



Mayor's Office of Housing and Community Development

MOHCD Portfolio RAD HOPE SF-SUNNYDALE AND POTRERO

P r e s e n t a t i o n F o r :

C a p i t a l P l a n C o m m i t t e e

J a n u a r y 2 3 , 2 0 1 7

CITY AND COUNTY OF
SAN FRANCISCO

MAYOR EDWIN M. LEE

Overview

- Capital Plan Context
- MOHCD Portfolio
 - RAD Portfolio
 - HOPE SF Initiative
 - Sunnydale and Potrero Terrace and Annex
- SFHA Portfolio

Capital Plan Context

2010 – SFHA Deferred Maintenance Needs included in Capital Plan

2011 – SFHA Deferred Maintenance

- Backlog \$309M with \$18M annual need
- HOPE SF introduced

2012- HOPE SF – Hunters View and Alice Griffith included in Capital Plan

2014 – MOH added to Plan

- SFRA Dissolution – MOH as Successor Housing Agency
- MOH Portfolio at 7,000 units, HOPE SF lead agency
- Sunnydale and Potrero introduced as Infrastructure Emerging Needs

2015 – Prop. A Housing Bond \$310M

2016- MOHCD addresses SFHA Portfolio issues through RAD

- Sunnydale and Potrero continue as Infrastructure Emerging Needs



MOHCD Portfolio

22,723 units under MOHCD Asset Management
as of June 30, 2016

Affordable housing production funded by:

2012 Housing Trust Fund \$1.39B

2015 Prop. A Housing Bond \$310M

\$80M for HOPE SF – Sunnydale and Potrero

RAD Portfolio

- The RAD Portfolio includes
 - 28 projects in 8 neighborhood clusters
 - 3,495 units
 - 2 phases
- SFHA and MOHCD selected 8 local developer teams (including nonprofit partners) to develop “clusters” of buildings for Phase 1 and 2.



RAD Phase I Accomplishments

14 Phase I projects converted to RAD November 2015

Resources leveraged:

- \$360 million in construction financing
- \$100 million in permanent mortgage debt
- \$40 million in City funding
- \$285 million in low-income housing tax credit equity
- \$290 million in SFHA long-term seller financing

First projects completing construction in November 2016.



RAD Phase II Accomplishments

14 Phase II projects converted to RAD in September 2016

Resources leveraged for this effort:

\$697 million in construction financing

\$249 million in permanent mortgage debt

\$50 million in City funding

\$531 million in low-income housing tax credit equity

\$457 million in SFHA long-term seller financing

First projects completing January 2018.



RAD: Phase I Projects

	Cluster Name	Developer	Co Developer	Property Name/Address	Units
1	Chinatown	Chinatown Community Development Center	NA	227 Bay	51
				990 Pacific	92
2	Western Addition 1	Related California	Tabernacle CDC	Robert B. Pitts, 1150 Scott St	203
3	Western Addition 2	Tenderloin Neighborhood Development Corp	Community Housing Partnership	939 Eddy	36
				951 Eddy	24
4	Tenderloin / SOMA	Tenderloin Neighborhood Development Corp	Community Housing Partnership	666 Ellis	100
				430-440 Turk	89
5	Bernal Heights	Bernal Heights Housing Corp.	BRIDGE Housing Corp	Holly Courts , 100 Appleton	118
6	Mission Castro	Mission Economic Development Agency	BRIDGE Housing Corporation	25 Sanchez	90
				462 Duboce	42
				255 Woodside	110
7	California Corridor	Mercy Housing California	John Stewart Company	1880 Pine	113
				345 Arguello	69
				491 31st Ave.	75
8	Southeast	SF Housing Dev Corp., John Stewart Co.	Related CA, Ridgpoint Non-Profit Corp.	Hunters Point East/West	213
				TOTAL	1,425

RAD: Phase II Projects

	Cluster Name	Developer	Co Developer	Property Name/Address	Units
1	Chinatown	Chinatown Community Development Center	NA	Ping Yuen	234
				Ping Yuen North	200
2	Western Addition 1	Related California	Tabernacle CDC	Westside Courts, 2501 Sutter Street	136
3	Western Addition 2	Community Housing Partnership	1750 McAllister	1750 McAllister	97
		TNDC	Bethel AME	Rosa Parks	198
4	Tenderloin / SOMA	TNDC	Glide Economic Dev Corp	350 Ellis	96
			NA	320&330 Clementina	276
5	Bernal Heights	BRIDGE Housing Corp	Bernal Heights Hsing Corp.	Aleman, 951 Ellsworth	158
6	Mission Castro	Mission Economic Development Agency	BRIDGE Housing Corporation	3850 18 th Street	107
				Mission Dolores – 15 th Street	92
7	California Corridor	Mercy Housing California	JARF	JFK Towers – 2451 Sacramento St	98
				2698 California Street	40
		John Stewart Company	NA	1760 Bush Street	108
8	Southeast	Related California	SF Housing Dev Corp., John Stewart Co.	Westbrook	226
				TOTAL	2,066

