

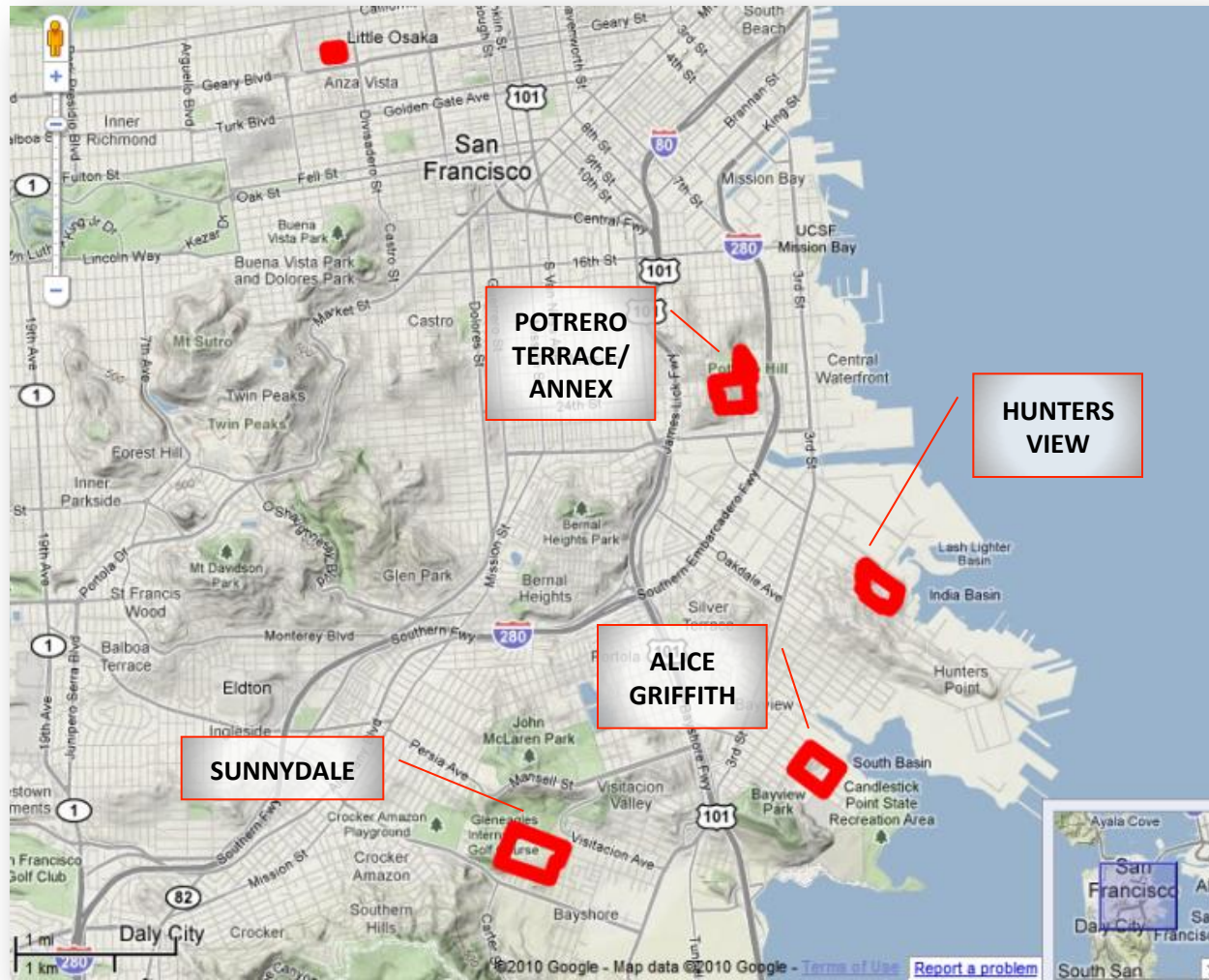


HOPE SF

What is HOPE SF?



4 Active Sites in Southeast





PROGRAM OVERVIEW

- 2007 launch by Task Force Co-Chaired by Mayor Newsom and Supervisor Maxwell (*developed guiding principles*)
- \$95 million City financial commitment
 - Rebuild 2,500 public housing units on 8(*) distressed sites
 - Create 1,000 new affordable units
 - Create 2,500 new market rate units
- HOPE SF will:
 - transform dilapidated public housing developments into thriving mixed-income communities
 - improve the lives of existing residents without displacing them.

(*) HOPE SF is currently focused on four locations/five sites



HOPE SF Principles

- ◆ Ensure no loss of public housing, minimize displacement of existing residents
- ◆ Create economically integrated communities
- ◆ Maximize creation of new affordable housing
- ◆ Involve residents at all levels
- ◆ Provide economic opportunities
- ◆ Integrate development with existing neighborhood plans
- ◆ Create environmentally sustainable, accessible communities
- ◆ Build a strong sense of community



What makes HOPE SF unique?

UNIQUE TO HOPE SF	OTHER HOPE VI DEVELOPMENTS
1. Began without federal dollars	1. Initiated by Federal HOPE VI dollars
2. <i>“Collective Impact” approach</i> : Partners include non-profits, business and philanthropic partners; city-wide evaluation in place	2. <i>Site-based</i> : Local lead organizations & site-based learning
3. Led by Mayor’s Office, MOHCD in partnership with SFHA and other public-private partners	3. Led primarily by SFHA or developer
4. Minimize displacement (on-site relocation, phased construction). 1:1 public housing unit displacement	4. Over 75% of residents do not return



A Public/Private Partnership

- Managed by Mayor's Office and MOHCD in partnership with SFHA & OCII
- Coordinated service funding and support from additional 9 city departments
 - DCYF, HSA, DPH, OEWD, SFUSD, F5, SFPD, APD, JPD
- Four development teams (mix of non-profit and for-profit)
- Fundraising Campaign led by Enterprise Community Partners and San Francisco Foundation



