



BRIDGE/ULI/Fisher Center Policy Forum, February 5, 2009

Case Study
Methodology
Financial Aspects
Family Buildings
Senior Buildings
Why Mix?
Property
Management
Support Services
Why It Works

Is Mixed-Population Housing a
Solution to Homelessness?



Prepared by
Shelter Partnership, Inc.
January 2009

For presentation at BRIDGE Housing Policy Forums
University of Southern California, Feb 3, 2009
University of California at Berkeley, Feb 5, 2009



Case Study Approach

Case Study Methodology

Financial Aspects

Family Buildings

Senior Buildings

Why Mix?

Property
Management

Support Services

Why It Works

- Five Mixed-Population Buildings
 - Three Family Buildings
 - Two Senior Buildings
- Survey
 - Developer
 - Property Manager
 - Service Provider
- Focus Groups
 - Homeless Tenants
 - General Population Tenants



Five Case Studies

Case Study Methodology

Financial Aspects

Family Buildings

Senior Buildings

Why Mix?

Property
Management

Support Services

Why It Works

- Three Family Buildings
 - 1212 MLK
 - Amistad Apartments
 - Franklin
- Two Senior Buildings
 - Potiker Family Senior Housing
 - Tyrol Plaza



Financial Aspects

Case Study
Methodology

Financial Aspects

Family Buildings

Senior Buildings

Why Mix?

Property
Management

Support Services

Why It Works

- 9% Tax Credits
- Rent subsidies supplement
- Services support cash flow
- Community acceptance simplifies pre-development



Three Family Buildings

Case Study
Methodology

Financial Aspects

Family Buildings

Senior Buildings

Why Mix?

Property
Management

Support Services

Why It Works

- 1212 MLK, Bronx, New York City
- Amistad Apartments, Los Angeles, California
- Franklin Apartments, Bronx, New York City



1212 MLK, Bronx, New York City

Case Study
Methodology

Financial Aspects

Family Buildings

Senior Buildings

Why Mix?

Property
Management

Support Services

Why It Works

- Co-Developers: Dunn Development Corp. and Beulah HDFC, Inc.
- Property Manager: Prestige Property Management
- Services:
Volunteers of America and
The Center for Family Support
- Opened: 2006





1212 MLK, Bronx, New York City Unit Mix

Case Study
Methodology

Financial Aspects

Family Buildings

Senior Buildings

Why Mix?

Property
Management

Support Services

Why It Works

- Units: 54
- Reserved Units:
 - 26 Workforce
 - 17 Homeless
 - 10 Developmentally disabled

- 10 Studios
- 15 1 BR
- 28 2 BR
- 1 3 BR





1212 MLK, Bronx, New York City

Case Study
Methodology

Financial Aspects

Family Buildings

Senior Buildings

Why Mix?

Property
Management

Support Services

Why It Works

- Landscaped backyard with playground
- Community room and laundry room
- Three 1st floor services offices
- Two elevators
- 6 Stories





1212 MLK Services

Case Study
Methodology

Financial Aspects

Family Buildings

Senior Buildings

Why Mix?

Property
Management

Support Services

Why It Works

- On-site:
 - 24 hours/ week Case Manager
 - 24-hour on-site services for developmentally disabled tenants
- Highest priorities:
 - Eviction prevention
 - Budgeting and planning
 - Referrals for rental assistance
- Most Important:
 - Medical/Health Services
 - Substance Abuse Services
 - Transportation
 - Money management



Amistad Apartments, Los Angeles, California

Case Study
Methodology

Financial Aspects

Family Buildings

Senior Buildings

Why Mix?

Property
Management

Support Services

Why It Works

- Developers: A Community of Friends (ACOF)
- Property Manager: The John Stewart Company
- Services: ACOF
- Opened: 2003





Amistad Apartments Unit Mix

Case Study
Methodology

Financial Aspects

Family Buildings

Senior Buildings

Why Mix?

Property
Management

Support Services

Why It Works

- Units: 49

- Reserved Units:

- All 48 are low-income families

- 21 Disabled, including

- 17 Homeless

- 5 1 BR

- 24 2 BR

- 20 3 BR





Amistad Apartments Amenities

Case Study
Methodology

Financial Aspects

Family Buildings

Senior Buildings

Why Mix?

