

Celebrating Affordable Housing Month

SV @ HOME | Episcopal Community Services (“ECS”)



SILICON VALLEY
AFFORDABLE HOUSING
MONTH MAY 2023 #BuildingCommunity

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May 8th, 2023
Noon-1pm

Presented by:
Macy Leung, Beth Stokes, Lila Cohen, Jeff Miller

Tackling Homelessness Through Innovative Modular Construction, Design, and Service Program Convergence in Permanent Supportive Housing Development

Presented By: **Episcopal Community Services (“ECS”)**



ECS Website: <https://ecs-sf.org>



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Celebrating Affordable Housing Month !



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Introduction

About the Panelists and Organizations:

ECS (Developer), HCLA (Architect), Miller Co. (Landscape Architect)

**Permanent
Supportive Housing**

Services, Programs, and Development Convergence:

Permanent Supportive Housing Development, Support Services,
Mixed Use Programming, Architecture, Planning

**Case Study :
1064-1066 Mission**

New Permanent Supportive Housing Development:

1064-1066 Mission Street, San Francisco, CA

**Lessons Learned
Q&A**

Summary:

Questions and Answers



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About the Panelists



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About Macy Leung (Moderator)

- 18 years of relevant experience in affordable housing industry
- Former Director of Real Estate Operations at Abode Services
- Former Senior Associate at Bridge Housing's CDFI (Bridge Impact Capital)
- Former Senior Land Use Economist. Provided Statewide Affordable Housing Demand Labor Force Evaluation for the former Governor Brown's Office
- Design Review Board Member at the City of Richmond
- Board President of Alameda County's Supportive Housing Land Trust



**Senior Director of
Housing Development**

**Episcopal Community
Services
(ECS)**

"My mission is to provide well designed, sustainable, and welcoming homes for our community members, and to equalize access to housing opportunities."



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About the Panelists



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About Beth Stokes (Panelist)

- 20 years of relevant experience in affordable housing industry and homeless services
- Former Western Region Managing Director for the Corporation for Supportive Housing (“CSH”)
- Former Director of Programs for the Los Angeles Homeless Services Authority
- Former Executive Director of Hamilton Families
- Oakland Homeless Commission
- Board of Directors of the Amity Foundation



Executive Director
Episcopal Community
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About the Panelists



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About Lila Cohen, AIA (Panelist)

- Senior Project Manager for 1064-1066 Mission St.
- 9 years working in supportive housing industry and homeless services
- Senior Project Manager for CHEFS Program HQ, San Francisco CA
- Project Manager for Canon Kip Rehabilitation, San Francisco CA
- Instructor for Cal Poly SLO SF Urban Program : Housing Case Study Seminar, Instructor, 2022, 2023
- Former Berkeley Homeless Commission
- Former Designer Self-Sustaining Communities, Morgan Hill, CA
- Design collaborator for Playtime in Africa, Accra, Ghana



Senior Associate

Herman Coliver Locus
Architecture
(HCLA)

“Successful design for permanent supportive housing is an understanding that healthy and thriving communities are interdependent”



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About the Panelists



About Jeff Miller, ASLA, LEED AP (Panelist)

- Principal and founder of Miller Company
- Landscape architect and contractor with forty-five years of experience
- Experience with neighborhood groups, schools, and service organizations
- Designing landscapes that naturally enhance and support the social context in ways that strengthen the potential for delightful, open, and safe community interaction
- “Hands on” involvement in the implementation of design



Principal and Founder
Miller Company
Landscape Architects
(MCLA)

“Landscape architecture is a powerful vehicle for addressing community needs”



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Permanent Supportive Housing and Services

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Why Permanent Supportive Housing Development ?

Supportive Services and Housing Convergence



National Rental Households and Cost Burdens

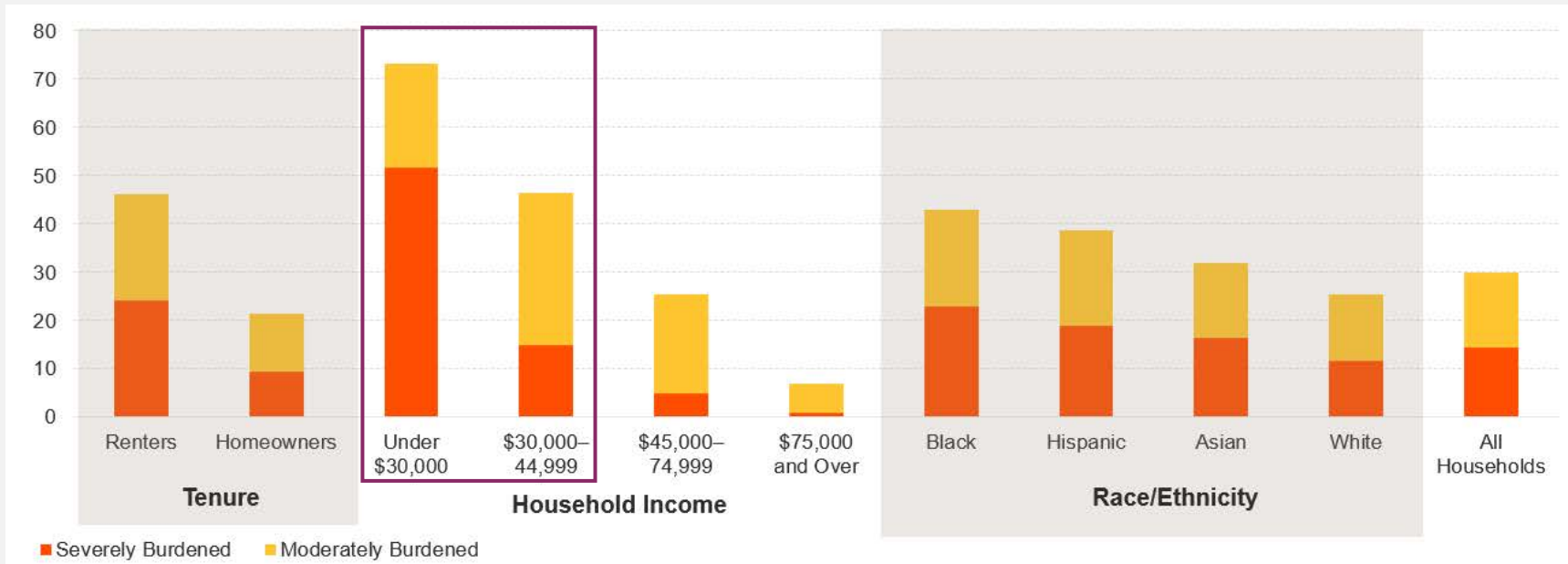


Household Cost Burdens Widespread among Renters, Low-Income household, and Household of Color

- Cost Burdened - Household paying more than 30%-50% of income
- Severely Cost Burden - Household paying more than 50% of income
- Majority are ELI and VLI Households



National Rental Households with Cost Burdens (%)



