues. Both ABAG and MTC's websites have the program and polling results.

President Cortese thanked Executive Director Gardner and ABAG staff involved in producing the GA/Summit.

5. EXECUTIVE DIRECTOR'S REPORT

Executive Director Gardner reported that on November 13 and 14, ABAG, along with MTC, the California Department of Transportation, and the Governor's Office of Planning and Research, hosted the Blueprint Learning Network workshop focused on "Making it Real: Housing, Public Engagement, Environmental Justice and Blueprint Planning." In 2005, the California Business, Transportation, and Housing Agency launched the California Regional Blueprint Planning Program to support federally designated Metropolitan Planning Organizations and Councils of Governments in their efforts to conduct long-range, comprehensive planning. The comprehensive planning efforts will result in a Blueprint Plan for the region. Throughout 2006 and 2007, a series of workshops were held around the state. This workshop was the second hosted by the Bay Region and took place at Preservation Park in Oakland.

The October 30 earthquakes near San Jose and the southern California fire storms are reminders that disasters can and do happen. While many organizations and all local governments are improving their response to disasters, the recovery process is in need of improvement. Recovery is that period from a few hours to several years after the

disaster during which buildings, infrastructure, and communities are rebuilt. ABAG will be holding a series of informal lunches prior to Regional Planning Committee meetings to discuss several key issues that should be of concern to local elected officials and city managers. The first of these meetings will be held on Wednesday, December 5, in the MetroCenter Auditorium and will address "Financing Recovery: How the Money Flows (or doesn't flow)".

Almost 800 people attended "Bay Area on the Move" on October 26, the General Assembly/Transportation 2035 Summit, the first joint conference planned and sponsored by ABAG and MTC in their history. Based on the comments received regarding the conference, it was very successful. There is clear evidence that Bay Area policy makers and residents are committed to engaging in productive dialogue regarding long term strategic solutions to the problems of traffic congestion, land use, and housing. MTC will be following up the conference with a series of meetings throughout the region to solicit input on the proposed Regional Transportation Plan, and ABAG will continue the FOCUS meetings with major emphasis on proposed Priority Development Areas and Priority Conservation Areas.

The 8th Biennial State of the Estuary Conference was held October 16 to 18 at the Oakland Scottish Rite Center on Lake Merritt. Over 850 people attended the conference, which provides a biennial assessment of the ecological health of the San Francisco Bay-Delta Estuary. Additionally 200 posters were submitted including 25 from students from Bay Area universities and colleges. This year's theme was, "A Greener Shade of Blue" and presented the latest information about the estuary's changing conditions, including impacts from major stressors, recovery programs for species and habitats, and an examination of emerging issues. Executive Director Gardner chaired the morning session on October 16 focusing on the value a healthy estuary brings to the local economy and the importance of integrating environmental, economic, and social equity goals to advance regional sustainability. The conference was sponsored by the San Francisco Estuary Project, ABAG, CALFED Science Program, Friends of the San Francisco Estuary, San Francisco Estuary Institute, the San Francisco Regional Water Board, and over 60 other federal, state and local agencies, organizations and businesses.

ABAG staff, working with the Census Bureau, has completed a second round of workshops on LUCA, the local address review program that is crucial to an accurate count in the 2010 Census. As a member service, ABAG and MTC are holding a Census Update Workshop at the MetroCenter on November 29. Two Census Bureau experts are coming to the Bay Area to brief cities and counties on what to expect going into the 2010 Census.

Councilmember Rich Garbarino of South San Francisco, an ABAG appointee to the Regional Airport Planning Committee, will be assuming the chairmanship of RAPC in 2008. Councilmember Garbarino has recently completed serving a two-year term as vice chair. ABAG is receiving \$85,000 from the FAA and MTC to conduct a study of the need to protect land around general aviation airports in the region. This project is part of an update of the Regional Airport Systems Analysis which is underway. Phase 1 has just concluded and Phase 2 is about to commence.

Municipal financings closed through ABAG-sponsored programs since the last report include: \$35,075,000 in Revenue Bonds for The Jackson Laboratory in Sacramento for acquisition, rehabilitation and improvements to its new research facilities; \$60,100,000 in Refunding Revenue Bonds for Children's Hospital and Research Center at Oakland;

\$11,000,000 in Special Tax Bonds on behalf of the City and County of San Francisco for Seismic Safety Improvements to buildings located at 690 and 942 Market Street; \$3,270,000 in Special Tax Bonds on behalf of the City and County of San Francisco for Public Capital Improvements to the Mint Plaza.

6. CONSENT CALENDAR

President Cortese recognized a motion by Susan Adams, Supervisor, County of Marin, and seconded by Scott Haggerty, Supervisor, County of Alameda, to approve the consent calendar. The motion passed unanimously.

A. Approval of Executive Board Summary Minutes**

No. 357, September 20, 2007.