Site Construction Schedule

Revitalization Site	Existing Units	Proposed Future Units	Status	Projected Construction Start	Est. Completion
Hunters View	276	750	Under construction	2010	2017 (350 units)
Alice Griffith	256	504	Entitled, Starting design work	2015	2021 (504 units)
Sunnydale	785	1400-1700	Environmental Review/ Acquiring Entitlements	TBA	
Potrero Annex/ Terrace	606	1400-1600	Environmental Review/ Acquiring Entitlements	TBA	

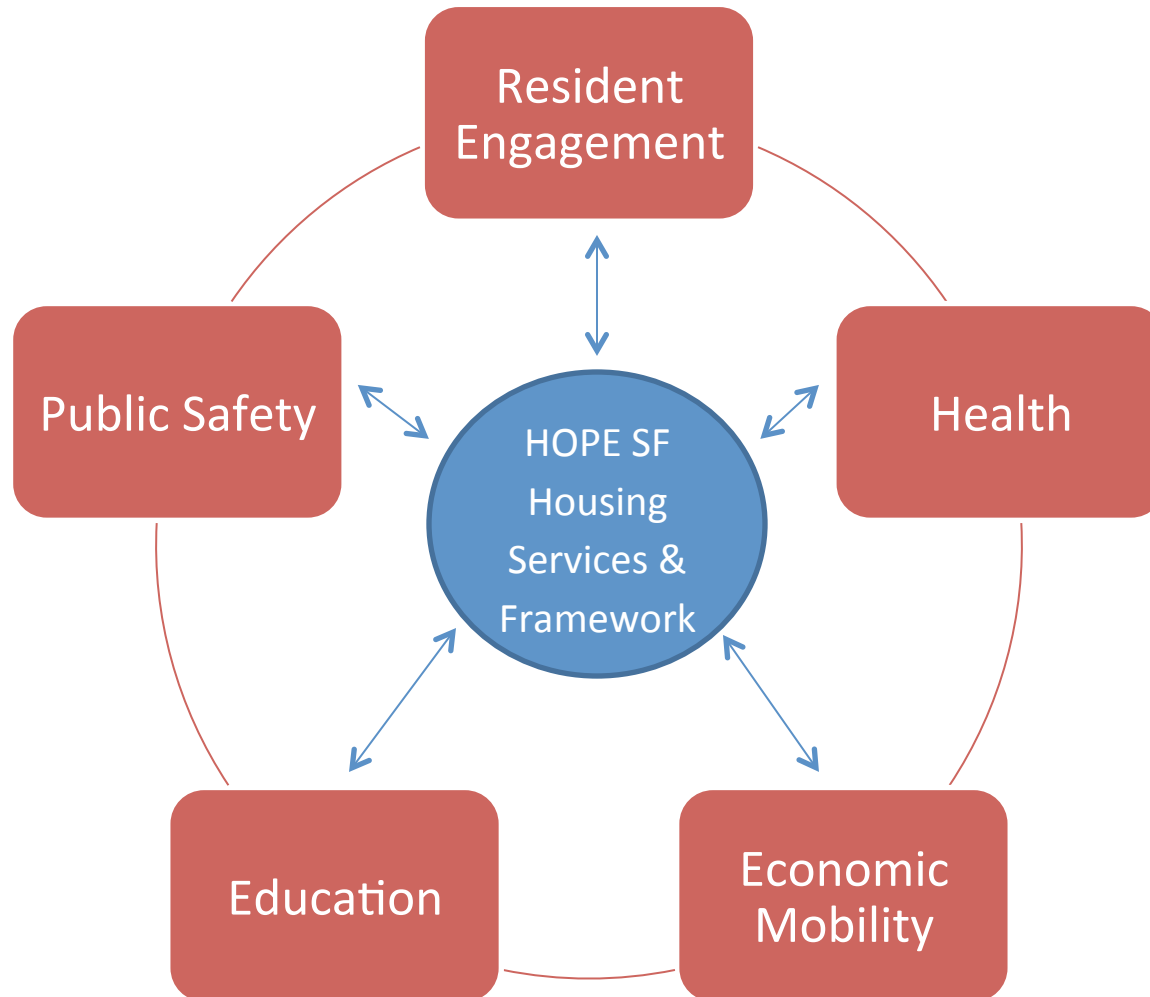


The Current Reality for HOPE SF residents

- 73% of able-bodied adults are unemployed
- The average family earns less than \$14,000 per year
- Between 16% and 29% of adults report having diabetes versus 4.7% of adults citywide
- 53% of students are chronically absent; 85% of residents have not completed schooling beyond high school
- Residents experience high rates of trauma resulting from exposure to violence



Targeted Service Areas





Current Activities by Site

over 4,000 HOPE SF residents on active sites

	Hunters View	Alice Griffith	Potrero	Sunnydale
Residents (from SFHA data) From 1/12	123 households 319 people Avg. Size 2.6	226 households 690 people Avg. Size 3.0	525 households 1,286 people Avg. Size 2.3 – 3.0	710 households 1,718 people Avg. Size 2.5
Contractor	<u>Bayview YMCA</u>	<u>Urban Strategies</u>	<u>Bridge Housing / Urban Services YMCA</u>	<u>Mercy Housing/ TURF/ VVSF/ Bayview YMCA</u>
Core Activities (January 2014)	<u>Service Connection</u> <ul style="list-style-type: none"> •Needs Assessment •Family Plans •Referrals and follow up •Concentrated work in employment, housing, health, education, public safety •Community Events •Resident Leadership 	<u>Service Connection</u> <ul style="list-style-type: none"> •Needs Assessment •Family Plans •Referrals and follow up •Concentrated work in employment, housing, health, education, public safety •Community Events •Resident Leadership 	<u>Community Building</u> <ul style="list-style-type: none"> •Gardening Programs •Healthy Living •Healthy Generations •Outreach for key services/programs <u>Early Services Connection</u> <ul style="list-style-type: none"> -Needs Assessments -Family plans -Concentrated work in employment, health, education, public safety 	<u>Community Building</u> <ul style="list-style-type: none"> •Intentional outreach for Collaborative Services •Wellness Activities •Support groups <u>Early Services Connection</u> <ul style="list-style-type: none"> -Needs Assessments -Family plans -Concentrated work in employment, health, education, public safety