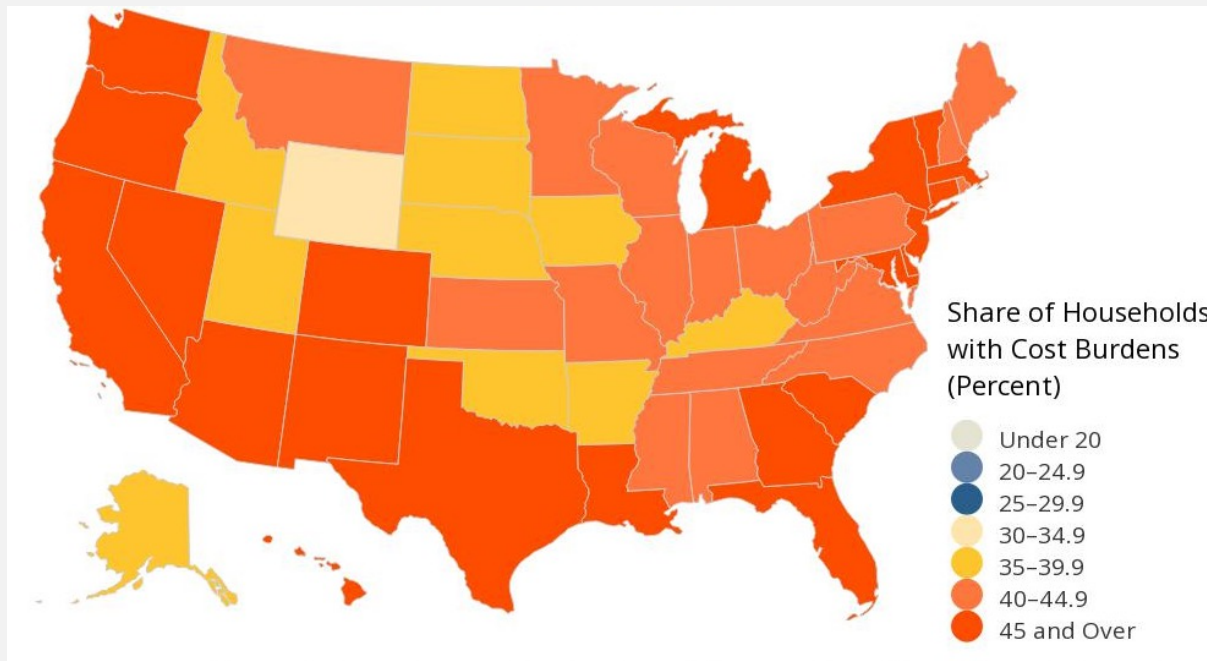
Source: JCH, 2023

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CA Rental Households and Cost Burdens



Severely Cost Burden Renter Households in California



Source: JCH, 2023

California Rental Household Burdens (Increasing Trend)

- Cost Burdened (Household paying more than 30% of income): **50.8%**
- Severely Cost Burden (Household paying more than 50% of income): **27.0%**
- Cost burdened (2019): **49.8%**
- Severely Cost Burdened (2019): **25.8%**



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Episcopal Community Services (“ECS”) has provided essential services to individuals & families experiencing homelessness in San Francisco since 1983, utilizing a holistic approach that addresses the multiple causes leading to homelessness. This past year, we served close to 10,000 people, guided by our mission to help homeless and very low-income people every day & every night obtain the housing, jobs, shelter, and essential services each person needs to prevent and end homelessness.

Started in 1983 **Housing First** **Serving + 10,000 Each Year**

Overview

- Supportive Services Supportive Housing Development
- Housing Services & Landlords
- Healthy Aging & Workforce Development
- **917** 100% Supportive Housing Tax Credit & Homekey Units in Active construction/ perm conversion

Population Served

- Families
- Single Adults
- Veterans
- Chronically Homeless
- ELV / VLI / LI Residents
- SMI Residents

Our Reach

- San Francisco County
- Marin County
- San Mateo County



ECS – Residential Services and Programming



Case Management

- Evidence Based Practices
- Non-Violent Communication/ Conflict Mediation
- Motivational Interviewing
- Smart Recovery
- Strengths-based case planning
- Linkage and referrals
- Eviction prevention / housing retention
- Community-building

Healthy Aging

- Director of Healthy Aging on Staff trained in Gerontology
- Integration of standards of care to foster greater housing stability and quality of life among aging and older residents
- In-Home Supportive Services (IHSS) via the CCST program to help eligible residents successfully age-in-place in SH

Workforce Development/CHEFS

- Onsite advocacy and enrollment for mainstream benefits programs through case management and CCST program
- Linkages to ECS workforce services as appropriate, including for job readiness
- Digital literacy; financial coaching; educational opportunities and credentialing
- Employment case management.

Medical Services

- Access to medical care and treatment of chronic conditions.
- Integrate with the medical health home system of care to increase access, including onsite, to primary health care, psychiatry services, dental care, eye care, substance use treatment, wellness services.

Mental Health Services

- Licensed clinicians provide a wide range of mental health services.
- Act as a liaison between on-site staff and community mental health providers. Clinical.
- Trauma-Focused Cognitive Behavioral Therapy, and Harm Reduction evidence-based practices.

ECS - New Permanent Supportive Housing Development

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1064 – 1066 Mission, San Francisco, CA

A Case Study on Innovation (Development, Construction, Services)





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Public and Private Partnerships

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Partnerships

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Public / Private Partnerships



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- U.S. Federal Government (Original landowner) :General Services Division-land transfer
- San Francisco Mayor's Office of Housing and Community Development
- Episcopal Community Services (Developer)
- Mercy Housing (50% Partner Developer)
- Episcopal Community Services (Supportive Service Provider)
- Maria X Martinez Health Resource Center
- San Francisco Homeless Outreach Team



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Project Overview

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Project Overview, Supportive Services and Programs

1064 – 1066 Mission, San Francisco



- **Homeless Adult Building - 153 full studio units** of supportive housing for chronically homeless adults (324 gross, 290 net SF/unit)
- **Homeless Seniors Building - 103 full studio units** of supportive housing for chronically homeless seniors (324 gross, 290 net SF/unit)
- **On-Site Supportive Services** - ECS intensive case management, and behavioral health counseling on site; partnering satellite Federally Qualified Health Center (FQHC) w St. Anthony's, co-located Homebridge IHSS Collaborative Caregiver Support Team or CCST a partnership with San Francisco Department of Homelessness and Supportive Housing and Department Of Disability and Aging Services
- **ECS' C.H.E.F.S. (Conquering Homelessness through Employment in Food Services)** – culinary job training and social enterprise program
- **Maria X Martinez Health Resource Center** - Urgent Care Clinic with Dental/Medical Services
- **San Francisco Homeless Outreach Team** (SFHOT / SFDHSH)
- **Shared Indoor and Outdoor Community Spaces** - Ground Floor along with Publicly accessible Open Space & public art throughout



Two Residential Buildings

- Senior Building (103 Units) and Homeless Adult Building (153 Units), including 2 Manager's Units
- 2 Lobbies, Lounges, Courtyards
- 2 24/7 Reception Areas, and 2 Community Rooms
- 2 Property Management Offices
- Numerous Case Manager Offices
- FQHC Nurse's and Wellness Offices
- IHSS/CCST lounge and locker room

Medical / Dental Clinics

- Vestibule, Lobby, Waiting Room
- Admin Offices, Nurses Stations
- Numerous Medical Exam Rooms
- Dental Offices

SF Homeless Outreach Team Headquarters:

- Admin/Open Office for Numerous Staff
- Outreach Team Offices

CHEFS Program

- Lobby and Gallery
- Teaching/Catering Kitchen
- CHEFS Social Enterprise Street Service Window
- Admin Offices
- Classrooms & Demo Kitchen
- Lockers and Restrooms
- Staff Break / Conference Rooms



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On-Site ECS CHEFS Workforce Development Program



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"CHEFS was a launch pad for my career. I believe in the power of food and education."
 - CHEFS Alumni



"When you love what you do, it's never really a job."
 - Alumni employed at Black Sheep Brunch

"This is the first step to achieving my dream of being a chef!"
 - CHEFS Alumni



"CHEFS made me a new person."
 - Alumni employed at Friendship House



CHEFS Conquering · Homelessness · through Employment in · Food · Services ...a recipe for success

About the CHEFS program
 CHEFS is a tuition-free Episcopal Community Services (ECS) social enterprise program that offers adults who are experiencing food insecurity training, education, behavioral health and case services and pathways to housing so they can secure long-term employment in commercial and institutional food service, retail, restaurants and hotels programs.
 The CHEFS program offers participants the opportunity to foster skills to achieve efficacy through their own work in an environment that respects food-based experiences. The program also recognizes and supports its participants' needs to learn, grow, and work to make a true and lasting impact on homelessness. Our goal is to help you acquire the skills they need to achieve financial independence—in a secure environment in a healthy partnership with you.
CHEFS STUDENTS PARTICIPATE IN:
 - Classroom training - Employment assistance
 - Hands-on kitchen training - Job application support
 - For-pay learning experience - Placement assistance
 - Job readiness programs - Sustained employment

Meal assistance during COVID
 CHEFS feeds ECS' meal programs. During the COVID-19 pandemic, food security diminished at alarming rates. In response, ECS's meal program increased their production to provide nourishing meals at St. Ignace Shelter, Canon Kig's Shelter Center, and prepared meals per day for more than 900 individuals in Project Honeycutt hotels.