B. Grant Applications**

A list of grant applications was approved for submission to the State Clearinghouse, having been circulated in ABAG's "Intergovernmental Review Newsletter" since the last Executive Board meeting.

C. Appointment to Committees

Bay Conservation and Development Commission

West Bay Seat

Sophie Maxwell, Supervisor, City and County of San Francisco – Representative
Mark Addiego, Councilmember, City of South San Francisco – Alternate

South Bay

Bob Wiekowski, Vice Mayor, City of Fremont – Representative
Peter Drekmeyer, Councilmember, City of Palo Alto – Alternate

Legislation and Governmental Organization Committee

Daniel Furtado, Mayor, City of Campbell (for confirmation at the January Executive Board meeting)

D. Authorization to Amend a Contract with Lisa Owens-Viani, Consultant**

Authorized the Executive Director or designee to amend a contract with Consultant Lisa Owens-Viani by extending the contract term to December 31, 2008, and increasing the amount from \$83,000 to \$125,000 to provide additional writing/editing assistance with publications and reports funded by several grants.

E. Authorization to Amend a Contract with Roberta Sloan, Consultant**

Authorized the Executive Director or designee to amend a contract with Consultant Roberta Sloan by extending the contract term to December 31, 2008, and increasing the amount from \$17,000 to \$35,000 to provide graphic design services with publications and reports funded by several grants.

F. Authorization to Amend a Contract with Campeau Communications**

Authorized the Executive Director or designee to amend a contract with Consultant Campeau Communications by extending the contract term to December 31, 2008, and increasing the amount of the contract from \$11,750 to \$22,000 to provide graphic design services with publications and reports funded by several grants.

- G. Authorization to Amend a Contract with San Francisco Estuary Institute (SFEI)****
 Authorized the Executive Director or designee to amend a contract with SFEI by extending the contract term to December 31, 2008 and increasing the amount from \$33,200 to \$56,300 to provide additional technical assistance for the Subtidal Goals Project funded by several grants.
- H. Authorization to Extend a Contract with Eleanor Ely, Consultant****
 Authorized the Executive Director or designee to amend a contract with Consultant Eleanor Ely by extending the contract term to December 31, 2008 to provide technical writing/editing assistance for the Subtidal Goals Project funded by several grants. The contract amount remains the same \$41,800; no additional funds are provided.
- I. Authorization to Amend an Agreement with the San Francisco Bay Regional Water Quality Control Board (Water Board) to Provide Technical Support for the Gambonini Mercury Mine Site, Cleanup and Abatement Account (CAA)****
 In March 2007 the Executive Board authorized the Executive Director or designee to enter into an agreement with the Water Board to provide staff services for work related to the Gambonini Mercury Mine site. Authorized extending the agreement from December 31, 2007, to June 30, 2008, for ongoing services. The agreement amount remains \$100,000; no additional funds are being provided.
- J. Authorization to Amend a Contract with the State Water Resources Control Board (State Water Board)****
 In March 2007 the Executive Board authorized the Executive Director or designee to enter into a contract with the State Water Board to provide technical and communication support for the Lagunitas and Walker Creek Sediment Total Maximum Daily Loads (TMDLs). Authorized increasing the amount of the contract from \$207,312 to \$245,000 to provide data collection services. The contract term remains the same June 30, 2009.
- K. Authorization to Send Letter to ABAG Members Recommending Support for Extended Producer Responsibility Initiatives****
 At the September meeting, Carol Misseldine, Director of the California Product Stewardship Council, described the challenges and costs to local government for the legal disposal of electronic devices, batteries, fluorescent tubes, and other hazardous or toxic products. The CPSC advocates for Extended Producer Responsibility (EPR), to shift the management of these products from government to the manufacturer. The Executive Board directed Hazardous Waste Management Facility Allocation Committee (Committee) staff to draft a letter to ABAG members encouraging them to adopt EPR resolutions and support proposed EPR legislation. Approved the committee request and directed staff to send the letter and California Product Stewardship Council Fact Sheet to ABAG's 110 members.
- L. Authorization to Apply for US Environmental Protection Agency Grant for West Coast Estuaries Initiative for California Coast****
 Authorized the Executive Director or designee to apply for one million dollars in grant funding from US EPA's West Coast Estuaries Initiative for the California Coasts, and, if awarded, to enter into an agreement with US EPA. The grant period is three to five years (with awards being announced in April 2008) and matching funds of \$250,000 will be provided by participating agencies. The grant is entitled *Green Infill – Clean Stormwater* and seeks to help implement land use

actions of the Comprehensive Conservation and Management Plan and assist in funding FOCUS Priority Development Areas.