HOPE SF

HOPE SF: Complete Rebuilding of Public Housing Sites

Four Sites: Hunters View

Alice Griffith

Potrero Terrace and Annex

Sunnydale

140 Acres Total

1917 Public Housing Replacement Units

Over 5,000 New Residential Units at Completion

New Streets, New Open Space and Community Facilities

Completion of Final Phase 2032

What is the HOPE SF Initiative?

The collective impact initiative known as HOPE SF is the nation's first large-scale public housing transformation and reparations effort aimed at disrupting intergenerational poverty, reducing social isolation, and creating vibrant mixed income communities without mass displacement of residents. We value:

resident voice and peer leadership;
healing communities through **trauma-informed systems;**
public system transformation;
racial equity; and
results through **data and innovation.**



Community Snapshot

Nearly 5,000 HOPE SF residents across four communities

Aspect	Hunters View	Alice Griffith	Potrero	Sunnydale
Residents (on-lease)	123 households 319 people Avg. Size 2.6	226 households 690 people Avg. Size 3.0	606 households 1,315 people Avg. Size 2.3-3.0	775 households 1,718 people Avg. Size 2.5
Ethnic Breakdown	47% African-American 17% Asian 16% Pacific Islander 10% Latino 9% White	65% African-American 14% Latino 13% Pacific Islander 7% Asian 1% White	58% African-American 21% Latino 6% Asian 5% Pacific Islander 3% White	39% African-American 20% White 17% Latino 16% Asian 7% Pacific Islander
Anchor Partners	John Stewart Co.; Bayview YMCA	McCormack Baron Salazar; Urban Strategies	Bridge Housing / Urban Services YMCA	Mercy Housing/ TURF/ VVSF/ Bayview YMCA
Core Activities	<u>Service Connection</u> <ul style="list-style-type: none"> Needs Assessment <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> Healthy Living Healthy Generations Outreach for key services/programs <u>Early Services Connection</u> <ul style="list-style-type: none"> Needs Assessments <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> Wellness Activities Support groups <u>Early Services Connection</u> <ul style="list-style-type: none"> Needs Assessments <ul style="list-style-type: none"> Family plans Concentrated work in employment, health, education, public safety