A few of our success stories

Max Clark
 Max Clark is a chef and a graduate of the CHEFS program. He has been working as a chef for over a year and is currently employed at a local restaurant. He is proud to have completed the CHEFS program and is grateful for the support and training he received. He is looking forward to continuing to grow his skills and experience in the culinary industry.

Max Williams
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CHEFS

Start Date: November 17

About the Program

- 10 Week Culinary training
- Weekly Stipend up to \$1000
- Job readiness, Resume help
- Job placement
- ServeSafe Certification
- All Supplies, Uniform, Knives, Shoes, etc **FREE**

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On-Site SF Dept Of Public Health Urgent Care /Dental Clinic



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On-Site San Francisco Homeless Outreach Team Headquarters



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Site Context

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Site context

1064 – 1066 Mission, San Francisco



Architect - Overview



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Herman Coliver Locus Architecture (HCLA)

Herman Coliver Locus Architecture is a 13-person firm known nationally for its ground-breaking work over 50 years in the area of supportive housing. Having designed more than 4,500 apartments for low-income residents in approximately 50 different developments collaborating with non-profit housing developers.

Their signature is an attention to human-scale, that gives shape to residents' aspirations, providing emotional and intellectual sustenance, as well as shelter.



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Landscape Architect - Overview



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Miller Company Landscape Architects (MCLA)

Established in 1980, Miller Company offers creative and functional design solutions for every major type of open space development. Their environments engage the community and support the ecological health of the natural surroundings. They address constraints of climate and environmental conditions as opportunities for innovative landscape design.



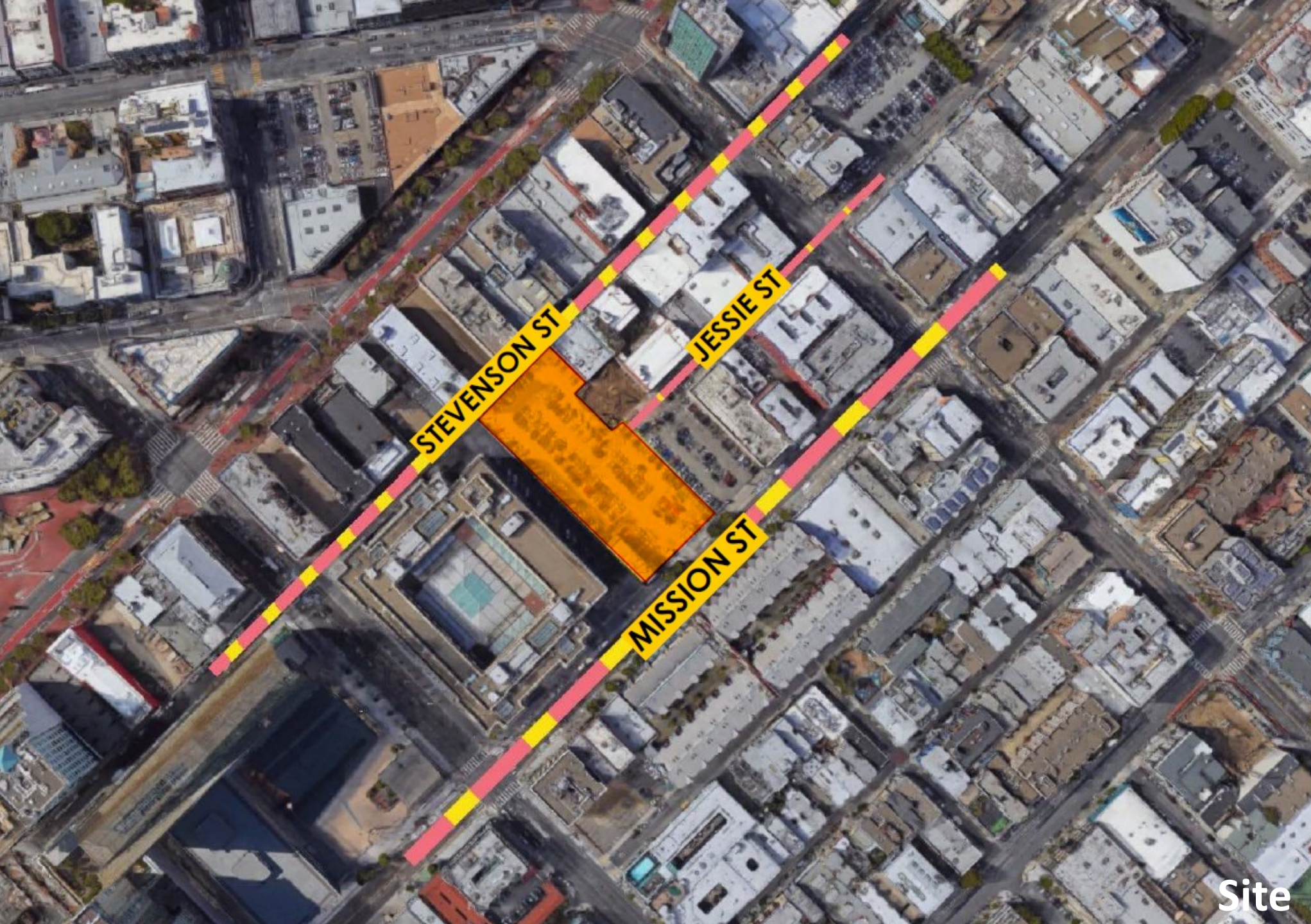
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Site