Property
Management

Support Services

Why It Works

- Three courtyards, one with tot lot
- Community room with kitchen
- Two 1st floor services offices
- 2,500 sq. ft. child care center with 2,300 sq. ft. play area
- Computer room
- Laundry room
- Garden space
- Two elevators
- 3 Stories





Amistad Apartments Services

Case Study
Methodology

Financial Aspects

Family Buildings

Senior Buildings

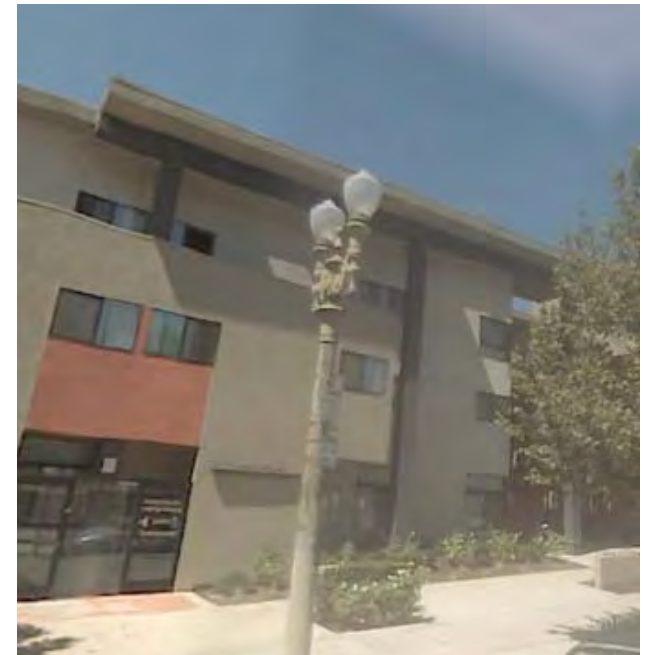
Why Mix?

Property
Management

Support Services

Why It Works

- On-site:
 - Full-time Resident Service Coordinator
 - Part-time Supervisor
- Most Important:
 - Case management
 - Money management
 - Health services
 - Living skills
 - Substance abuse services





Franklin Apartments, Bronx, New York City

Case Study
Methodology

Financial Aspects

Family Buildings

Senior Buildings

Why Mix?

Property
Management

Support Services

Why It Works

- Co-Developers: Community Access, Inc. and Dunn Development Corp.
- Property Manager: Community Access , Inc.
- Services:
Community
Access , Inc.
- Opened: 2005





Franklin Apartments, Unit Mix

Case Study
Methodology

Financial Aspects

Family Buildings

Senior Buildings

Why Mix?

Property
Management

Support Services

Why It Works

- Units: 66
- Reserved Units:
 - 21 Workforce
 - 44 Homeless
- 44 Studios
- 21 2 BR





Franklin Apartments Amenities

Case Study
Methodology

Financial Aspects

Family Buildings

Senior Buildings

Why Mix?

Property
Management

Support Services

Why It Works

- Huge backyard garden
- 24-hr front desk service,
- Community room with kitchen
- Large 1st floor lobby w/ services offices
- Computer room w/free Internet, free WiFi
- Laundry room
- Library
- 8 Stories





Franklin Apartments Services

Case Study
Methodology

Financial Aspects

Family Buildings

Senior Buildings

Why Mix?

Property
Management

Support Services

Why It Works

- On-site:

- Full-time Program Director
- Two Service Coordinators
- Half-time Nurse Practitioner
- One-fifth time Psychiatrist
- 5.2 Receptionists for 24/7 front door coverage

- Most Important:

- Money management
- Benefits advocacy
- Living skills
- Mental health
- Social activities





Two Senior Buildings

Case Study
Methodology

Financial Aspects

Family Buildings

Senior Buildings

Why Mix?