M. Adoption of Resolution No. 15-07 authorizing ABAG to enter into a Contract with the Metropolitan Transportation Commission for the Purpose of Funding and Managing a Land Inventory Project around General Aviation Airports**

Authorized the Executive Director or designee to enter into a contract with the Metropolitan Transportation Commission in an amount not to exceed \$85,000 to manage a project that will inventory land around general aviation airports, particularly in the runway approach and departure zones, and to recommend protection priorities.

N. Authorization to Enter into Contract with the California Department of Transportation (CalTrans) for an Environmental Justice Grant**

Authorized the Executive Director or designee to enter into a contract with CalTrans in the amount of \$198,000 for an environmental justice planning grant to undertake a study of "Development without Displacement." A 10% in-kind match is required by ABAG.

O. Authorization to Extend a Contract with the State Water Resources Control Board (State Water Board)

Authorized the Executive Director or designee to amend a contract with the State Water Board by extending the contract term to December 31, 2008, to provide technical staff support for the development of the Stream and Wetlands System Protection Policy. The contract amount remains the same \$150,000, no additional funds are provided.**

P. Resolution Proclaiming November-April 2007 As Sewer Smart Season

Adopted Resolution No. 18-07 proclaiming November through April 2007 as Sewer Smart Season. Sewer Smart is a three-pronged effort by ABAG PLAN to reduce the frequency and severity of sewer backups and backflows into homes and businesses through: system maintenance and capital improvements, fast and effective response to backflows, and public education campaign.

7. INTERNATIONAL CHILDREN'S GAMES**

President Cortese recognized Brad Solso, Chairman of the Board, and Scott Thompson, Executive Director, of the International Children's Games, San Francisco, who presented information about the 2008 Games in San Francisco and appealed to the region's cities and counties to support the games.

Mr. Solso provided background information about the games' history, participants, venues, the educational and environmental program, supporters and key partners. The International Children's Games is the only global, youth athletic event that combines sports, educational programs and peace-motivated cultural exchanges. The 42nd International Children's Games will be held July 10 to 15, 2008, and is endorsed by the International Olympic Committee. The San Francisco Games will bring together 1,500 athletes, 12 to 15 years of age, from 100 cities representing 50 countries from around the world, to put forth their personal best in track and field, tennis, swimming, volleyball, soccer, table tennis, basketball and golf. Mr. Thompson described the process for forming a team, county requirements, and delegation requirements.

Members discussed the health and recreational benefits of participating in the program, selection qualifications, outreach to other U.S. counties and cities and to other countries, and county delegations.

President Cortese recognized a motion by Sepi Richardson, Councilmember, City of Brisbane, and seconded by Carole Dillon Knutson, Councilmember, City of Novato, to endorse the International Children's Games, disseminate information, and provide a letter of support. The motion passed unanimously.

President Cortese thanked Mr. Solso and Mr. Thompson for their presentation.

8. DRAFT REGIONAL HOUSING NEEDS ALLOCATION**

Executive Director Gardner commented on the RHNA process, discussions with the Housing and Community Development, the allocation received, the methodology for assigning the regional housing needs numbers, and the assignments to Oakland, San Francisco, and San Jose.

President Cortese recognized Paul Fassinger, ABAG Research Director, who reported on the RHNA process, described the work of the Housing Methodology Committee, and noted the outreach conducted. Director Fassinger reviewed the RHNA methodology and Projections 2007 approved by the Executive Board, the final housing allocation received from HCD, draft allocations and comments. Staff received 19 comments. He described comments and staff responses regarding Palo Alto, Mountain View, and Belvedere. He asked the Executive Board to adopt the Draft Regional Housing Needs Allocation as submitted by staff, with the revision to the allocation for Palo Alto, authorize to begin the 60 day appeals period, and form a RHNA Appeals Committee.

Members discussed the comments submitted by the Cities of Palo Alto, Mountain View, and Belvedere. Members also discussed concerns of small cities about meeting allocations; a legislative program in response to RHNA; the appeals process; penalties resulting from not meeting allocations; certified housing elements. Supervisor McHugh stated that the Santa Clara County Planning Department accepts, but neither agrees nor disagrees with their allocation.

Ronit Bryant, Councilmember, City of Mountain View, requested that the Executive Board not approve the staff recommendation for Mountain View, which includes an allocation based on development of Moffett Federal Air Field. She asked that Mountain View's relationship with Moffett be addressed. She stated that it is inappropriate for 280 housing units to be required of Mountain View because of development activity on Moffett Federal Air Field over which the city has no control.

Margret Abe-Koga, Councilmember, City of Mountain View, on behalf of the City of Mountain View City Council, requested adjustments to the allocation for the city based on the following: Mountain View lacks control over Moffett Field which is almost entirely in unincorporated county territory and under federal jurisdiction, and the city has no control over jobs and housing there; NASA Ames is committed to providing housing on Moffett, and the city has urged the construction of 1,930 housing units on Moffett. She referenced the City of Palo Alto's relationship with Stanford University and said that based on consistency and equity Mountain View should be treated similarly. She asked for assurance that housing on Moffett be credited to Mountain View.

