

PARCEL G

QUESTIONS, ANSWERS & INFORMATION



July 2008

Overview

The following is a summary of the questions that we have gotten about Parcel G and the answers we have provided during four community meetings and two tours of supportive housing sites held in June and July 2008. We received many questions and a great deal of input; we apologize in advance if we left out any information. If you have any further questions or comments, please contact David Schnur at 415/929-2470 x303 or dschnur@chp-sf.org.

What is Parcel G?

Parcel G is the future site of a 120-unit apartment building at Fulton and Gough streets which will provide permanent, supportive housing to formerly homeless individuals. The San Francisco Redevelopment Agency and Department of Public Health selected Community Housing Partnership and Mercy Housing California to develop the building, and UCSF Citywide Case Management Services to provide supportive services to the residents.

Who are all these organizations and what is their role at Parcel G?

- Community Housing Partnership (CHP) is a nonprofit organization that is nationally recognized for excellence in supportive housing. They will be the owner and property manager.
- Mercy Housing California (Mercy) is a nonprofit housing developer with extensive real estate experience. They will be partnering with CHP during the development phase of the project.
- UCSF Citywide Case Management (UCSF) is a division of the UCSF system and has extensive experience providing services in supportive housing. They will provide social services to tenants of the building.
- San Francisco Redevelopment Agency (SFRA) is a governmental agency and the owner of Parcel G. SFRA will provide a ground lease to CHP and will oversee the development and ongoing operations of the site.
- Department of Public Health (DPH) is part of the City and County of San Francisco. They will be providing the tenants with rent subsidies through CHP and will be contracting with UCSF for the service provision.

What is supportive housing?

Supportive housing is a term for an apartment building that provides, in addition to the individual units where tenants live, supportive services that help tenants to maintain their housing and attain greater levels of self-sufficiency and achievement. Supportive housing buildings are *not* shelters, since each resident has an individual lease like any other apartment dweller, with *obligations to pay rent and obey house rules*. Nor are they licensed care facilities, since tenants must be able to live independently, and are not forced to use services they do not need. The design of supportive housing buildings typically incorporates a suite of offices for the services staff, meeting rooms for programming, and common areas for tenants to socialize. Because most supportive housing tenants cannot pay for the full cost of the property management and support services, the operators of supportive housing generally receive rent subsidies and service contracts from governmental agencies. Federal, State and City governments have chosen to invest in supportive housing because it has proven to be the most effective and efficient way of addressing homelessness and actually saves money. For more information on supportive housing, visit www.csh.org.

Who will live at Parcel G?

The tenants at Parcel G will be single adults, all of whom had been homeless or at risk of homelessness before moving to the building. This includes persons who had been living in transitional housing, in shelters, on the streets, or are being released from a hospital or other care facility with no other permanent home where they can move. Since all applicants for housing will be referred to Parcel G by the San Francisco Dept. of Public Health, all are expected to be people with various health challenges who are currently in the public health system. This includes individuals with mental health conditions, physical disabilities and substance abuse issues. While we do not know the composition of the tenant population at this time, we can assume based on other similar developments that at least 25% will have a physical disability, one third will have a mental illness and one third will have substance abuse issues. It is also important to note that DPH is obligated to give preference to “certificate holders,” people from the neighborhood who were displaced during redevelopment in the past. This means many of the tenants will likely have some ties to the neighborhood and are perhaps currently living on the streets.

How will you select tenants at Parcel G?

All applicants for housing at Parcel G will be referred to CHP by DPH. DPH will refer individuals that they believe can live successfully in supportive housing and, with assistance from the supportive services on site, live independently. CHP, in partnership with UCSF will then undertake a rigorous screening process to evaluate if tenants are appropriate for the building. This screening process involves not only reviewing each applicant’s credit record, as any landlord might do, but also examining eviction histories and criminal records, and holding both group orientation meetings as well as one-on-one interviews with potential tenants. The purpose of this process is to identify persons who can thrive in a housing environment that is both independent and supportive. While we will only accept tenants that we feel can live effectively in this building, we do not conduct drug testing or any type of psycho-social evaluation as we cannot deny housing due to possible membership in a disabled class.