Property
Management

Support Services

Why It Works

- Potiker Family Senior Housing, San Diego, California (62+)
- Tyrol Plaza, Anaheim, California (some units 55+; some 62+)



Potiker Family Senior Housing, San Diego, California

Case Study
Methodology

Financial Aspects

Family Buildings

Senior Buildings

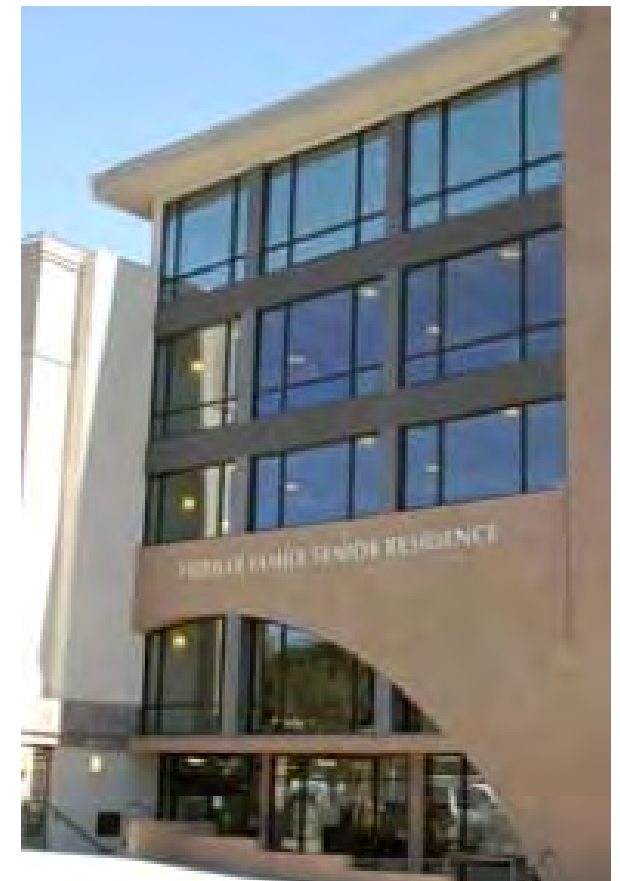
Why Mix?

Property
Management

Support Services

Why It Works

- Developer: Senior Community Centers
- Property Manager: Hyder Property Management
- Services: Senior Community Centers
- Opened: 2003





Potiker Family Senior Housing Unit Mix

Case Study
Methodology

Financial Aspects

Family Buildings

Senior Buildings

Why Mix?

Property
Management

Support Services

Why It Works

- Units: 198 Studios
- About half homeless





Potiker Family Senior Housing Amenities

Case Study
Methodology

Financial Aspects

Family Buildings

Senior Buildings

Why Mix?

Property
Management

Support Services

Why It Works

- Community room
- Large 1st floor lobby w/ services offices
24-hr front desk service
- Roof top patio with city views
- Commercial kitchen and dining room for
2 meals daily
- Garden
- TV room
- Library
- 5 Stories





Potiker Family Senior Housing Services

Case Study
Methodology

Financial Aspects

Family Buildings

Senior Buildings

Why Mix?

Property
Management

Support Services

Why It Works

- On-site:

- Full-time Resident Services Coordinator
- Full-time Older Adult Rehabilitative Specialist (Gerontologist)
- 8 Hour/ week Registered Nurse
- 8 Hour/ week Psychiatric Nurse

- Most Important:

- Meals
- Case management
- Living skills
- Social activities
- Mental health counseling



Tyrol Plaza Senior Apartments, Anaheim, California

Case Study
Methodology

Financial Aspects

Family Buildings

Senior Buildings

Why Mix?

Property
Management

Support Services

Why It Works

- Co-Developers: A Community of Friends (ACOF) and Acacia Housing Advisors.
- Property Manager: Barker Management
- Services: Southern California Presbyterian Homes and Community SeniorServ
- Opened: 2004





Tyrol Plaza Senior Apartments Unit Mix

Case Study
Methodology

Financial Aspects

Family Buildings

Senior Buildings

Why Mix?

Property
Management

Support Services

Why It Works

- Units: 60
- Reserved Units:
 - All are low-income seniors
 - 30 Special needs, including
 - 18 Homeless

•54 1 BR

•6 2 BR





Tyrol Plaza Senior Apartments Amenities

Case Study
Methodology

Financial Aspects

Family Buildings

Senior Buildings

Why Mix?