Focus Area	Strategy	What's happening	What's next	Result
Resident Engagement	Support leaders with case management, skill building, activities	Peer Health Leadership Programs (PHLP); Youth Assessment	Youth Leadership; Cross-site Training	Residents improve community health and well-being/advocate for strong communities
Education	Improve school-family partnerships & student attendance	8 "HOPE SF schools"; 4 Education Liaisons	Take action now for HOPE SF kids; leverage SFUSD programs (PBIS, Community Schools)	Students are successful in school; graduate college/career ready
Economic Mobility	Support & engage disconnected youth along a spectrum of employment ops	Education & Skill Building through: Onsite work readiness → SF Conservation Corps → Sector Academies → Asset Building	Mobility mentoring; Mental health/Trauma Capacity building; Jobs	Able-bodied residents achieve economic stability through employment
Health	Address trauma, mental & physical health needs	Onsite Mental Health Clinic Pilot; TICB model; PHLP; DPH Trauma curriculum; CYW training for HOPE SF staff	DPH health training for peer leaders; Expand clinic model; Add mental health staff; "embed" mental health trauma across services	Residents proactively utilize a range of health services; improve health through nutrition, activities
Safety	Address domestic and community violence	Heightened focus on HOPE SF neighborhoods by residents, providers and law enforcement	Family support; improved community-police relationships;	Residents feel safe



Campaign Partners

- The City of San Francisco
- The San Francisco Foundation
- Enterprise Community Partners
- Walter and Elise Haas Fund
- Bank of America
- JP Morgan Chase
- Salesforce.com Foundation
- Annie E Casey Foundation
- Kaiser
- Living Cities
- The California Healthcare Foundation
- David A. Friedman & Paulette J. Meyer
- The Haas Jr. Fund
- John and Marcia Goldman
- Living Cities
- Wells Fargo Foundation
- Many individuals and family foundations



PROJECT OVERVIEW

The Site/Project:

- 267 existing public housing units on 22 acres
- Units were well beyond their useful life due to years of deferred maintenance
- The first project to proceed under the City's HOPE SF Initiative
- The revitalization includes physical and human capital components

The Team:

- Developer: The John Stewart Company; Devine & Gong, Inc.; and Ridge Point Non-Profit Housing Corporation
- Architects: Mithun Solomon, Paulett Taggart, and David Baker + Partners

Chronology:

- 2006: Master Planning commenced
- June 2008: Site wide entitlements secured
- 2010: Phase I construction began
- 2013: Phase I completed & Phase II commenced
- 2016: Phase II completed and Phase III commences
- 2018: Phase III completed

THE LOCATION



EXISTING CONDITIONS



EXISTING CONDITIONS



THE MASTER PLAN

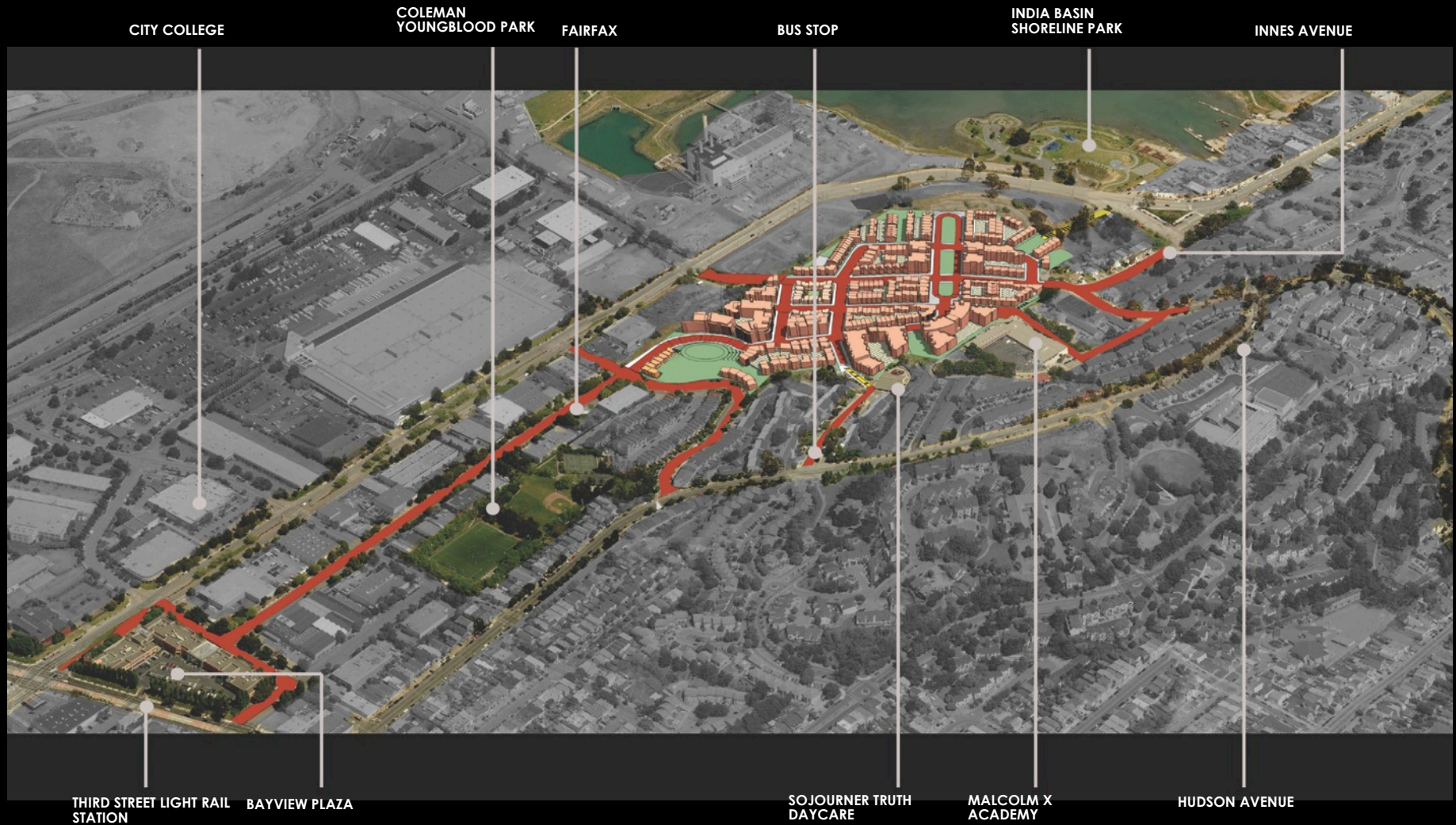
- Up to 800 units of mixed-income housing:
 - 267 replacement public housing units
 - 75-100 new 50% AMI units
 - 300-400 new market units
- Green Building:
 - LEED ND Pilot Project
 - Green Communities
 - Build it Green
- On-site relocation
- \$500M+ development
- Design Principles
 - New street grid
 - New infrastructure (sewers, sidewalks, streets, etc.)
 - Parks and community facilities to serve all residents
 - Connectivity to the broader neighborhood
- Amenities and services to support the human capital component