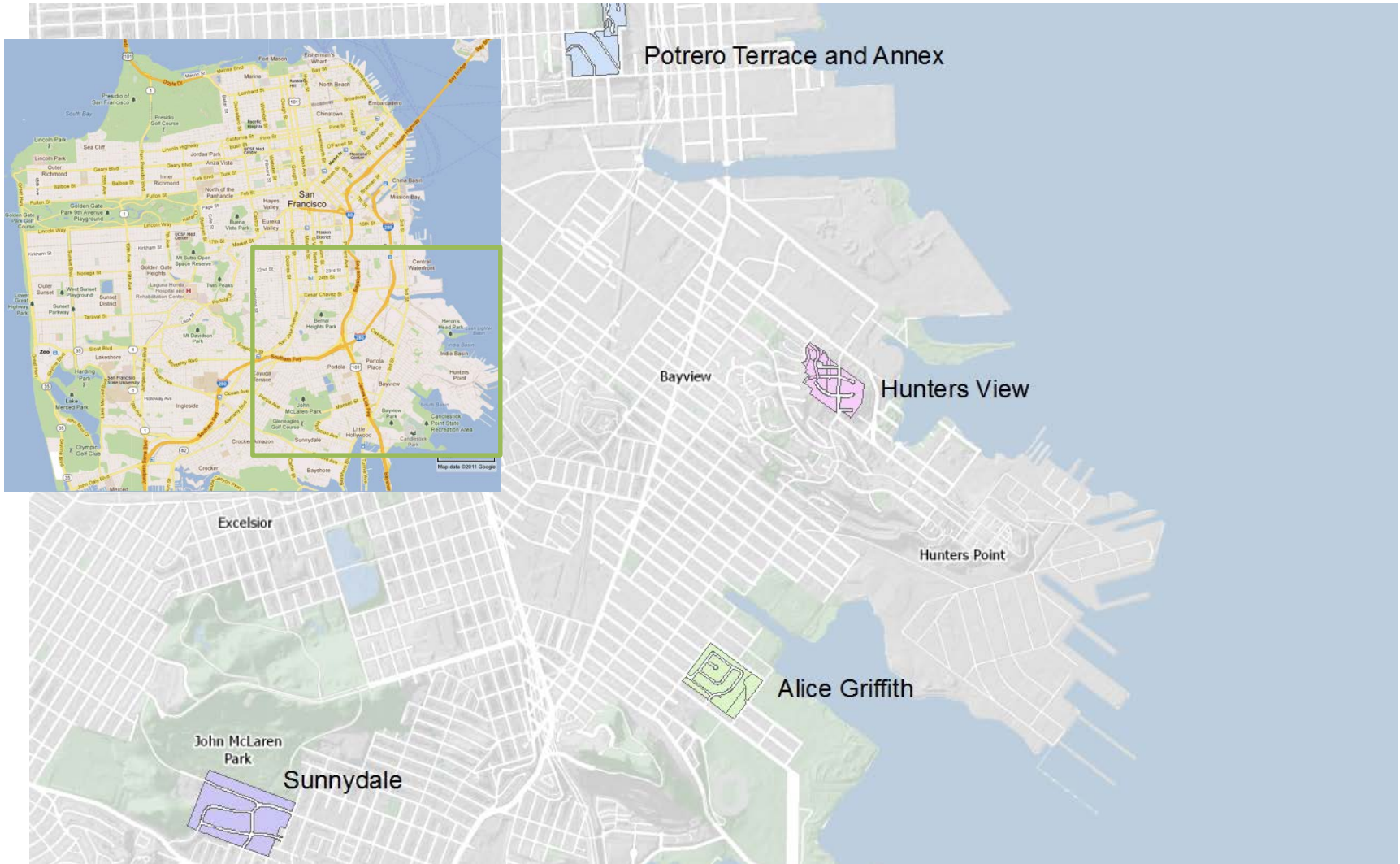


HOPE SF Guiding Principles

1. Ensure no loss of public housing (1:1).
2. Create an economically integrated community.
3. Maximize the creation of new affordable housing.
4. Involve residents at the highest levels of participation throughout the rebuilding process.
5. Provide economic opportunities through the rebuilding process.
6. Integrate the rebuilding process with the neighborhood improvement plans.
7. Create environmentally sustainable and accessible communities.
8. Create a strong sense of community.



HOPE SF Sites



CONSTRUCTION SCHEDULE

Revitalization Site	Existing Units	Proposed Future Units	Status	Construction Start	Est. Completion
Hunters View	276	750	<ul style="list-style-type: none"> •Phase IIa under nearing completion •Phase IIb under construction 	2010	2018 (350 units)
Alice Griffith	256	504	<ul style="list-style-type: none"> •Phase I & II nearing completion •Phase III under construction 	2013	2021 (504 units)
Sunnydale	775	1400-1700	<ul style="list-style-type: none"> •Development Agreement before BOS in January 2017 •Parcel Q construction start projected late 2017 	2017-18	2032
Potrero Annex/Terrace	619	1400-1600	<ul style="list-style-type: none"> •Development Agreement before BOS in January 2017 •Block X construction start January 2017 	2017	2028



Progress to Date

HUNTERS VIEW:

First HOPE SF site

Phase I – 107 Units Completed 2014

Phase II – 107 Units and 72 Units – Nearing Completion
– TCO February 2017

Redevelopment Project - DDA with Agency

267 Existing Public Housing Units to be Replaced

Up to 750 Residential Units at Completion

Promontory Park Complete

Ironwood Park Under Construction



Progress to Date

Alice Griffith:

Phase I and II – 184 Units – Nearing Completion – Expected March 2017

Phase III – 122 Units – Under Construction

Included in the Community Benefits

Agreement for Hunters Point/Candlestick Point
Lennar DDA with Agency

Lennar pays for all infrastructure development

256 Existing Public Housing Units to be

Replaced

Up to 1150 Residential Units on Completion



Progress to Date

Potrero Terrace and Annex:

Phase I – Block X – Under Construction

Construction financing closed in December 2017

72 Family Units

EIR/EIS certified December 2015

NEPA clearance January 2016

Entitlements through Development Agreement

First Reading at BOS January 24, 2017



Progress to Date

Sunnydale and Velasco:

Phase I – Parcel Q – Site Acquisition December 2016

Construction Start December 2017

55 Family Units

EIR/EIS certified July 2015

NEPA clearance September 2015

Entitlements through Development Agreement

First Reading at BOS January 24, 2017



SUNNYDALE & POTRERO FINANCING

	Sunnydale	Potrero
Uses of Funds		
Vertical Development - Affordable and Replacement Housing	\$771,226,131	\$642,469,754
Infrastructure	\$194,515,384	\$178,735,412
Total Uses	\$965,741,515	\$821,205,166
Sources of Funds		
First Mortgage - Permanent Debt	\$197,891,042	\$189,139,244
State Funding	\$94,381,826	
Private Investor Contributions - Tax Credit Equity	\$356,872,479	\$288,985,727
Affordable Housing Program	\$9,800,000	\$7,950,000
Deferred Developer Fee	\$17,999,788	\$20,733,509
Market Rate Parcel Sale Proceeds	\$32,400,000	\$138,890,000
Subtotal Sources	\$709,345,135	\$645,698,480
MOHCD Gap	\$255,846,382	\$175,506,687
Total Sources	\$965,191,517	\$821,205,167

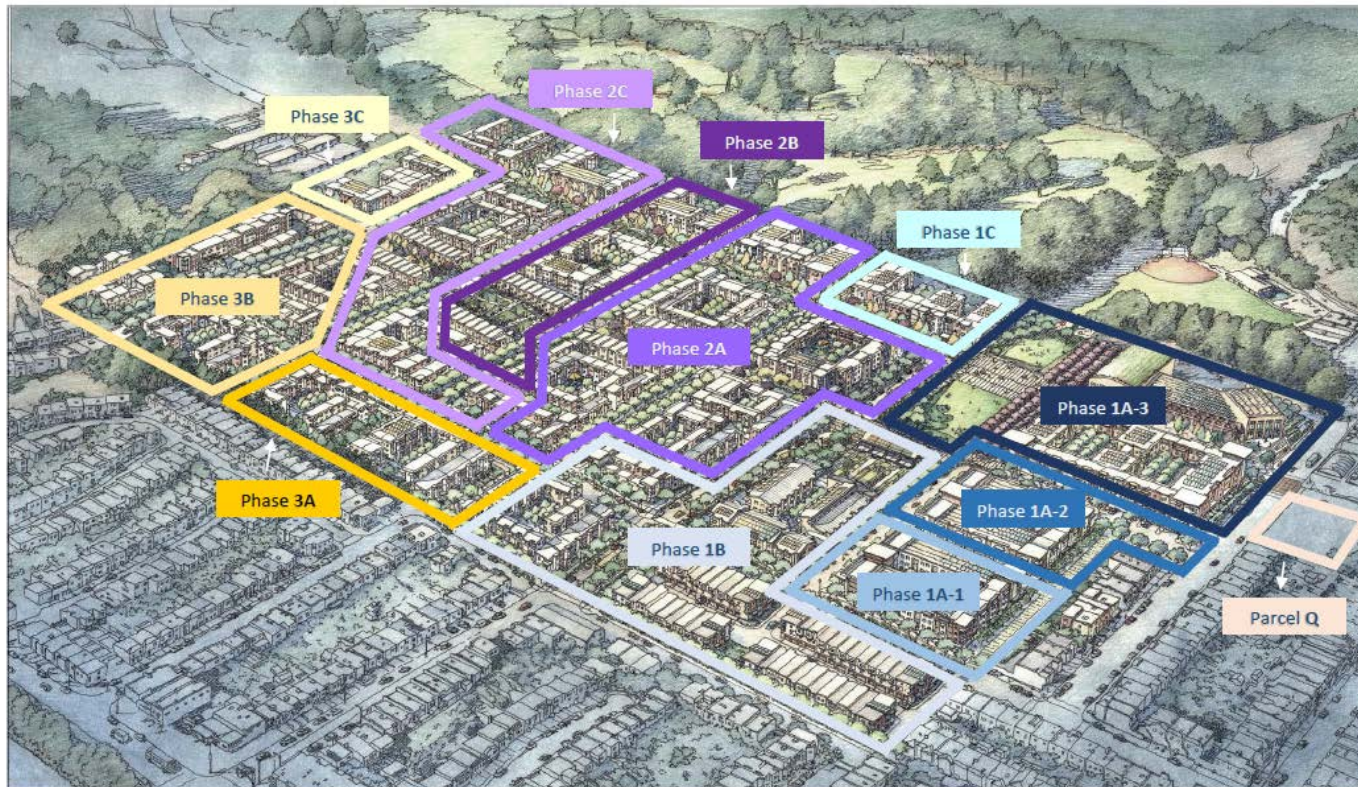
INFRASTRUCTURE FINANCING

Need by Fiscal Year (*in millions*)