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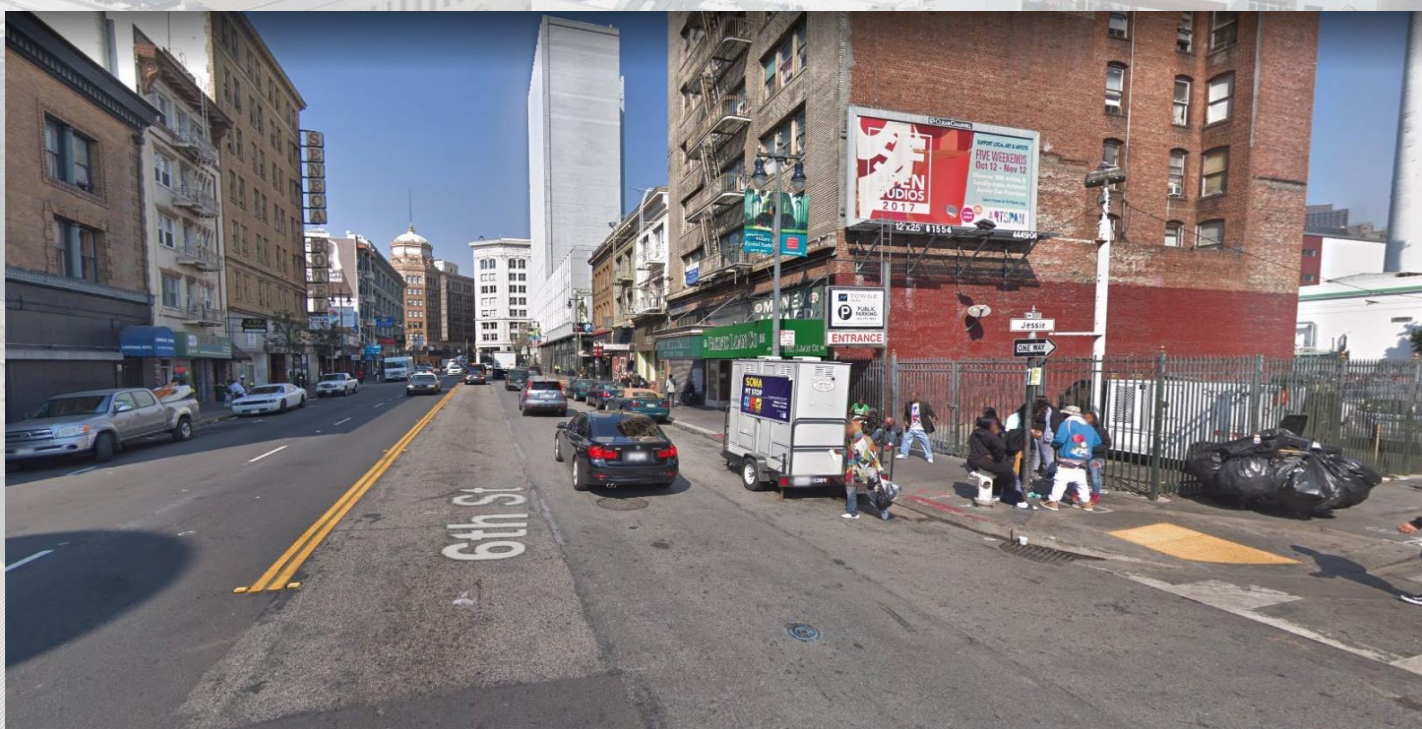


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555 Stevenson

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Planning and Design

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Urban Design Strategies

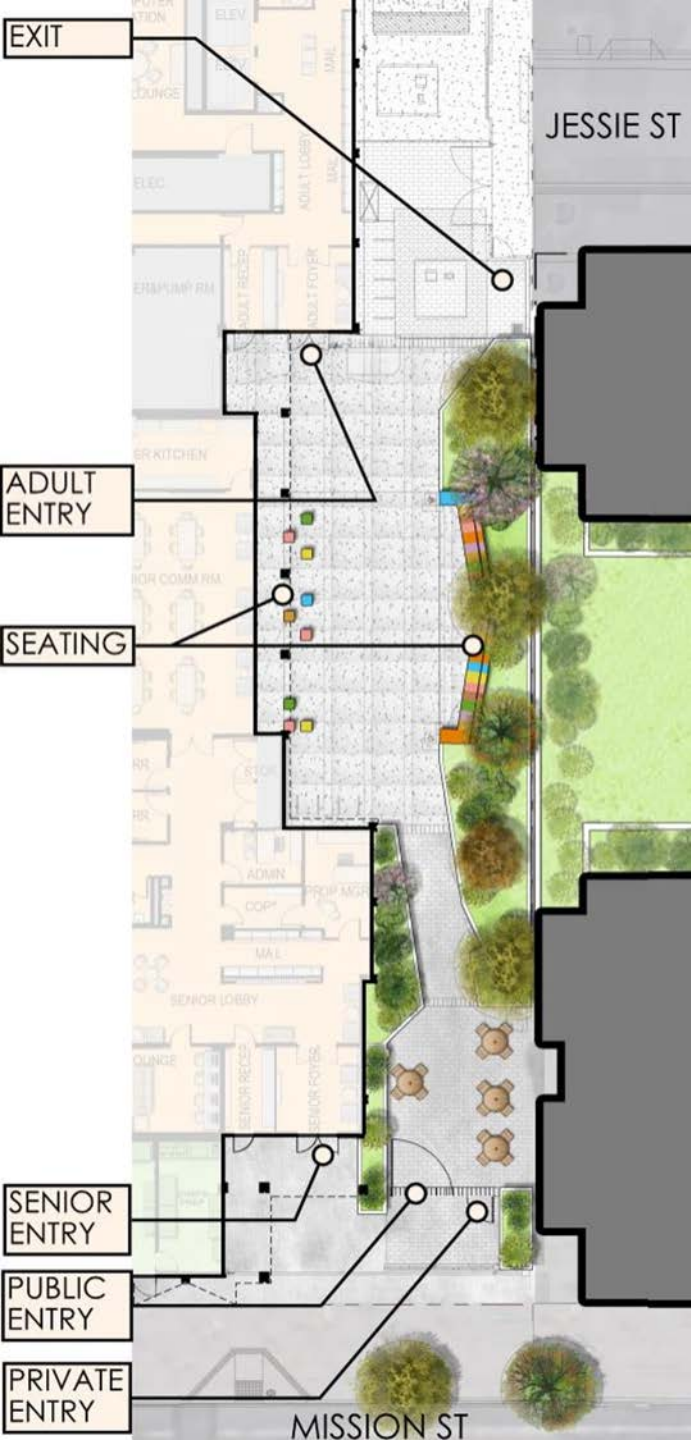
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Site Strategy



Public Entry Plaza



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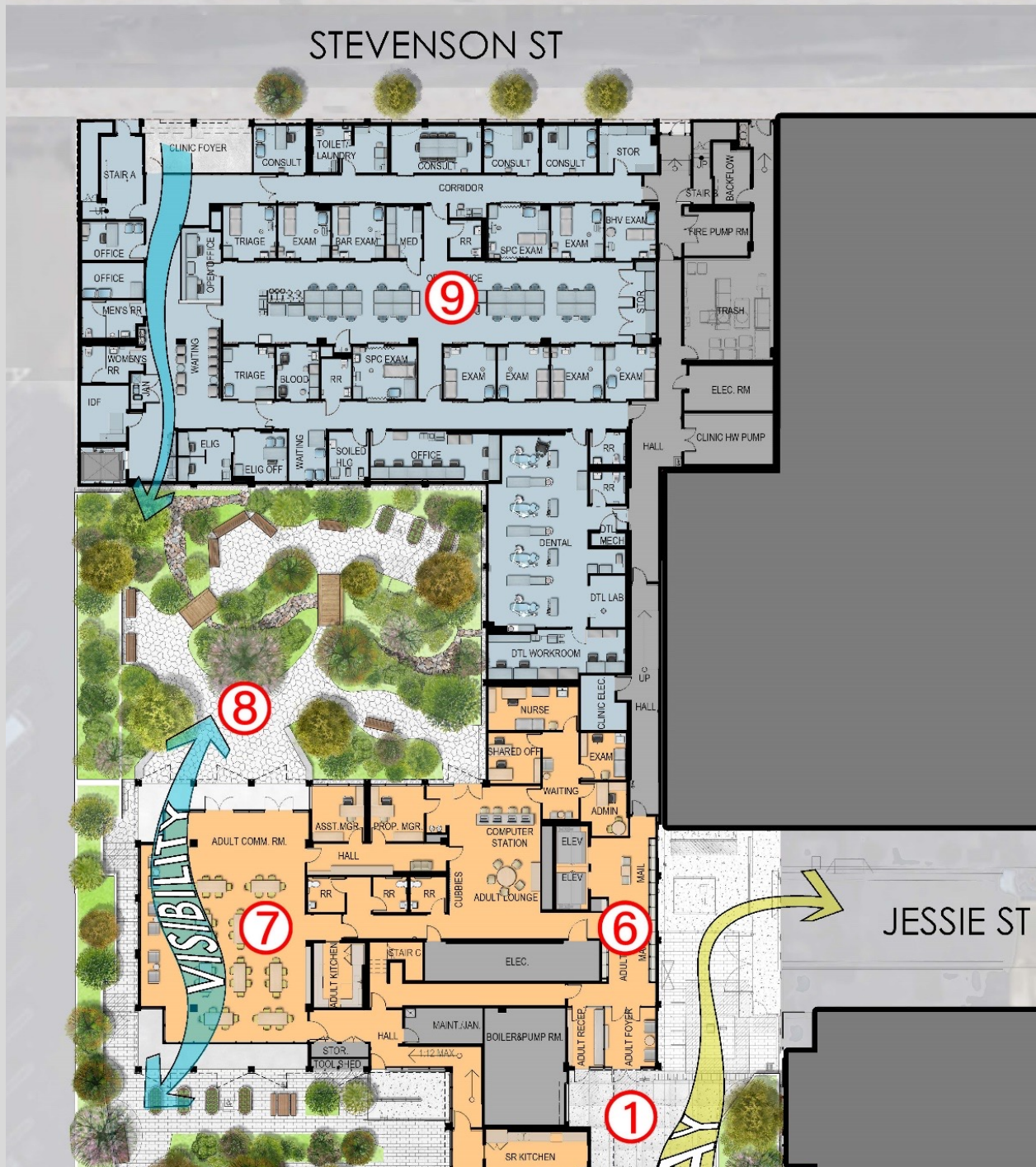
Community Connections