LINKAGES



LINKAGES



HUMAN CAPITAL COMPONENT

Relocation:

- On-Site Relocation with the Right to Return for all Residents
- Comprehensive Relocation Plan process with residents to develop a plan for on-site relocation and the right to a new unit for all existing residents

Services:

- Bayview YMCA staff is on-site to serve both existing and new households
- On-site service offices in Phase I and Phase III
- Comprehensive Household Needs Assessments
- Service and Support Connection

Resident Outreach:

- Monthly Resident Meetings
- Youth Engagement On-Site and at Elementary School next to Hunters View

Economic Development:

- Local hiring (25% public housing residents) and contracting (50% SBE) goals
- Job placement provided by City Build
- Job Training and support provided by the Bayview YMCA and other third parties

PHASE I

- Approximately 8 acres
- Phase IA includes 107 units including:
 - 80 public housing replacement units
 - 27 new very low income (50% AMI) tax credit units
 - A community room and management office
 - Fully leased-up with 66 returning households
- Phase IB includes 2 parcels that will include market rate housing
 - Planning to list for-sale to third party developers this fall
- A park with sweeping views of the City and the Bay
- All new infrastructure with new street and pedestrian connections



PHASE IA SITE PLAN

PHASE I



PHASE IA

- Phase IA Project Costs:
 - \$59M – Residential
 - \$22M – Infrastructure, Park and Pedestrian Connection
- Financing Sources:
 - HOPE SF/Mayor's Office of Housing
 - San Francisco Office of Community Investment and Infrastructure/San Francisco Redevelopment Agency
 - San Francisco Housing Authority/HUD
 - ARRA stimulus funds
 - California Department of Housing and Community Development (Multifamily Housing Program Loan and Infill Infrastructure Grant)
 - California State Department of Transportation
 - 4% Tax Credits
 - Tax Exempt Bonds
 - Philanthropic Contributions



PHASE IA



PHASE IA



PHASE II



PHASE II

- Approximately 7 acres
- Phase IIA
 - 107 units including public housing replacement and tax credit units
- Block 10
 - 72 units including public housing replacement and tax credit units
 - Mixed Income Daycare
 - Comprehensive community space
 - Site wide management offices
- Block 9
 - Market Rate Housing
- Block 8
 - Habitat for Humanity
- All new infrastructure
- A new mini park



PHASE IIA



PHASE II – BLOCK 10



WHERE WE ARE AND NEXT STEPS

Phase I:

- 107 units fully leased up and under management of John Stewart Company
- Phase IB parcels to be listed for sale to third party for market rate development

Phase II:

- Infrastructure is under construction
- Phase IIA (107 units) construction start in fall 2014 with completion in spring 2016
- Block 10 (72 units) construction start in spring 2016 with completion in summer 2016
- Habitat for Humanity evaluating a site for 20 units
- Block 9 to be listed for sale to a third party to undertake a market rate project

Phase III:

- Master Planning underway to finalize size plan
- Phase III to include a mix of public housing replacement units, affordable rental/home ownership units and market rate units as well as all new infrastructure and a new park
- 54 existing households living in Phase III to be relocated to Phase IIA once completed in 2016

Alice Griffith HOPE SF/Choice Neighborhoods Team

- City & County of San Francisco, Mayor's Office of Housing and Community Development
- City & County of San Francisco, Office of Community Investment and Infrastructure
- Lennar Urban – Master Developer of the Hunters Point Shipyard and Candlestick Point
- San Francisco Housing Authority – Co-Grantee of \$30.5MM HUD CNI Grant
- McCormack Baron Salazar – Co-Grantee of \$30.5 Million HUD CNI Grant; Vertical Developer of Alice Griffith Replacement Housing

- Urban Strategies – Non-profit human services support agency
- Tabernacle CDC and San Francisco Housing Development