Zelda Bronstein, former chair of the Berkeley Planning Commission, spoke on the allocation for Berkeley. She inquired about the state requirement to consider the impact of colleges and universities and a city's sphere of influence.

Director Fassinger responded that staff's recommendation, accepted by the Housing Methodology Committee and the Executive Board, regarding the influence of universities in individual jurisdictions was that the influence was not differentiated enough for there to be an explicit factor in the methodology for the Bay Area. A city's sphere of influence would include its jurisdiction.

Members discussed the allocations to Mountain View, Palo Alto, and Belvedere.

President Cortese recognized a motion by Mike Kerns, Supervisor, County of Sonoma, and seconded by Gayle B. Uilkema, Supervisor, County of Contra Costa, to approve the draft Regional Housing Need Allocation, with the revision to the allocation for Palo Alto, begin the sixty-day appeal period, and form an appeals committee. On a roll call vote, the ayes were 17, and the nays were 6 (Albertson-Alden, Adams, Daly, Dillon-Knutson, Esteves, Haggerty). The motion passed.

President Cortese accepted nominations and self-nominations for membership on the appeals committee. The nominees were Pete McHugh, Supervisor, County of Santa Clara; Gayle B. Uilkema, Supervisor, County of Contra Costa; Gwen Regalia, Mayor Pro Tem, City of Walnut Creek; Susan Adams, Supervisor, County of Marin; and Sepi Richardson, Councilmember, City of Brisbane.

President Cortese recognized a motion from Supervisor Haggerty, which was seconded by Supervisor McHugh, to approve the nominees to the appeals committee. The motion passed unanimously.

President Cortese thanked Mr. Fassinger for his report.

9. APPROVAL OF FOCUS PRIORITY DEVELOPMENT AREAS**

President Cortese recognized Kenneth Kirkey, ABAG Planning Director, who reported on the status of the Focus Priority Development Areas. A total of 120 PDA nominations from 50 jurisdictions were received. MTC has opened the Station Area Planning Grant program to the PDAs for \$7.5 million and up to \$20 million in planning grants in the coming year. Housing and Community Development has included criteria covering PDAs under Proposition 1C funding for capital programs. He reviewed the objectives of FOCUS and noted the collaboration among regional agencies, and described the work of the FOCUS Working Group and the criteria for Planned and Potential Development Areas. He noted that Santa Rosa should be categorized as planned in the staff recommendation. Next steps include a review of Priority Conservation Area nominations, evaluating planning grants and criteria, continued outreach, and developing technical assistance programs. He commented on the Regional Transportation Plan and the link between land use and transportation. He requested that the Executive Board adopt the Planned and Potential Priority Development Areas and authorized moving PDAs from potential to planned status as they meet the requirement(s) for planned status.

President Cortese recognized a motion by Pamela Torliatt, Mayor, City of Petaluma, and seconded by Supervisor Haggerty, to adopt the Planned and Potential Priority Development Areas and authorize moving PDAs from potential to planned status as they meet the requirement(s) for planned status. A friendly amendment was

accepted regarding the PDA nomination from the City of Richmond and the County of Contra Costa related to that portion of the PDA nomination being moved from potential to planned when either the city adopts a general plan or the county adopts a specific plan to meet the requirement as a planned PDA. The motion passed unanimously.

President Cortese thanked Mr. Kirkey for his report.

10. LEGISLATION & GOVERNMENTAL ORGANIZATION COMMITTEE REPORT**

President Cortese recognized Committee Chair Pete McHugh, Supervisor, County of Santa Clara, who reported on Committee activities. Supervisor McHugh reported that the committee discussed the priorities and action items for the 2007 Legislative Session, including legislation on housing, housing element reform, transportation, land use and related incentives, infrastructure needs, hazard mitigation, water quality management, eminent domain, and global warming; discussed the 2007 bills chaptered and vetoed, and looked at bills carried over into the 2008 session; agreed that an effective outreach strategy for gaining support for policies and priorities was to hold a 2008 Legislative Reception in Sacramento in January with the Joint Policy Committee. The League of California Cities and CSAC to be contacted and requested to be co-sponsors.

President Cortese recognized a motion by Chair McHugh, and seconded by Aimee Albertson Alden, Intergovernmental Affairs Director, City and County of San Francisco, to approve the committee report. The motion passed unanimously.

11. FINANCE & PERSONNEL COMMITTEE REPORT**

President Cortese recognized Committee Chair Mark Green, Mayor, Union City, who reported on Committee activities, including a review and recommended approval of the Audited Financial Reports for 2006-2007 and Authorization of Resolution No. 16-07 for issuance of up to \$60.4 million in insured revenue bonds on behalf of jurisdictions under the California Redevelopment Agency Pool (Cal-RAP Program).