- LEGEND**
- ① PLAZA
 - ② TEACHING KITCHEN
 - ③ SENIOR HOUSING LOBBY
 - ④ SENIOR COMMUNITY ROOM
 - ⑤ SENIOR COURTYARD
 - ⑥ ADULT HOUSING LOBBY
 - ⑦ ADULT COMMUNITY ROOM
 - ⑧ ADULT COURTYARD
 - ⑨ CLINIC

GROUND FLOOR PLAN



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- LEGEND**
- ① PLAZA
 - ② TEACHING KITCHEN
 - ③ SENIOR HOUSING LOBBY
 - ④ SENIOR COMMUNITY ROOM
 - ⑤ SENIOR COURTYARD
 - ⑥ ADULT HOUSING LOBBY
 - ⑦ ADULT COMMUNITY ROOM
 - ⑧ ADULT COURTYARD
 - ⑨ CLINIC

GROUND FLOOR PLAN NORTH



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GROUND FLOOR PLAN SOUTH

LEGEND

- ① PLAZA
- ② TEACHING KITCHEN
- ③ SENIOR HOUSING LOBBY
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Senior Building Entrance and Lobby



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Senior Building Community Center



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Resident Courtyards

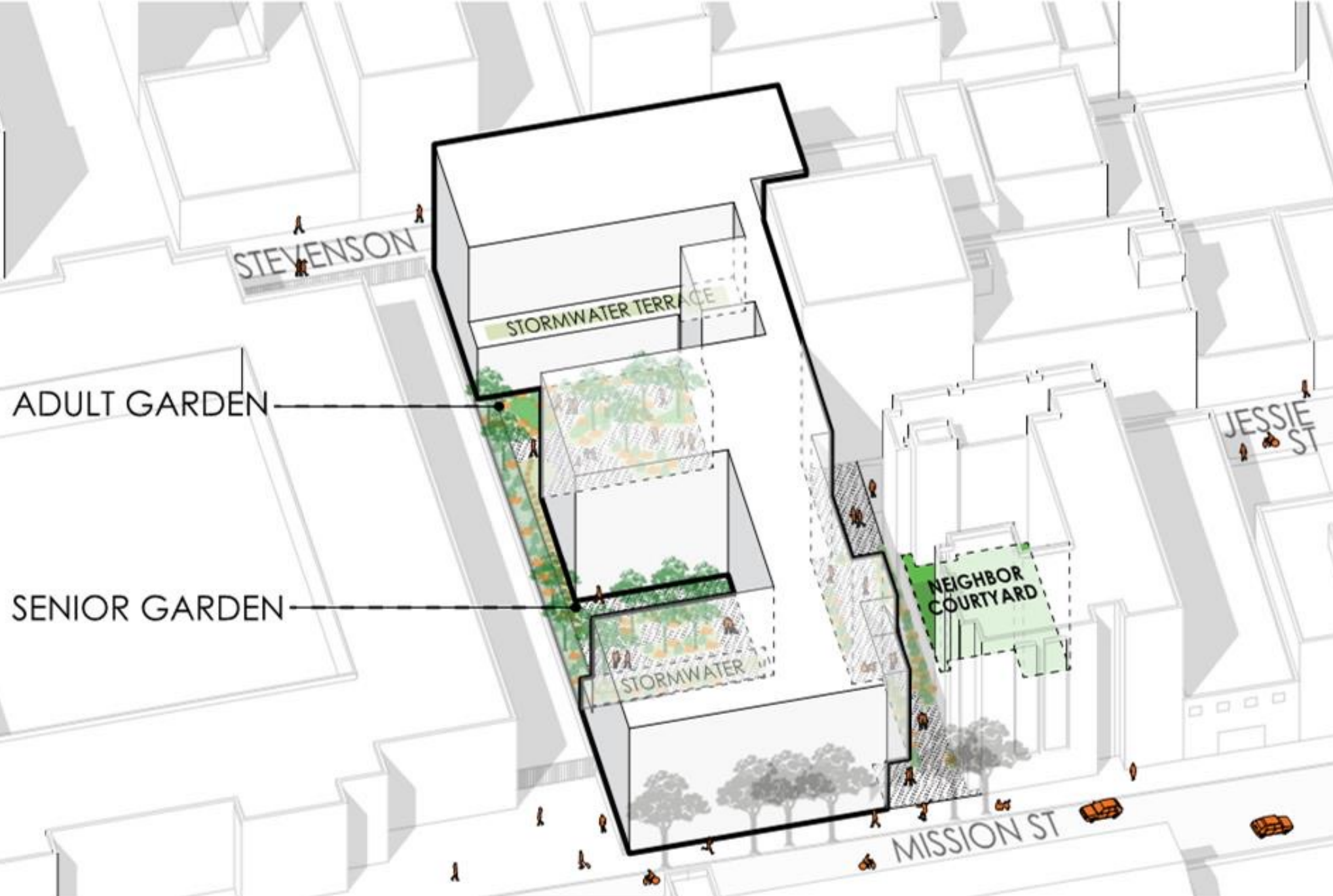
Landscape Architecture

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Amenities, Courtyards, and Landscape Design