Overall CNI Housing Component Program



- Replace all 256 Public Housing Units Onsite
- Build Additional 248 Affordable Housing Units
- Build 121 Affordable Senior Housing Units Offsite within the CNI Neighborhood Boundary



Housing Component - Offsite



- **First CNI Phase**
- **121-Unit Senior Housing**
- **13,000 Square Foot Senior Community Center**
- **Alice Griffith Residents with First Priority to Move in**
- **Developed in Partnership with Bayview Hunters Point Multipurpose Senior Services**
- **Gap funds provided by City of San Francisco**
- **Project-Based Vouchers provided by San Francisco Housing Authority**
- **Construction started April, 2014**



Housing Component – Offsite



Sources of Funds for Dr. George W. Davis Senior Building

Private 1st Mortgage - \$9 Million

Equity through LIHTC - \$21.2 Million

OCII - \$19.1 Million

Proposition 1C - \$5.7 Million

Total - \$55 Million



Housing Component – Onsite Unit Mix

ALICE GRIFFITH: SD REV 02 - UPDATE

- TOTAL 504 UNITS; SENIOR UNITS ON BLOCK 9; MEET 2.5 BR PER UNIT REQUIREMENT; 3BR/4BR ENTRANCE ON GROUND/PODIUM LV

REVISED: 12.20.2013

NUMBER OF UNITS PER UNIT TYPE PER BLOCK			NUMBER OF UNITS PER BLOCK							TOTAL UNITS PER UNIT TYPE		CURRENT UNITS ON PROJECT SITE
			BLK 1	BLK 2	BLK 4	BLK 5	BLK 8	BLK 9	BLK 14			
NUMBER OF UNITS PER UNIT TYPE	1BR	FLAT	13	23	23	-	-	-	-	59	59	8
	Senior 1BR	FLAT	-	-	-	-	-	132	-	132	132 *	-
	2BR	FLAT	71	51	47	-	-	-	-	169	169	131
	3BR	FLAT	19	3	5	-	-	-	-	27	51 **	24
		TOWNHOME	16	4	4	-	-	-	-	24		
	4BR	FLAT	3	3	3	1	1	1	1	13	77	76
		TOWNHOME	0	9	9	13	12	9	12	64		
	5BR	FLAT	-	-	-	1	1	-	1	3	16 ***	17
		TOWNHOME	-	-	-	4	4	-	5	13		
TOTAL UNITS PER BLOCK			122	93	91	19	18	142	19	GRAND TOTAL **** 504		256

* All senior units are located on Block 9.

** All entry doors of 3BR units are either on ground floor or on podium level.

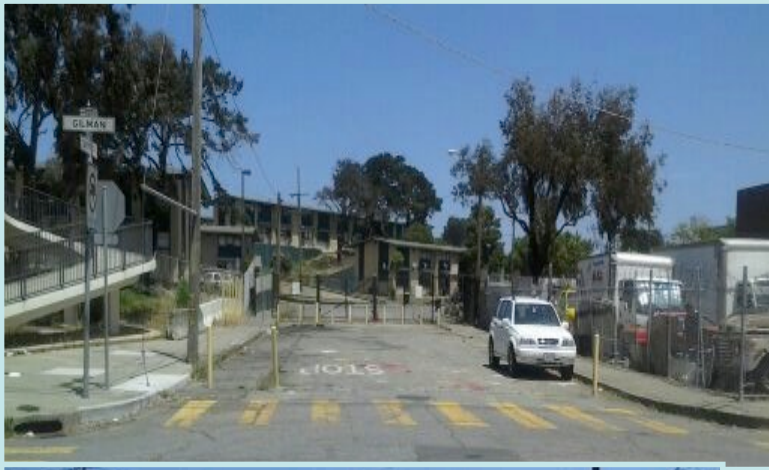
*** Agreed on replacing 16 5BR units instead of 17 per MBS direction.

**** Includes 256 Replacement Housing Units at Alice Griffith and 248 Tax Credit Units.

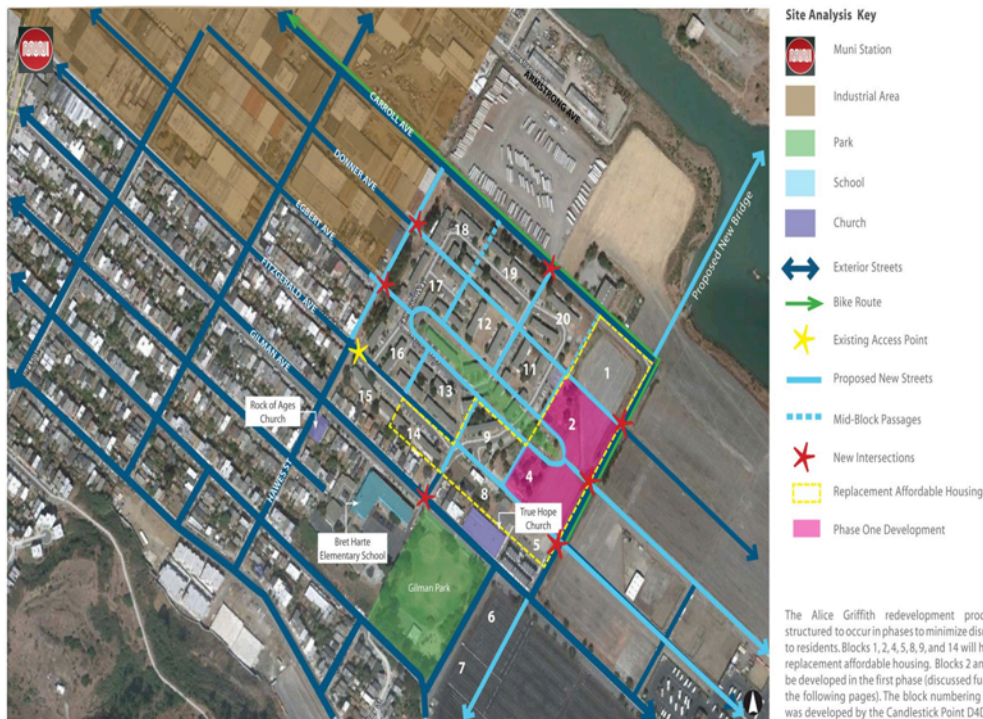
OVERALL 2.5 BEDROOMS PER UNIT REQUIREMENTS	
TOTAL BEDROOMS REQUIRED AT CURRENT SCHEME	930
TOTAL BEDROOMS PROVIDED AT CURRENT SCHEME	938