SITE	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY2025	FY 2026	FY 2027	FY 2028	FY 2029
POTRERO	\$31.7M		\$34.5M		\$6M	\$42M	\$15M	\$49.5M					
SUNNYDALE		\$20M		\$16M	\$20M	\$15M		\$22M	\$15M	\$19M	\$24M		\$43M
TOTAL											\$373M		

Previously included in Infrastructure – Streets and Right of Ways –
Emerging Needs

Sunnydale Phasing Plan



Estimated Start of Construction Dates:

Parcel Q: 2017	1A-1: 2018	2A: 2021	3A: 2027
	1A-2: 2018	2B: 2022	3B: 2027
	1A-3: 2019	2C: 2024	3C: 2029
	1B: 2020		
	1C: 2020		

Potrero Phasing Plan

Estimated Demo Start Dates

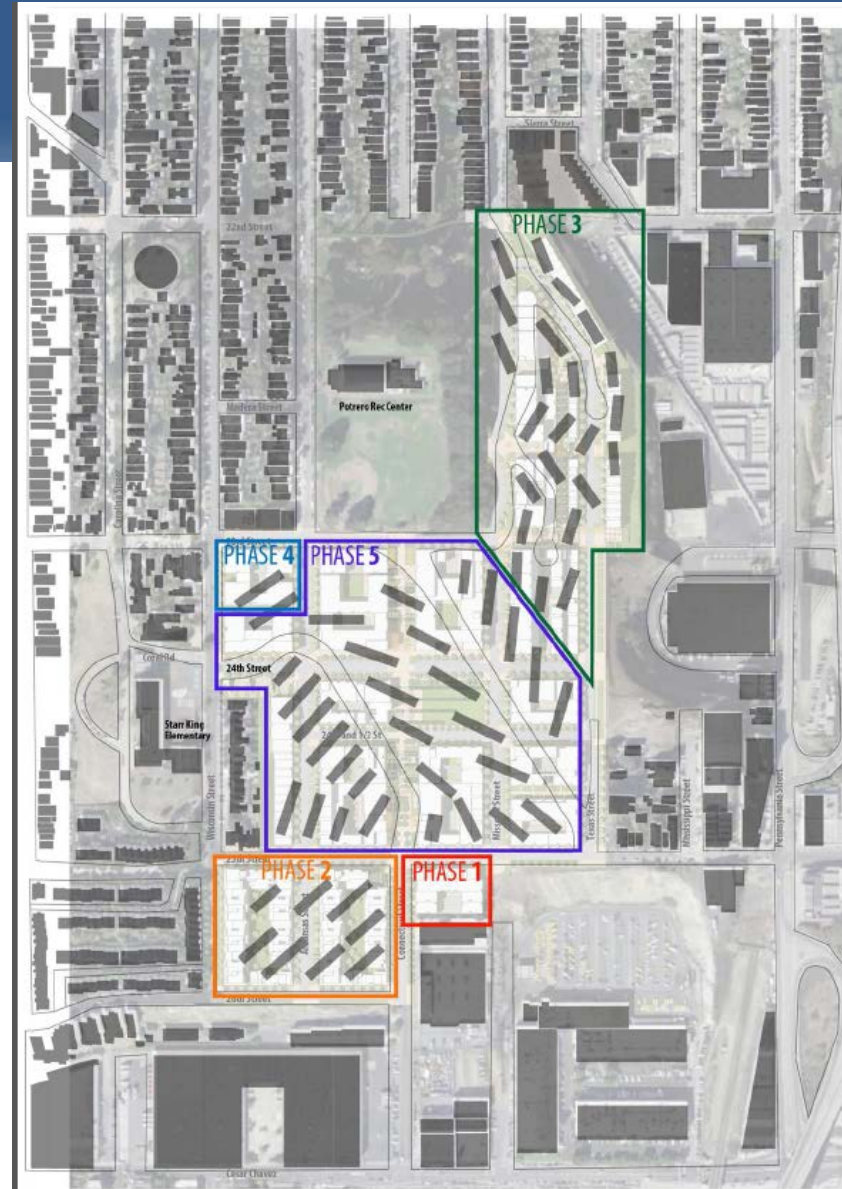
Phase 1 -- No Demo

Phase 2 -- 2018

Phase 3 -- 2020

Phase 4 -- 2022

Phase 5 -- 2024



SFHA Portfolio

Significant deferred maintenance and long term sustainability issues addressed by RAD and HOPE SF

- SFHA Portfolio Prior to RAD and HOPE SF: 6,236 Units
 - RAD Phase I: 1,425
 - RAD Phase II: 2,066
 - RAD HOPE VI: 756
- SFHA Portfolio after RAD Conversion and Hunters View Phase I and II: 1,809 Units
- Remaining units to be replaced by HOPE SF: 1,734 Units

Ongoing and Emerging Needs

- Maintenance needs at Sunnydale and Potrero continue to exceed federal budget support
- Construction costs continue to escalate
- Higher costs result in longer overall development period

Questions?



Appendix –Additional Information



Development Agreement Timeline

City Legislative Approvals

Planning Commission	<i>Unanimous Approval</i>	November 17, 2016
Rec and Park Commission	<i>Unanimous Approval</i>	November 17, 2016
MTA Board of Directors	<i>Unanimous Approval</i>	December 6, 2016
SF Housing Authority Commission	<i>Unanimous Approval</i>	December 8, 2016
PUC Commission	<i>Unanimous Approval</i>	December 13, 2016
Board of Supervisors Land Use Committee	<i>Positive Recommendation</i>	January 9, 2017