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STEVENSON

STORMWATER TERRACE

ADULT GARDEN

SENIOR GARDEN

STORMWATER

NEIGHBOR COURTYARD

JESSIE ST

MISSION ST

Green Space



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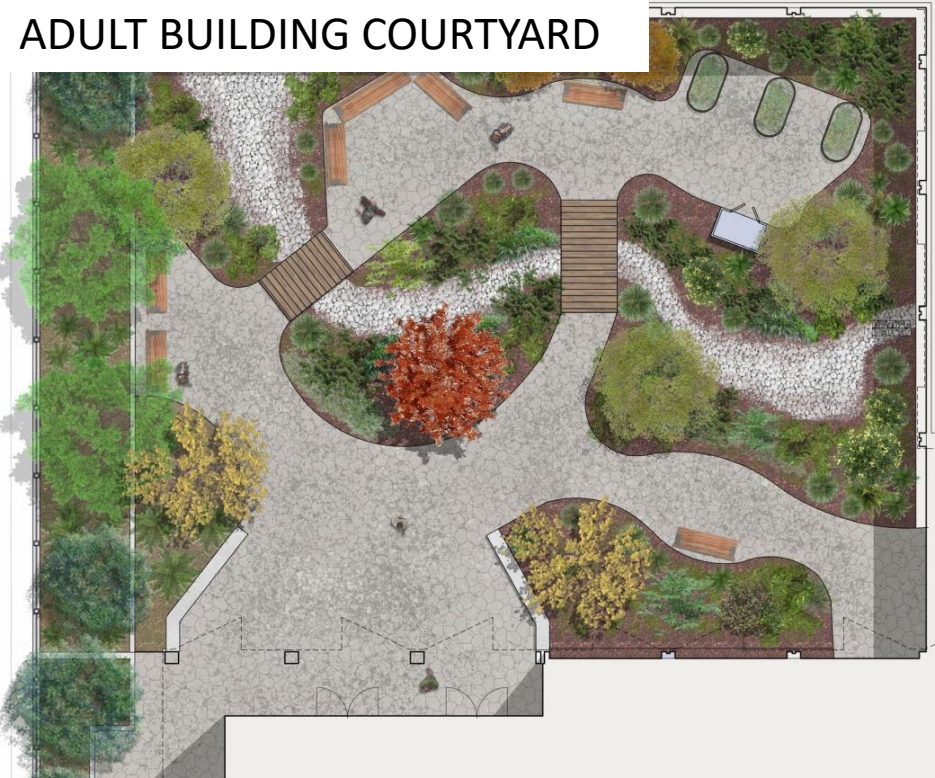
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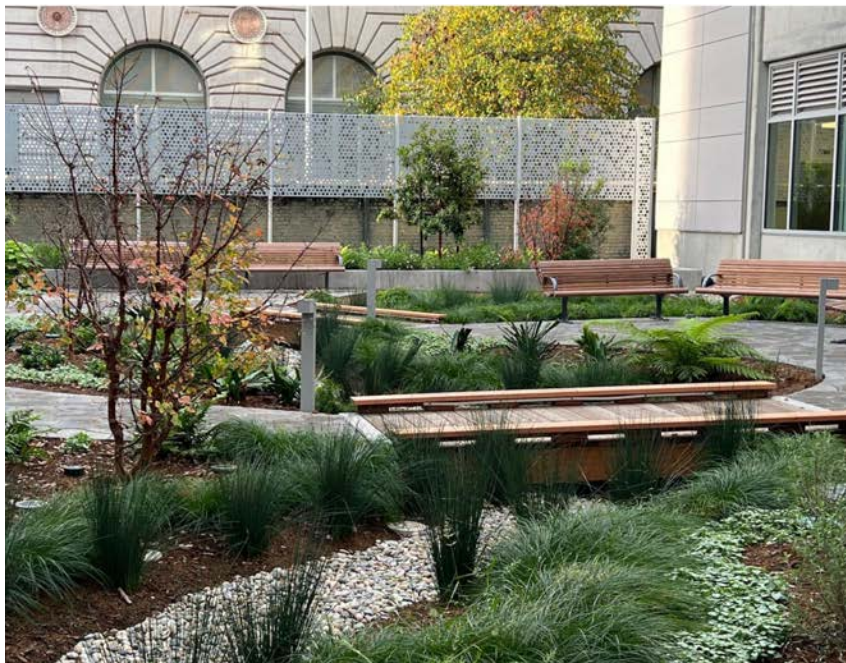
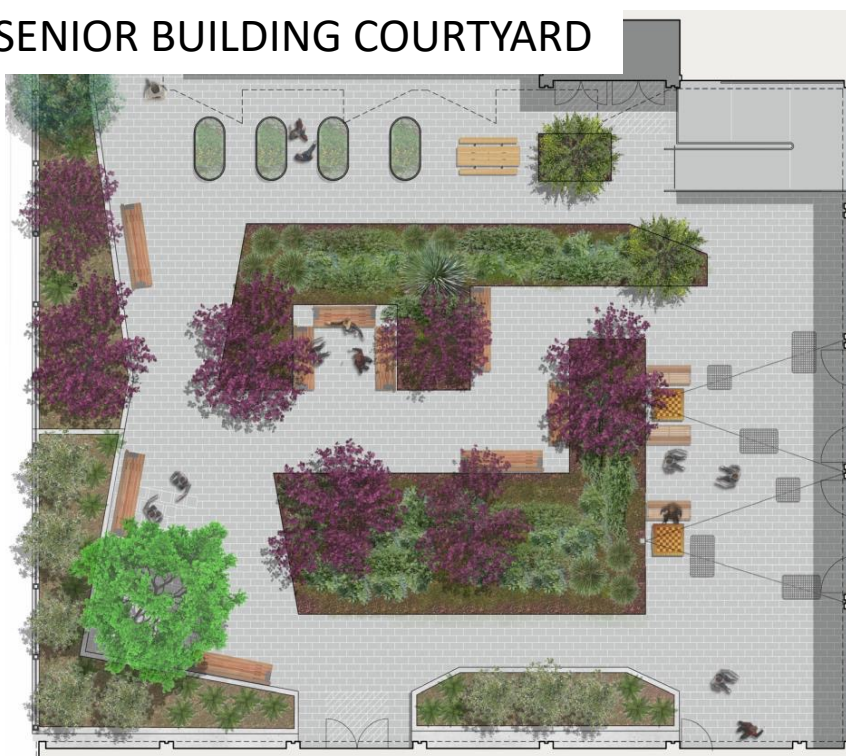
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ADULT BUILDING COURTYARD



SENIOR BUILDING COURTYARD



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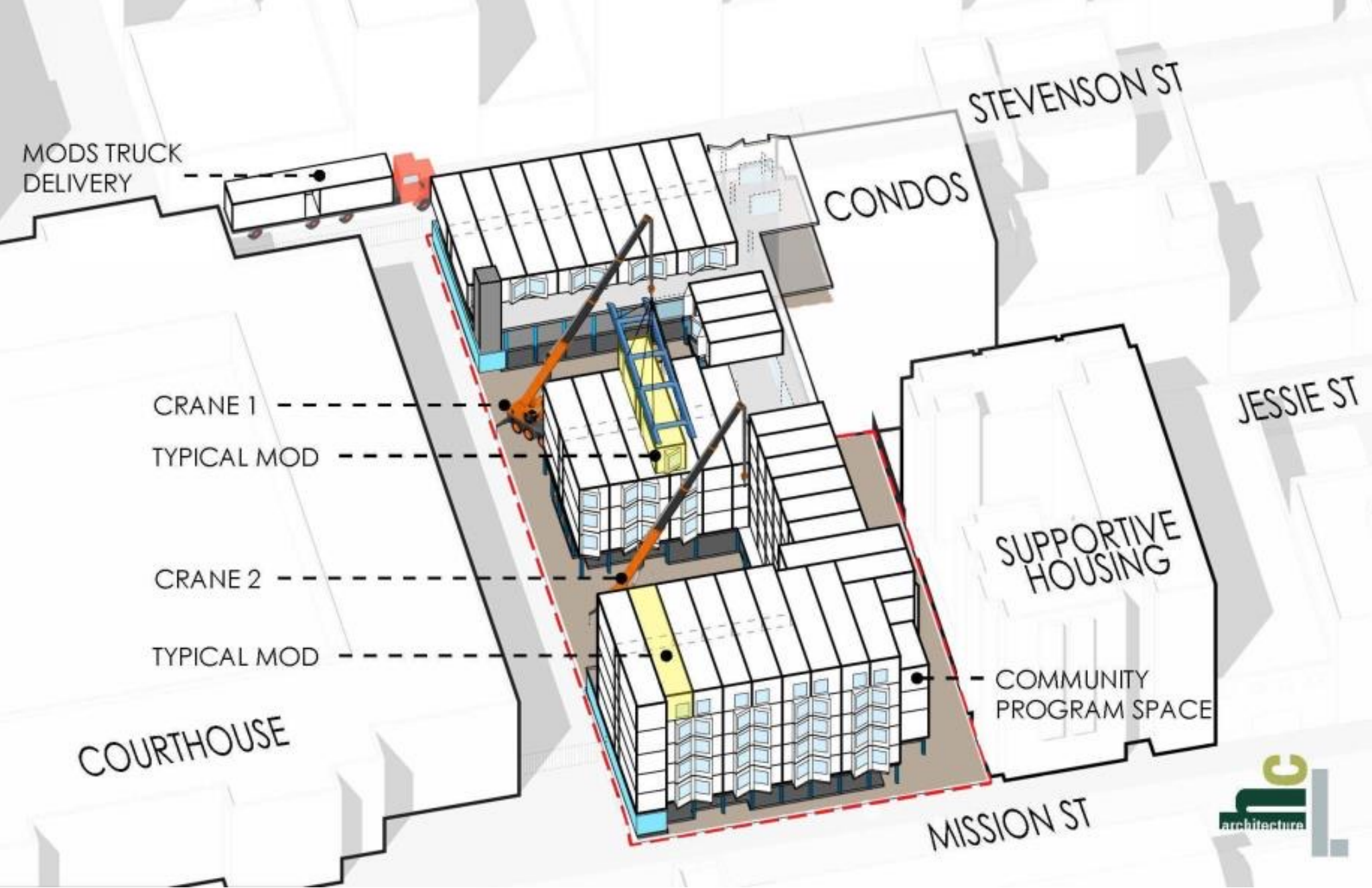
Modular Construction