How will you manage the building?

Parcel G will have a full-time property manager working in the on-site management office, aided by a full-time assistant manager. The building manager is responsible for collecting rent, enforcing house rules, ensuring the safe operation of the building, and evicting tenants when required. The manager and assistant manager, along with the crew of desk clerks who will staff the front desk around the clock, seven days a week, report to the building manager. These staff members are overseen by a CHP property supervisor, who reports to the Director of Property Management. A full-time and a part-time maintenance technician assigned to the site will keep all building systems in good repair, and the building’s janitorial crew will be responsible for upkeep of the exterior and common interior areas of the building 7 days a week. These staff members are overseen by our Facilities Manager. CHP’s property management department specializes solely in running supportive apartment buildings for formerly homeless households, and its handbook on supportive housing management has served as a model for a guidebook followed by organizations doing similar work across America.

What social services will be available to residents?

UCSF’s will offer integrated clinical and supportive services to help tenants address the unmet needs that caused them to be homeless in the past. A multidisciplinary team with licensed clinical social workers, master’s level social workers, a psychiatrist, substance abuse specialist, employment specialist, and consumer counselors will help tenants identify the challenges they face, set goals for greater achievement, and devise specific plans for attaining those goals. Services will include mental health, psychiatry, substance abuse, medical, and more. The team will provide intensive case management, including individual counseling, daily group programming, crisis intervention, , employment services, benefits management, linkage and referrals. UCSF will have a full time nurse practitioner on-site to provide preventive, medical, and psychiatric care, along with acupuncture, medication management, diabetes education, and ophthalmology and podiatry services. There will be approximately 1 services staff person for every 17 tenants at the site. UCSF staff will coordinate closely with CHP property management staff to anticipate problems and intervene early to provide preventative care improving the tenant’s quality of live and housing stability. UCSF is committed to community services and will bring a wealth of experience and knowledge to enhance tenants’ access to needed services.

Who will be using the services?

Services will be available to all residents of Parcel G, but *only* to residents. None of the services will be available to non-residents – Parcel G will not serve as a food kitchen, a drop-in shelter, or a community service center. Services are voluntary as this is considered permanent housing rather than a “program.” However, based on our experience at other sites we expect that over 95% of the tenants will access services. It is important to note that accepting

services is voluntary, but following the lease and house rules is not. We will not evict someone for failing to engage in services, but failure to follow the house rules will result in eviction.

What about at night, weekends and holidays?

The management and services staff will generally be on site Monday – Friday during regular business hours. However, there will always be staff at the building and on-call to assist in the event of any problems. Parcel G will be staffed 24 hours a day, seven days a week by a front desk clerk. Desk clerks are assigned to all shifts – day, evening and night, both weekday and weekend. A pool of additional on-call staff is available to cover all vacancies, scheduled or unexpected. Janitors will be working at the building from 8am-4pm Monday – Friday and 8am-12pm Saturday and Sunday. Maintenance staff also work Monday – Friday during regular business hours, but are on-call 24/7 for emergencies. In addition, a property manager, property supervisor, maintenance manager and member of senior management are all on call should anything happen at the site requiring their attention outside of building hours. Services staff will work staggered shifts, enabling the services office to be open both day and evening hours during the week, and the services manager and supervisors are on call to handle any incident that may occur when the services office is closed.

How will the building be kept secure?

As a landlord and building owner, CHP's highest priority is the safety of its tenants. The additional security needs of a building serving fragile, formerly homeless tenants are reflected both in the building architecture and in CHP's operating procedures. Parcel G will have an extensive camera system, monitored at the front desk and remotely by managerial staff, covering all public areas of the building, the entire street frontage and all courtyards and decks. The building's front door will be the sole point of access to the building; all emergency exits will have alarms and cameras to prevent persons from using them as entrances. All persons entering the building, tenants and guests alike, must be buzzed *twice* into the building by the desk clerk – first into the lobby, then, after the desk clerk has determined that each person has a legitimate reason to enter, past the lobby into the rest of the building. All guests to the building must leave their identification and be accompanied by a tenant or staff person. There is a limit to the number of overnight guests a tenant can have and failure to follow the house rules can result in suspension of guest privileges.