Current Conditions



Housing Component – Onsite



Sources of Funds for Onsite Alice Griffith Redevelopment

Private 1st Mortgage - \$11.3 Million

Equity through LIHTC - \$131 Million

CNI Grant (OCII) - \$21.4 Million

CP Dev Co. (OCII) - \$40.4 Million

OCII – \$40.7 Million

Total - \$244.8 Million



Community Meetings

- **Alice Griffith Design Charrette, May 14-18, 2012**
 - Week-long community workshop with stakeholders, residents, community members, and city agencies
 - Over 100 residents and other stakeholders participated
 - Results of charrette informed master site plan
- **Additional public meetings are held the first Monday of every month at Brett Harte Elementary School or the Alice Griffith Opportunity Center**
- **Relocation committee meets every two weeks**





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BUILDING PERSPECTIVE 1

BLOCK 2

December 20, 2013 21

ALICE GRIFFITH





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BUILDING PERSPECTIVE 4

BLOCK 2



December 20, 2013 **24**

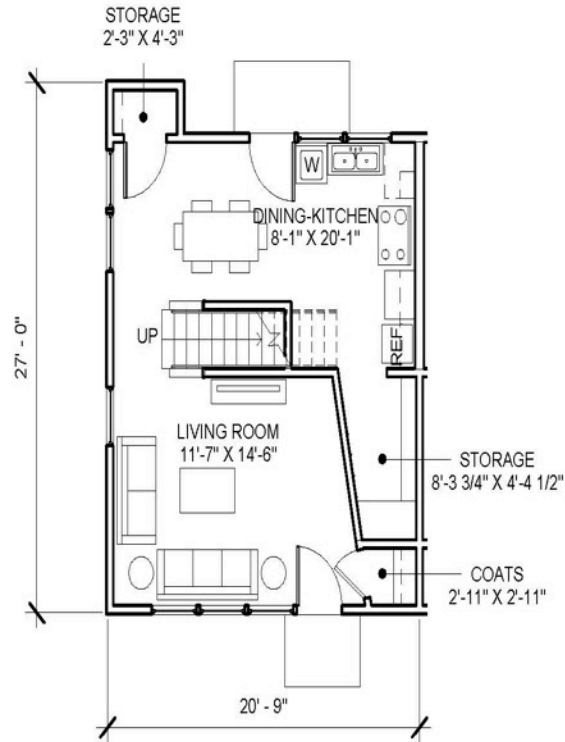
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TYPICAL UNIT PLANS: EXISTING VS. PROPOSED

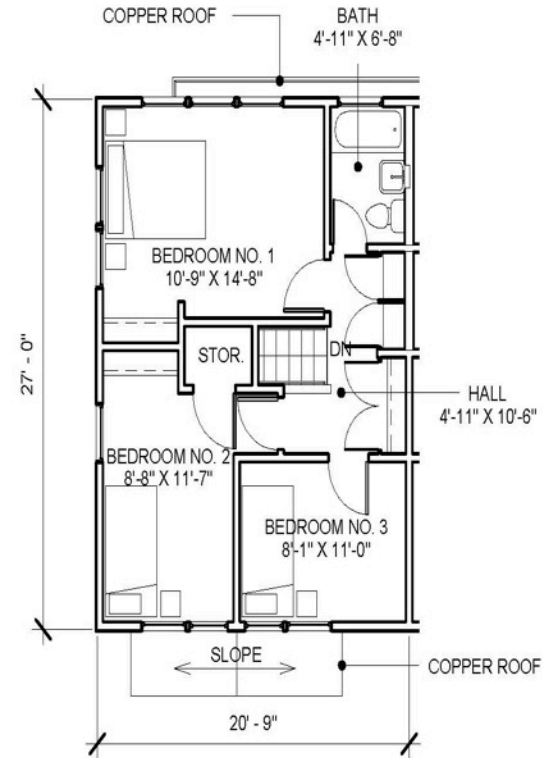
UNIT TYPES		EXISTING	PROPOSED EST.
1BR	FLAT	583 SF	625 SF
2BR	FLAT	---	900 SF
	TOWNHOME	823 SF	---
3BR	FLAT	---	1247 SF
	TOWNHOME	1078 SF	1358 SF - 1413 SF
4BR	FLAT	---	1408 SF - 1458 SF
	TOWNHOME	1214 SF	1595 SF
5BR	TOWNHOME	1431 SF	---