President Cortese recognized a motion by Chair Green, and seconded by Supervisor McHugh, to approve the committee report. The motion passed unanimously.

12. ADJOURNMENT

Meeting adjourned at approximately 9:16 p.m.


Henry L. Gardner, Secretary-Treasurer

** Indicates attachments.

*** For information on the L&GO Committee, contact Patricia Jones at (510) 464 7933 or PatJ@abag.ca.gov, or Kathleen Cha at (510) 464 7922 or KathleenC@abag.ca.gov.

All ABAG Executive Board meetings are recorded. To arrange for review of these tapes, please contact Fred Castro, Clerk of the Board, at (510) 464-7913 or FredC@abag.ca.gov.

Alameda County

- Alameda County: *Urban Unincorporated Area*
- City of Alameda: *Naval Air Station***
- City of Berkeley: *Adeline Street*
- City of Berkeley: *Downtown***
- City of Berkeley: *San Pablo Avenue***
- City of Berkeley: *South Shattuck***
- City of Berkeley: *Telegraph Avenue*
- City of Berkeley: *University Avenue***
- City of Dublin: *Town Center***
- City of Dublin: *Transit Center***
- City of Dublin: *West Dublin BART Station***
- City of Emeryville: *Mixed Use Core***
- City of Fremont: *Centerville***
- City of Fremont: *Central Business District***
- City of Fremont: *Irvington District***
- City of Hayward: *Downtown***
- City of Hayward: *South Hayward BART Station***
- City of Hayward: *The Cannery***
- City of Livermore: *Downtown***
- City of Newark: *Dumbarton Transit Area*
- City of Newark: *Old Town*
- City of Oakland: *Corridors & Station Areas*
- City of Pleasanton: *Hacienda*
- City of San Leandro: *Bay Fair BART Transit Village*
- City of San Leandro: *Downtown***
- City of San Leandro: *East 14th Street***
- City of Union City: *Intermodal Station District***

Contra Costa County

- City of Antioch: *Hillcrest eBART Station***
- City of Antioch: *Rivertown Waterfront*
- City of Concord: *Community Reuse Area*
- City of El Cerrito: *San Pablo Avenue***
- City of Hercules: *Central Hercules***
- City of Hercules: *Waterfront District***
- City of Lafayette: *Downtown***
- City of Martinez: *Downtown***
- City of Oakley: *Downtown*
- City of Oakley: *Employment Area*
- City of Oakley: *Southeast Oakley*
- City of Orinda: *Downtown*
- City of Pinole: *Old Town Pinole*
- City of Pinole: *Appian Way Corridor*
- City of Pittsburg: *Downtown***
- City of Pittsburg: *Railroad Avenue eBART Station***
- City of Pleasant Hill: *Buskirk Avenue Corridor*

*Planned PDAs listed in Bold

- City of Pleasant Hill: *Diablo Valley College Area*
- City of Richmond (with Contra Costa County): *North Richmond*
- City of Richmond: *Central Richmond***
- City of Richmond: *South Richmond***
- City of San Ramon: *City Center***
- City of San Ramon: *North Camino Ramon Plan Area*
- City of Walnut Creek: *West Downtown***
- Contra Costa County: *Contra Costa Centre***
- Contra Costa County: *Downtown El Sobrante*
- Contra Costa County: *Pittsburg/Bay Point BART Station*
- Town of Moraga: *Moraga Center*
- West Contra Costa Transportation Advisory Committee: *San Pablo Avenue Corridor***

Marin County

- City of San Rafael: *Downtown***
- City of San Rafael: *Civic Center/North San Rafael Town Center***
- Marin County: *Urbanized 101 Corridor*

San Francisco City and County

- 19th Avenue Corridor: County Line to Eucalyptus Drive*
- Bayview/Hunters Point/Candlestick Point*
- Better Neighborhoods: Balboa Park/Market & Octavia*
- Downtown Neighborhoods & Transit Rich Corridors*
- Eastern Neighborhoods*
- Mission Bay*
- Port of San Francisco*
- San Francisco/San Mateo Bi-County Area (with City of Brisbane)*
- Transbay Terminal*
- Treasure Island*

San Mateo County

- City/County Association of Governments: *El Camino Real***
- City of Brisbane (with City & County of San Francisco): *San Francisco/San Mateo Bi-County Area*
- City of Daly City: *Bayshore Neighborhood*
- City of Daly City: *Mission BART Corridor*
- City of East Palo Alto: *Ravenswood Business District and 4 Corners*
- City of Menlo Park: *El Camino Real Corridor & Downtown*
- City of Millbrae: *Transit Station Area***
- City of Redwood City: *Downtown***
- City of San Bruno: *Transit Corridors*
- City of San Carlos: *Railroad Corridor***
- City of San Mateo: *Downtown***
- City of San Mateo: *El Camino Real***
- City of San Mateo: *Rail Corridor***
- City of South San Francisco: *Downtown*