How can you assure that tenants or their guests won't cause problems in the neighborhood?

Each apartment at Parcel G, though compact at 300 square feet, will be a self-sufficient unit, with a full bathroom and kitchenette. The building will offer comfortable lounge areas and a gracious outdoor courtyard for tenants to relax and socialize within the property, rather than lingering in public. The nuisances that are commonly associated with homeless people – vagrancy, littering, public urination, and the like – are a result of individuals lacking private place to go about their daily activities. Parcel G's residents will not be homeless, but rather people who once *were* homeless but now have homes. Like any of us, residents will be able to leave the property as they please, to do shopping, run errands, visit friends, but they will have a place where they can return to the privacy and safety of their own homes. CHP monitors the perimeter of our building and does not allow loitering of any kind. We have a strong relationship with the police department and will not hesitate to contact them in the event of a problem around the building. Tenants who cause problems (or allow their guests to cause problems) in the building will be evicted.

Why the name "Parcel G"?

In 2001, after the former Central Freeway was demolished, Caltrans transferred 22 parcels of land along its right-of-way to the City for future development. These were labeled alphabetically from north to south, Parcel A through Parcel V. After an extensive planning process with ongoing public input, the San Francisco Redevelopment Agency purchased seven of the parcels for various affordable housing uses; the remaining 15 parcels will be sold by the City for private, market-rate development. In this planning process Parcel G, at Fulton and Gough streets, was designated the site to provide supportive housing for formerly homeless individuals. We are seeking to give the building a proper name, recognizing a community leader who has fought for social justice, and we invite your naming suggestions.

What will the building be like?

CHP and Mercy have hired David Baker + Partners, an award winning architect, to design the building. They are using sustainable design techniques that will incorporate many green elements into the building including solar panels and a green roof. The building entrance will be on Fulton Street. In addition, there will be three commercial spaces on Gough Street that will help tie together the commercial corridor in the neighborhood. We have not yet determined the use of the commercial space and will consult with our neighbors before marketing them.

Why have some people never heard about this?

In 1998 and 1999, the people of San Francisco voted to demolish the Central Freeway. The SFRA purchased seven of the 22 parcels created in the freeway right-of-way, including Parcel G. With community input gathered in a series of meetings in 2004 and 2005 with the WACAC, Hayes Valley Neighborhood Association and the broader community, the SFRA developed an affordable housing plan for the seven parcels that included designating Parcel G for supportive housing, furthering the goals of the Mayor's Ten-Year Plan to End Chronic Homelessness. Additional meetings around the selection of the CHP development team for Parcel G took place in 2005 and 2006, and meetings around the proposed design were held in 2006 and 2007. However, it is clear that over the many years that the project was germinating, new residents came to the neighborhood who did not know of the earlier planning outreach, and people who had not taken note of the broader affordable housing plan became aware only later of the development program for this specific site. CHP has followed SFRA policies on notifying project neighbors and is redoubling our efforts to seek input from community members new to the Parcel G planning process.

Why no parking?

We expect Parcel G to create minimal demand for parking. Hayes Valley is an extremely transit rich neighborhood, where owning a car is a luxury rather than a necessity, and because all of the tenants will be exiting homelessness, very few of them will have cars. Based on a survey of ten comparable properties in San Francisco we anticipate only three tenant owned cars among the 120 residents. Similarly, very few of the building's visitors will drive to the site: based on a separate survey of CHP supportive housing buildings we expect that on average, only one Parcel G visitor at any given time will be parked in the neighborhood. From a survey of staff parking, we anticipate three staff persons will drive to the site, and the adjacent Performing Arts garage has parking available during the business day. Not providing parking is consistent with the SFRA's direction that the building reflect the zoning requirements of the Market/Octavia Plan, which was developed in a years-long community planning process and eliminated minimum parking requirements, and which reflects a desire to accommodate growth through increased transit use rather than increased driving. Furthermore, CHP has pledged to provide transit information to all new tenants and staff and will investigate leasing spaces in the Performing Arts Garage if staff parking demand warrants.