UNIT TYPE: 3 BEDROOM TOWNHOME

UNIT SIZE: 1078 SF



1ST FL



2ND FL

COMMUNITY PRESENTATION

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EXISTING TYPICAL UNIT PLANS

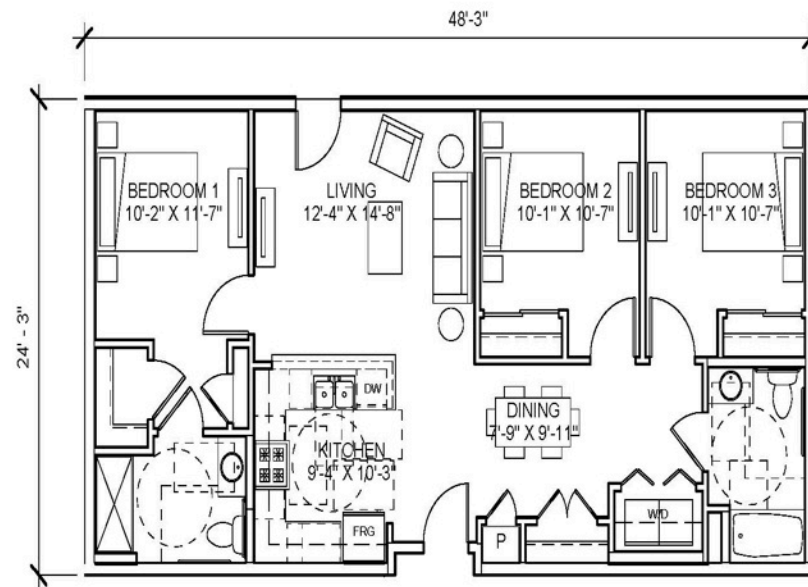
REPRODUCED PER ORIGINAL DRAWINGS DATED 12/15/1959 RECEIVED FROM MBS

November 18, 2013 46

Alice Griffith

UNIT TYPE: 3 BEDROOM FLAT

UNIT SIZE: 1170 SF



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PROPOSED TYPICAL UNIT PLANS

BLOCK 2 & BLOCK 4

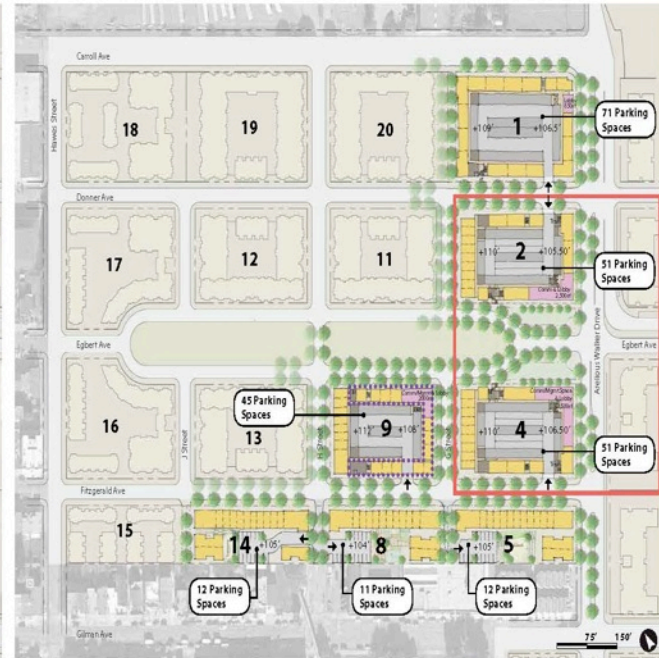
November 18, 2013 50

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Overall Conceptual Site Plan



TYPICAL LEVEL PLAN



GROUND LEVEL PLAN

Site Plan Key	
	Residential Units
	Lobby/ Community/ Management
	Utility & Service Space
#	Block Number
+X'	Spot Elevation
*	Community Space on 2nd Floor ~ four 2BR on Typical Floor
*****	Senior Housing
↑	Street Access (Elevator) to Courtyard
↑	Street Access (Stairs) to Courtyard

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OVERALL CONCEPTUAL SITE PLAN

December 20, 2013 13

Alice Griffith

Blocks 2 & 4 – Units

<u>No. BR</u>	<u>TYPE</u>	<u>BLOCK 2</u>		<u>BLOCK 4</u>		<u>PH TOTAL</u>	<u>LIHTC TOTAL</u>	<u>GRAND TOTAL</u>
		<u>PH</u>	<u>LIHTC</u>	<u>PH</u>	<u>LIHTC</u>			
1BR	FLAT	12	11	12	11	24	22	46
2BR	FLAT	30	21	28	19	58	40	98
3BR	FLAT	2	1	2	3	4	4	8
3BR	TOWNHOME	2	2	2	2	4	4	8
4BR	FLAT	3		3		6		6
4BR	TOWNHOME	9		9		18		18
	SUBTOTAL	58	35	56	35	114	70	184
	TOTAL	93		91		114	70	184

PH = Public Housing; LIHTC = Low Income Housing Tax Credits





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BUILDING PERSPECTIVE 2

BLOCK 4

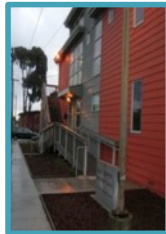
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People Component



- **Urban Strategies Serving as Lead**
- **\$4,575,000 CNI**
- **\$14+ Million in Leverage**
- **Employment**
- **Education**
- **Health**
- **Mobility**
- **Safety**



People Component

Human Service Partners

100% College Preparatory Institute*

3rd Street Youth Center and Clinic*

Bank On San Francisco

Bay Area Legal Aid

Bayview Child Health Center

Bayview Farmers' Market

Bayview Hunters Point YMCA*

Boys and Girls Clubs of San Francisco*

Center for Cities and Schools

Center for Youth Wellness

City College of San Francisco

CityBuild Academy*

CP Development Company (Lennar)*

Edgewood/Parent University*

First 5 San Francisco/Preschool for All*

FranDelJA Enrichment Center*

Fresh & Easy Market

Goodwill, Inc.