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Innovation in Construction

1064 – 1066 Mission, San Francisco





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COMMUNITY
13/14 PTS



ENERGY
45.6/45.6 PTS



INDOOR AIR
QUALITY
12/13 PTS



RESOURCES
22/24 PTS



WATER
16/16 PTS

GREEN POINT RATED - GOLD
TOTAL 107.6 PTS / 112.6 TARGETED PTS



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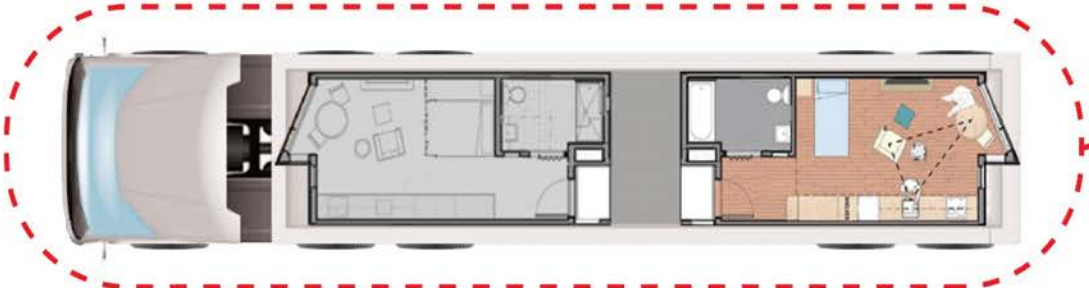
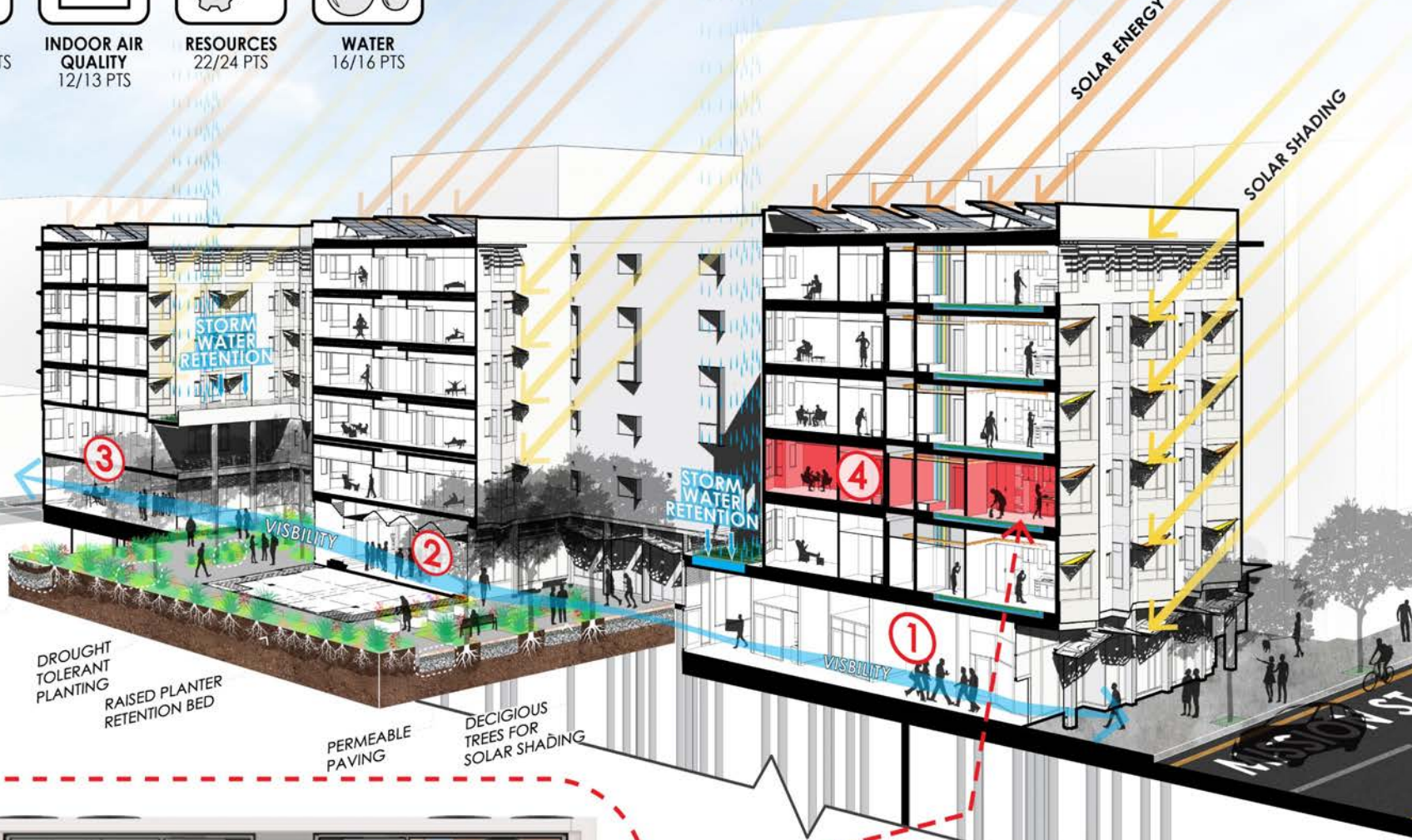
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LEGEND