Santa Clara County

City of Campbell: *Central Redevelopment Area*

City of Gilroy: *Downtown*

City of Milpitas: *Transit Area*

City of Morgan Hill: *Downtown*

City of Mountain View: *Whisman Station*

City of Palo Alto: *California Avenue*

City of San Jose: *Consolidated Area*

City of San Jose: *Cottle Transit Village and Shopping Center*

City of Sunnyvale: *Downtown & Caltrain Station*

City of Sunnyvale: *El Camino Real Corridor*

City of Sunnyvale: *Lawrence Station Transit Village*

Valley Transportation Authority: *City Cores, Corridors & Station Areas*

Solano County

City of Benicia: *Downtown*

City of Fairfield: *Downtown South*

City of Fairfield: *Fairfield/Vacaville Train Station*

City of Fairfield: *North Texas Street Core*

City of Fairfield: *West Texas Street Gateway*

City of Suisun City: *Downtown & Waterfront District*

City of Vacaville: *Allison/Ulatis Area*

City of Vacaville: *Downtown*

City of Vallejo: *Waterfront & Downtown*

Sonoma County

City of Cloverdale: *Downtown & SMART Transit Station*

City of Cotati: *Downtown & Cotati Depot*

City of Petaluma: *Central Petaluma*

City of Rohnert Park: *Sonoma Mountain Village*

City of Santa Rosa: *Downtown Station Area*

City of Santa Rosa: *Mendocino/Santa Rosa Avenue Corridor*

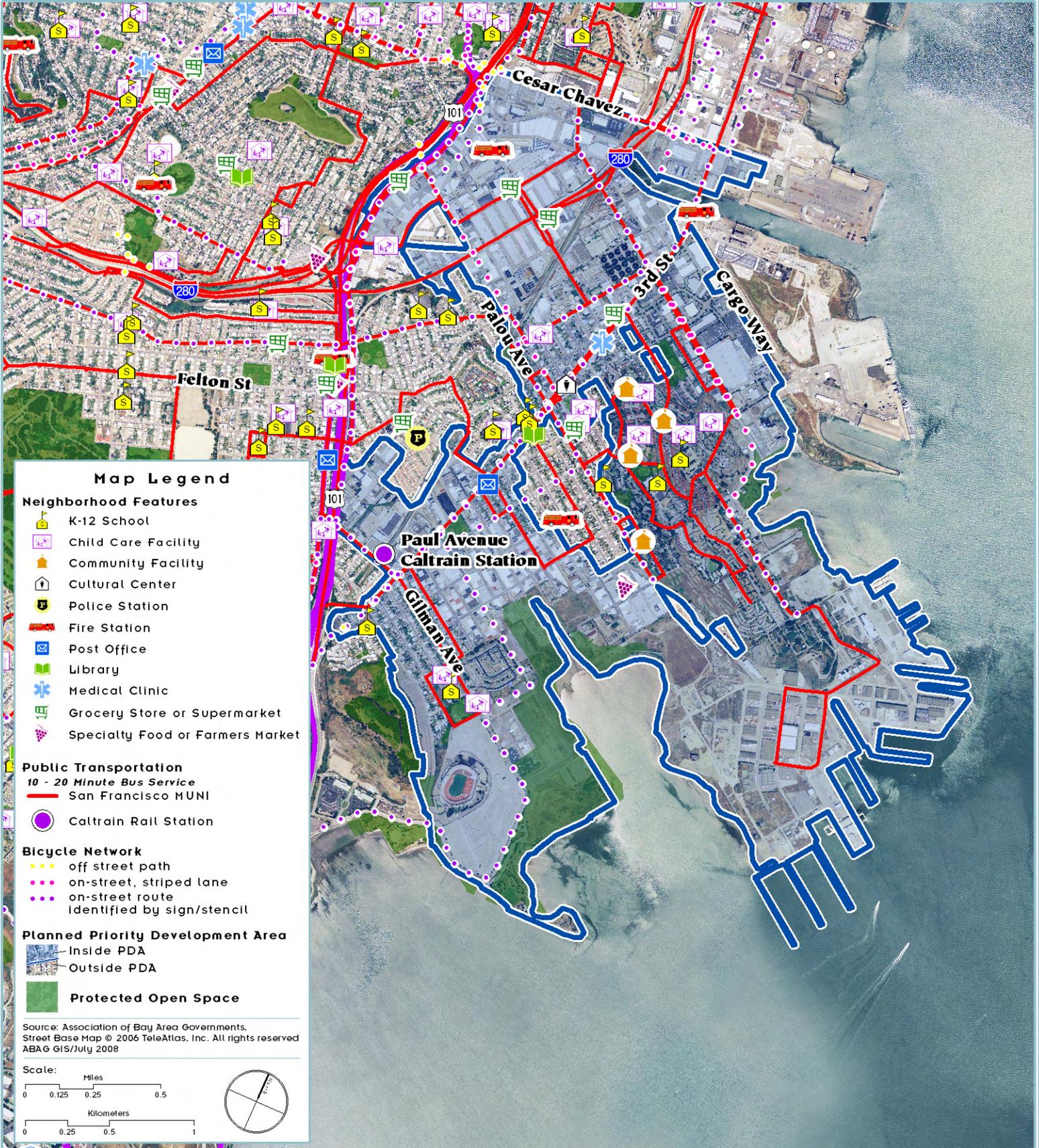
City of Santa Rosa: *Sebastopol Road Corridor*