Hunters Point Family

Japanese Community Youth Council*

Jumpstart

Lennar Urban*

Parents for Public Schools*

Quesada Gardens Initiative

San Francisco Conservation Corp

San Francisco Department of Public Health*

San Francisco Human Services Agency*

San Francisco General Hospital

San Francisco Office of Economic and Workforce Development*

San Francisco Redevelopment Agency*

San Francisco SAFE

San Francisco State University

San Francisco Unified School District*

Shape UP SF

Southeast Food Access Working Group

Southeast Health Center

Walden House

Young Community Developers



Schedule



**Phases 1 and 2
Construction (184
Units) 01/2015 –
09/2016**

**Phases 3A and 3B
Construction (122
Units) 10/2015 –
07/2017**

SCHEMATIC DESIGN

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BUILDING PERSPECTIVE 3

BLOCK 2



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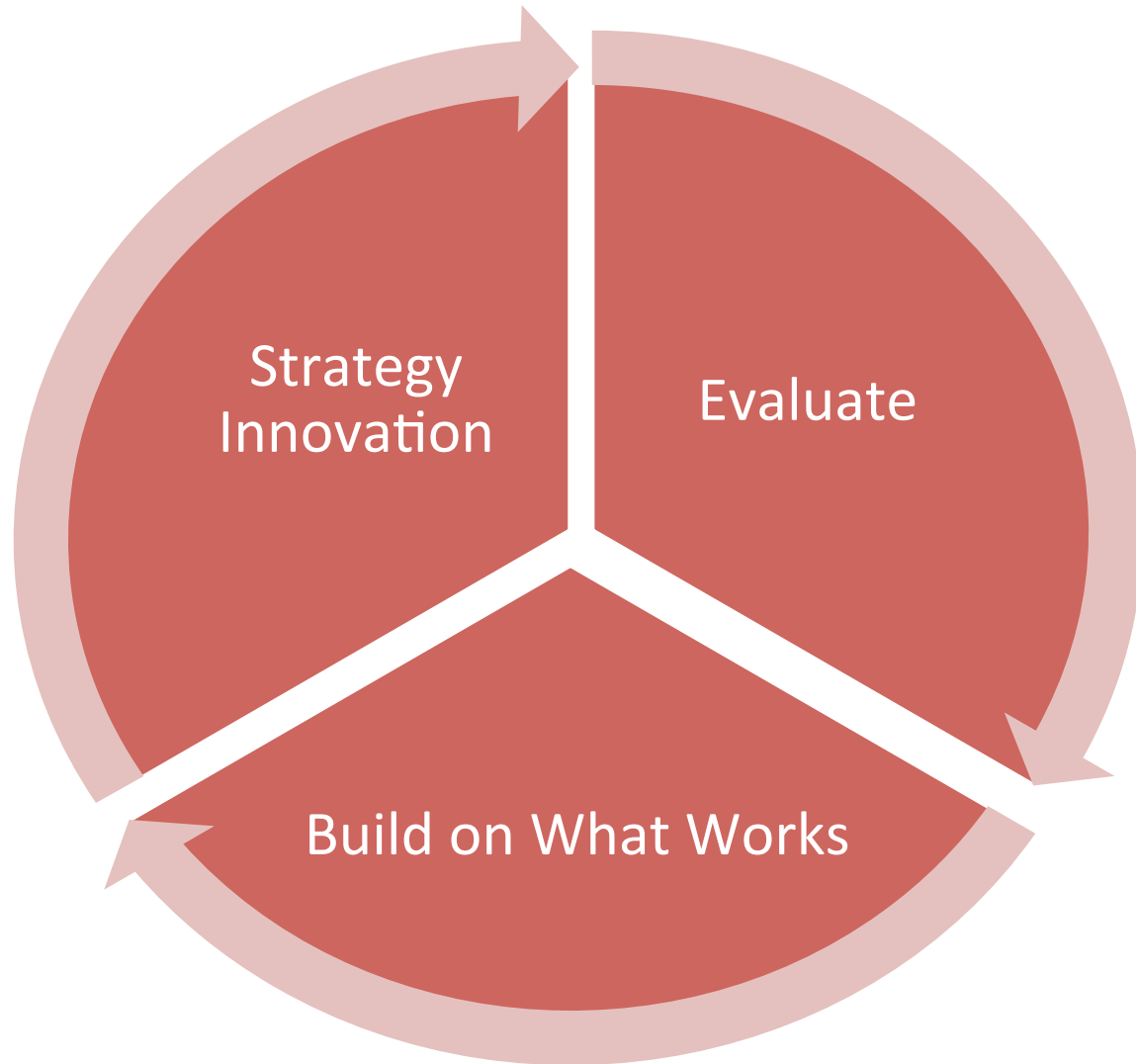
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HOPE SF Resident Support Strategies

**Jessica Wolin, MPH MCRP
Director, HOPE SF Learning Center
San Francisco State University**

Resident Support Strategies



Strategy Innovation

- ① Assess What's Needed & What's In Place
- ② Examine Best Practices
- ③ Engage Philanthropic Partners
- ④ Implement Pilot Strategies

Onsite Wellness Services

- Mental Health
- Physical Health

Trauma Informed Approach

- Services
- Community Building

Peer Leadership

- Wellness
- Early Childhood Development

Youth Engagement

- Community Based Participatory Assessment
- Youth -to -Youth Grant making

Evaluate Strategies

- 1 Examine process
- 2 Understand Outcomes
- 3 Communicate learnings to inform action

Dashboard

- Key progress measures
- Regular review

Peer Leadership

- Phase 1: Peer Leader development
- Phase 2: Program outcomes

Trauma Informed Approach

- TICB outcomes at Potrero
- Evaluation Design

New Housing at Huntersview

- Relocation experience
- Living in new housing

Build on What Works

- ① Cross site learning to strengthen strategy
- ② Align site-level planning and initiative strategy
- ③ City Department support for sustainability

Trauma Informed Community Building

- Apply at all sites
- Evaluate across sites

Peer Leadership

- Cross-site planning
- Shared outcomes
- Peer Leader connections across sites
- DPH support

CHOICE Neighborhoods

- Site planning alignment with Initiative strategies