Board of Supervisors Budget and Finance Committee	<i>Positive Recommendation</i>	January 11, 2017
Board of Supervisors - First Reading		January 24, 2017
Board of Supervisors – Second Reading		January 31, 2017



Sunnydale/Velasco



Sunnydale Current Conditions



Sunnydale Master Plan



Potrero Terrace and Annex



Potrero Current Conditions



Potrero Master Plan



SFHA Portfolio (not including HOPE SF)

Impact of RAD Conversion	RAD Phase I Conversion	RAD Phase II Conversion	Total Converted Units by end of Phase II	Remaining Units SFHA Portfolio
SFHA Clusters				
966 Alemany/Holly Cts	118	158	276	0
969 Westside Courts	0	136	136	0
970 Westbrook	0	226	226	0
971 Ping Yuen/Bay	51	234	285	0
973 Hunters Point	213	0	213	0
976 Ping Yuen N/990 Pacific	92	200	292	0
977 Pine/Bush	113	108	221	0
978 Rosa Parks (San Jules Apts - 8 Stand Alone)	0	198	198	8
979 Woodside	110	0	110	0
980 Mission Dolores (363 Noe - 22 Stand Alone)	0	92	92	22
982 Lundy/18th St (105 Lundy Lane - 2 Stand Alone)	0	107	107	2
981 350/666 Ellis	100	96	196	0
983 Clementina	0	276	276	0
984 California/JFK	0	138	138	0
985 Randolph/McAllister/etc (220 Randolph - 16 Stand Alone) (Great Hwy - 16 Stand Alone) (Noriega - 8 Stand Alone)	0	97	97	40
986 Sanchez/31st/Arguello	276	0	276	0
987 Turk/939/951 Eddy	149	0	149	0
988 Robert B. Pitts	203	0	203	0
Subtotal	1,425	2,066	3,491	72
HOPE VI Projects				
960 Hayes Valley North	51	0	51	0
961 Hayes Valley South	66	0	66	0
962 Bernal Dwellings	160	0	160	0
963 Plaza East	193	0	193	0
990 North Beach	138	0	138	0
991 Valencia Gardens	0	148	148	0
Subtotal	608	148	756	0
Grand Total	2,033	2,214	4,247	72

SFHA Portfolio (HOPE SF)

HOPE SF Projects	Original Units	Remaining Units	Demolished Units
974 Hunters View	267	84	183
975 Alice Griffith	256	256	0
967 Potrero Terrace	469	469	0
971 Potrero Annex	150	150	0
968 Sunnydale/Velasco	775	775	0
Subtotal	1917	1734	183
(As of December 31, 2016)			