- ① CHEFS - TEACHING KITCHEN
- ② ADULT COMMUNITY ROOM
- ③ STREET CLINIC
- ④ TYPICAL MODULE

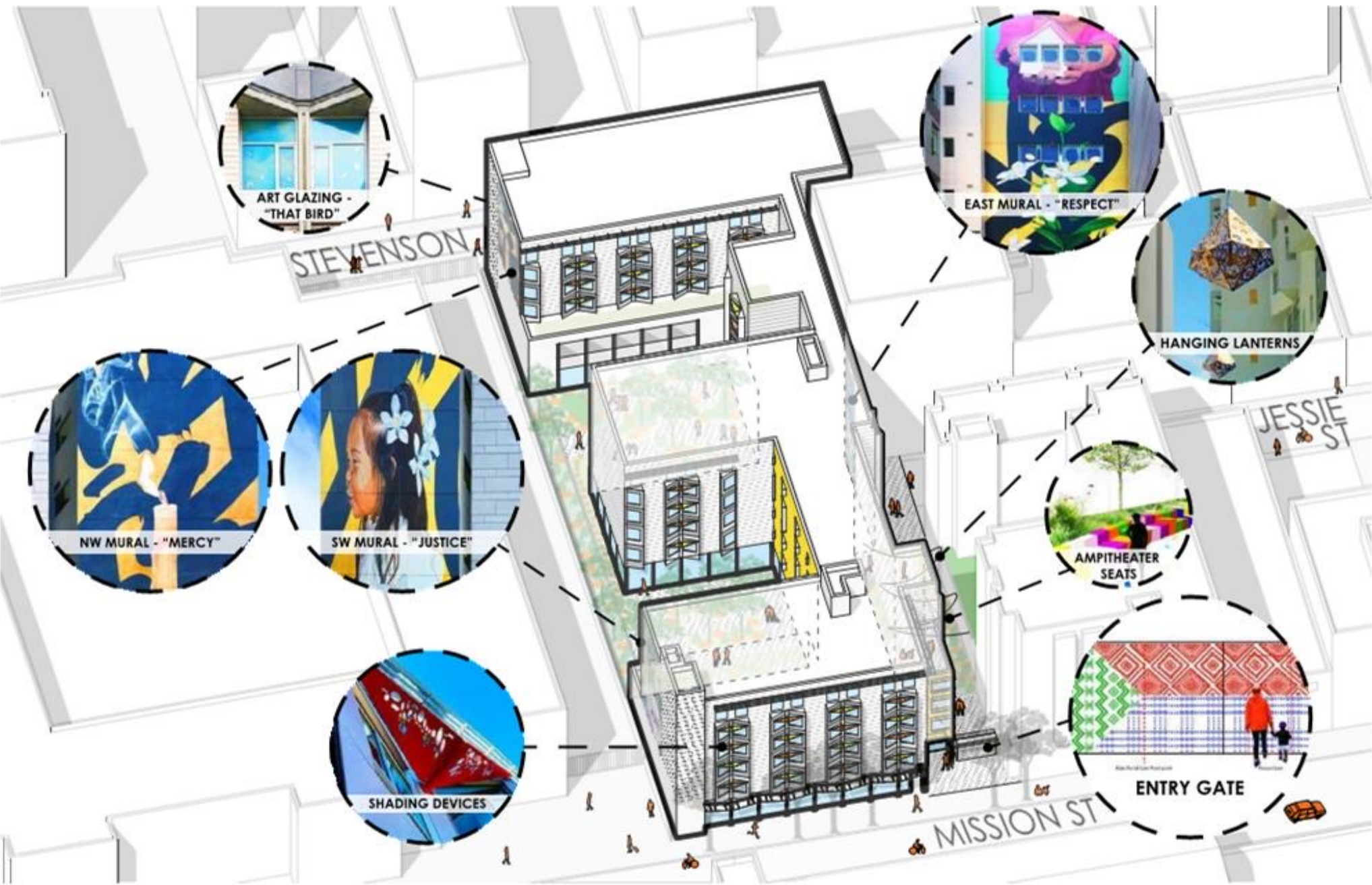
Neighborhood Engagement

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Public and Community Art

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Public Art



Art Murals



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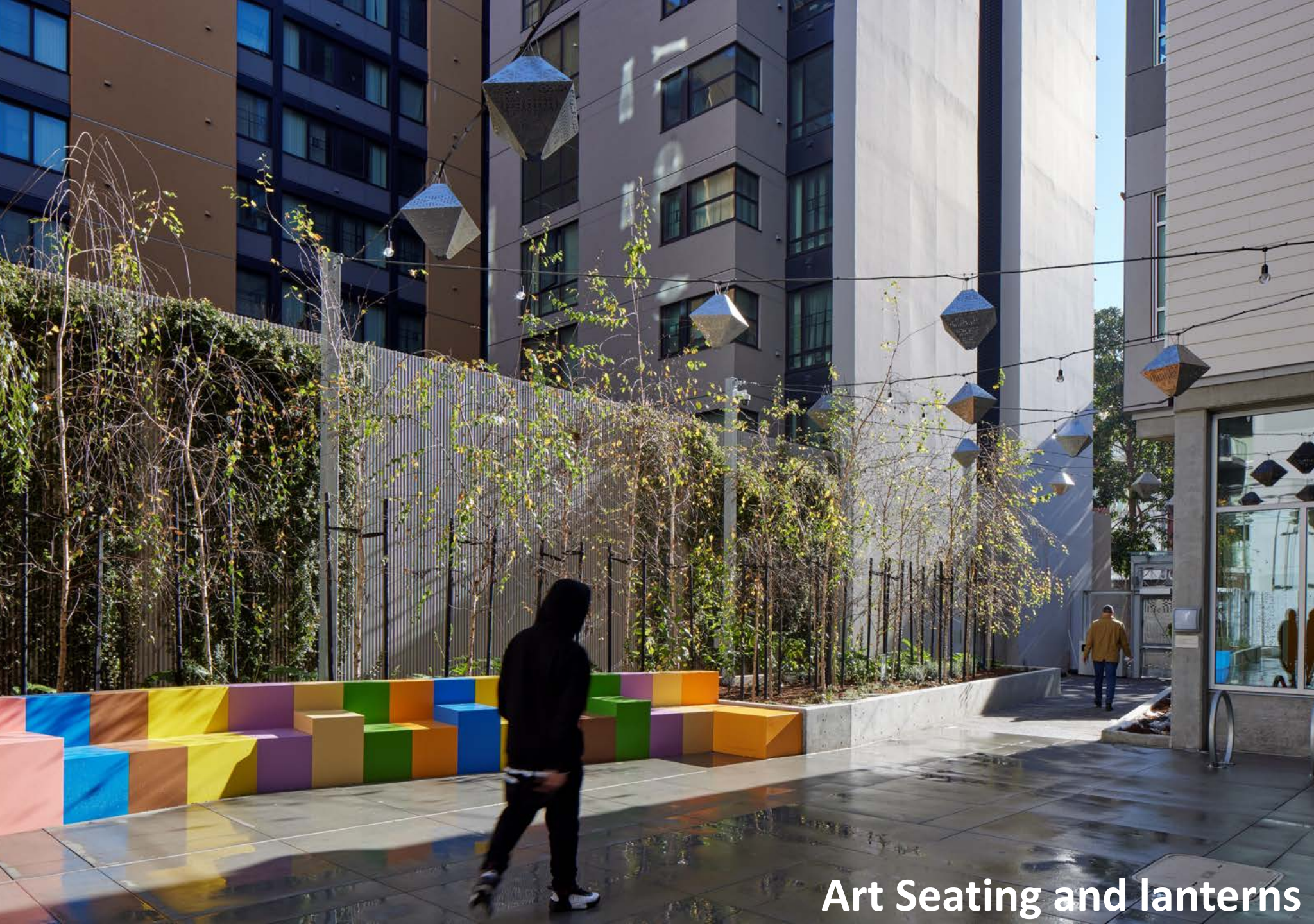
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Art Gate and unit sunshades



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Art Seating and lanterns

What Have We Learned?

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Lessons Learned

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Service-Enriched Programs are key

Congregating wrap around services and program intersections: Builds positive reputation & symbol among greater community

Workforce Development

Job Training and Employment Placement: Enables independence, facilitates meal program with housing

Convergence of Multiple Programs

Housing, Education, Homeless Outreach, Medical Treatment: Programs leverage each other to support residents, staff & clients

Public/Private Partnership

Federal, state, city and neighborhood groups collaboration: Compiles a range of strengths and experience for complex projects



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**Improve
Urban Context**

Link surrounding neighborhood: Activates streets improving safety and providing connectivity

Haven for Residents

Incorporate public access to entry plaza and green spaces: Creates opportunity for safe and positive experiences

**Neighborhood
Engagement With
Art**

Accommodate art into the building design: Honors local history and culture to celebrate community

Peaceful Sanctuary

Design units, common areas & staff spaces as a sanctuary: Nurtures a peaceful environment to live & work thru challenges



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Q & A

SV @ HOME | Episcopal Community Services (“ECS”)

Thank you !

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