Why 120 units?

The rich variety of services necessary to make Parcel G a success – the on-site nursing and psychiatric services, the array of counselors and licensed social workers – and the 24-hour desk staffing which helps keep the building and community secure, are costly, and could not be justified in a smaller building. Reducing the number of units at Parcel G would make these services and round-the-clock staffing unfeasible or impossible to provide. Furthermore, on any given night, the number of homeless people in San Francisco is estimated between 6,000 and 10,000. The magnitude of San Francisco's homeless problem is such that we can't hope to address it in small doses.

Why in this neighborhood?

The redevelopment of the Octavia Boulevard commenced with the removal of the Central Freeway. Public money has been used to redevelop this area, and some of the funds are being used to benefit the neediest San Franciscans. In addition, this part of the City was once a thriving African American neighborhood and many of those who lived here have been displaced over the years. Given that over 65% of the homeless population in San Francisco is African American, it is just that some are provided an opportunity to return to a neighborhood they were once connected to. Finally, most supportive housing in San Francisco is in the Tenderloin or South of Market neighborhoods. The one prevalent comment made by supportive housing tenants is that they wished they could live in more diverse areas of the City. We believe that this will be an excellent place for our tenants to live. They will become a part of the fabric of this neighborhood and are likely to be more engaged than the average citizen. We strive to ensure our tenants are connected to their community, as evidenced by the fact that CHP tenants consistently have a voter turnout that is twice the City average on any given election.

How do you know this will work for the neighborhood and the tenants?

There have been many concerns expressed about the impact this development might have on the neighborhood as well as concerns about the quality of life for the tenants who will live in the building. The following is a response to some of these concerns:

- This will be a beautiful building that will be a welcome addition to the physical landscape of the neighborhood.

- Due to a careful design and pro active property management the building will increase safety in the neighborhood as it will be a patrolled and well-lit as opposed to an empty parking lot.
- Supportive housing, especially for those with disabilities, is proven effective.
- CHP has a long history of success operating supportive housing sites, with less than 2% of our tenants returning to homelessness.
- CHP has the support of the neighbors of our other sites, many of whom would be happy to in a variety San share their thoughts about how our buildings operate.

What benefits does this provide the community?

Creating housing on the former freeway site will have a variety of benefits for San Francisco as a whole, and specifically for the surrounding Hayes Valley and Western Addition communities.

- The building itself, designed by a nationally-recognized architect, will fill a gap in the neighborhood fabric left by the Central Freeway, Building
- The ground-floor commercial space will extend the Hayes Valley retail corridor up Gough Street and will enhance the vitality of the pedestrian spaces.
- The people housed at Parcel G will be those who today on the streets and in the shelters of San Francisco. Western Addition certificate of preference holders will have first priority for housing, reducing the impact of homelessness in Hayes Valley.
- The future tenants will become members of the Hayes Valley community, ensuring the continuing social and economic diversity of the neighborhood.
- Local businesses will participate in the construction of the building.
- Jobs for local residents will be generated by construction of the building, its ongoing operations, and the future retail tenants.

What is next in this process?

After weighing all of the input we received from the community, CHP plans to move forward with this development as originally presented to the SFRA. We are requesting approval of the parking, loading, and density variances at the SFRA meeting on July 15, 2008. The development team will then move forward refining the design and security project financing. Construction is expected to start in fall 2009, with completion and lease-up of units to take place in early 2011. Throughout this time, CHP will continue to hold community meetings with the WACAC, Hayes Valley Neighborhood Association, and building neighbors. These will focus on gathering community input on building design features – such as street lighting layout and security planning – discussing potential uses for the retail space, providing ongoing information on development progress, and creating a structure for ongoing engagement between the Parcel G community and the larger neighborhood community once the building is in operation.