City of Sebastopol: *Nexus Area*

Town of Windsor: *Redevelopment Area*

FOCUS

a development and conservation strategy
for the San Francisco Bay Area



Bayview/Hunters Point Priority Development Area Overview

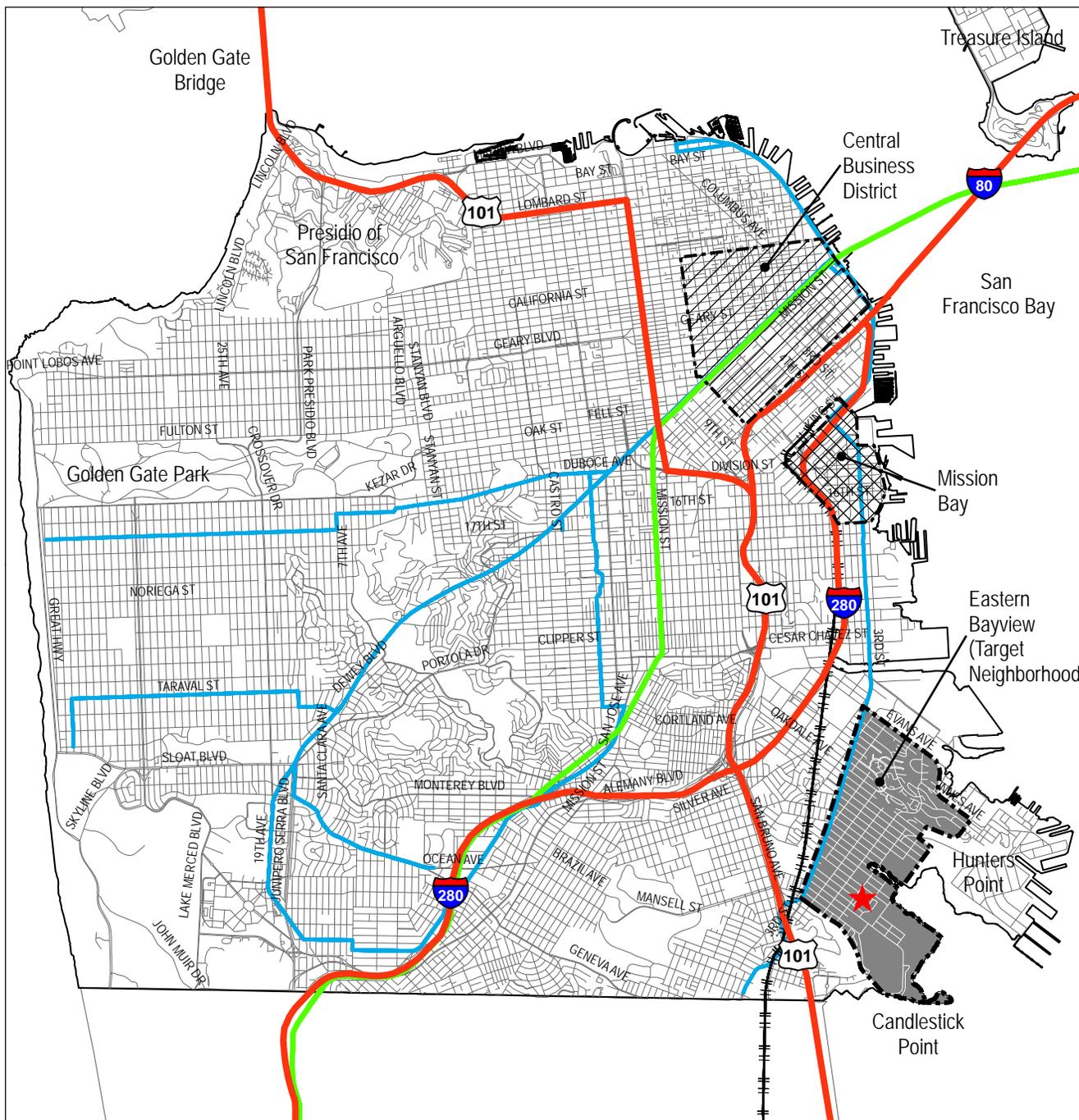


Attachment 30: City and Neighborhood Maps

McCormack Baron Salazar

Att30_City_Neighborhood_Maps.pdf

City of San Francisco

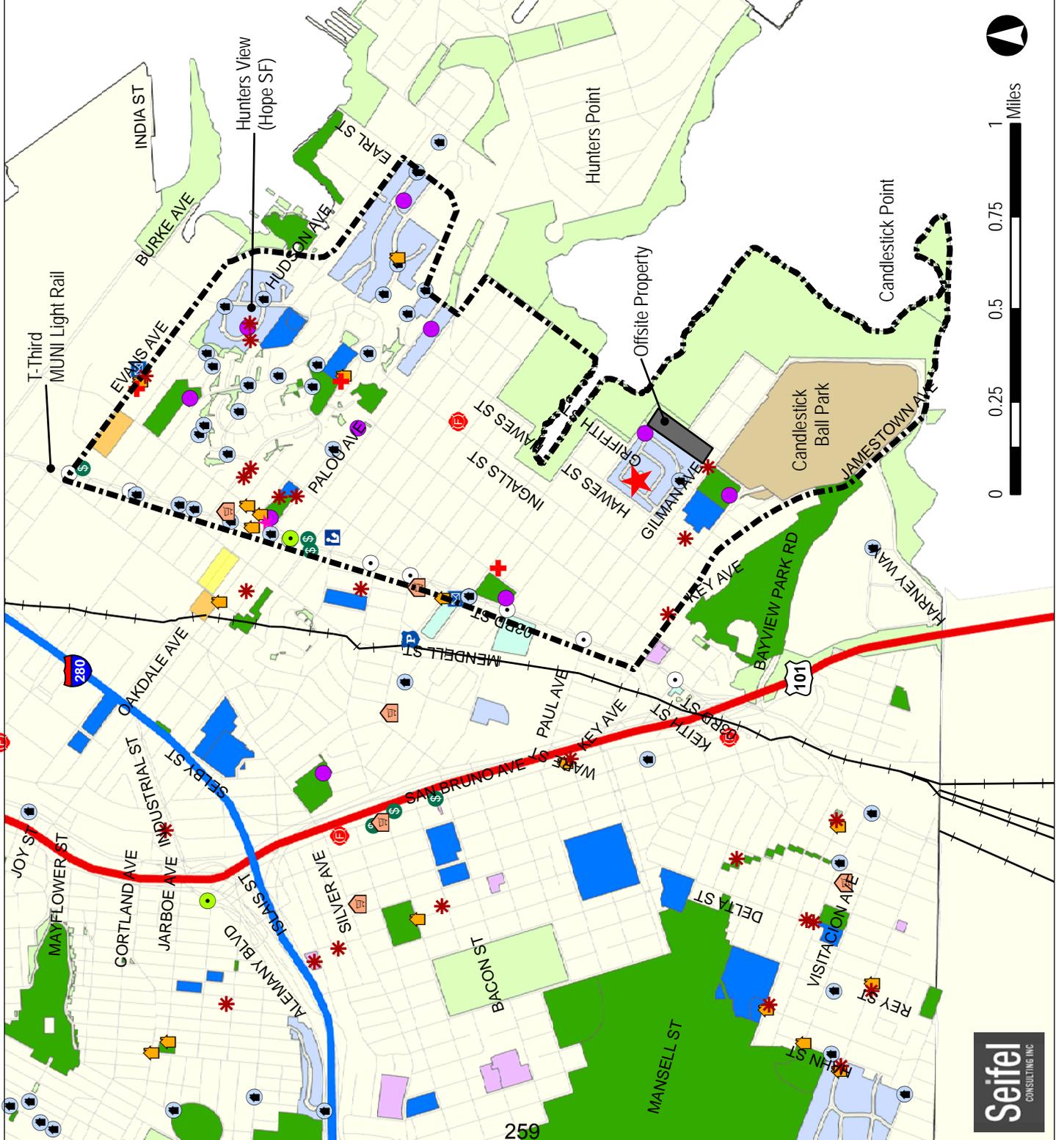


- ★ Alice Griffith (Public Housing)
- Freeways
- +— Caltrain
- Bay Area Rapid Transit
- MUNI Light Rail
- Central Business District
- Mission Bay
- Target Neighborhood



Neighborhood Assets

	Target Neighborhood
	Alice Griffith
	Supermarket
	Arts
	Bank
	Library
	Health Center
	Child Care Centers
	Farmers Markets
	Community Centers
	Affordable Housing
	Post Office
	Recreation Center
	Police Station
	Fire Station
	Light Rail Stop
	Railroad
	Model Block
	Community College
	New Housing
	SFHA Property
	Public School
	Parks
	Open Space



Neighborhood Revitalization Activities