Property
Management

Support Services

Why It Works

- Freestanding activities building w/ kitchen
- 1st floor lobby w/ 3 services offices
- Trellised plaza with tables, benches, BBQ
- Non-smoking building
- Living room
- Game room
- Computer lab
- TV room
- Library
- Garden
- 3 Stories





Tyrol Plaza Senior Apartments Services

Case Study
Methodology

Financial Aspects

Family Buildings

Senior Buildings

Why Mix?

Property
Management

Support Services

Why It Works

- On-site:
 - Full-time Resident Services Coordinator
 - A 12-hour per week Case Manager
 - A part-time Caregiver
- Most Important:
 - Case management
 - Meals
 - Referrals and access to medical care
 - Living skills training
 - Benefits advocacy





Why Mix Populations?

Case Study
Methodology

Financial Aspects

Family Buildings

Senior Buildings

Why Mix?

Property
Management

Support Services

Why It Works

- Mission-driven
- Funding opportunities
- Shortage of housing for homeless
- Avoid ghettoization
- Market inclusion
- Tax credit affordability



Weighted Ranking of Most Challenging Property Management Issues

Case Study
Methodology
Financial Aspects
Family Buildings
Senior Buildings
Why Mix?
Property Management
Support Services
Why It Works

RANK	ISSUE
1	Disturbing Other Tenants
2	Unauthorized Guests
3	Nonpayment of Rent
4	Unable to Live Independently
5	Drug/Alcohol-Influenced Behavior
6	Clutter
7	Smoking



Property Management View of Services

Case Study
Methodology

Financial Aspects

Family Buildings

Senior Buildings

Why Mix?

Property
Management

Support Services

Why It Works

- Essential
- Helps through 6-month adjustment period
- Allows focus on the property management issues
- Supports long-term tenancies



Developers' Views of Supportive Services

Case Study
Methodology

Financial Aspects

Family Buildings

Senior Buildings

Why Mix?

Property
Management

Support Services

Why It Works

- Essential for formerly homeless
- Understaffed periods demonstrated need
- On-site is most effective
- Supports asset management



Weighted Ranking of Services Deemed Most Important by Case Managers

Case Study Methodology
Financial Aspects
Family Buildings
Senior Buildings
Why Mix?
Property Management
Support Services
Why It Works

RANK	SERVICE
1	Case Management
2	Medical Care/Medication Management
3	Money Management
4	Meals/Food
4	Living Skills/In Home Supportive Services
6	Mental Health Services
7	Benefits Advocacy
7	Substance Abuse Counseling
9	Social and Recreational Activities
9	Transportation



Why Mixed-Population Housing Works

Case Study
Methodology

Financial Aspects

Family Buildings

Senior Buildings

Why Mix?

Property
Management

Support Services

Why It Works

- The populations get along
 - Informed at leasing
 - Value diversity
- Appreciate affordable housing
- Sound financing
- Appropriate services
- Sensitive property management
- Communications
- Community



Shelter Partnership

Is Mixed-Population Housing a Solution to Homelessness?

Case Study
Methodology

Financial Aspects

Family Buildings

Senior Buildings

Why Mix?

Property
Management

Support Services

Why It Works

Study available:

[http://www.shelterpartnership.org/
documents/BRIDGEStudyFinal
copy_000.pdf](http://www.shelterpartnership.org/documents/BRIDGEStudyFinalcopy_000.pdf)

Contact:

Steve Renahan, Senior Policy Advisor
srenahan@shelterpartnership.org
(213) 943 4589



BRIDGE/ULI/Fisher Center Policy Forum, February 5, 2009

Case Study
Methodology
Financial Aspects
Family Buildings
Senior Buildings
Why Mix?
Property
Management
Support Services
Why It Works

Is Mixed-Population Housing a
Solution to Homelessness?



Prepared by
Shelter Partnership, Inc.
January 2009

For presentation at BRIDGE Housing Policy Forums
University of Southern California, Feb 3, 2009
University of California at Berkeley, Feb 5, 2009



1212 MLK, Bronx, New York City

Case Study
Methodology

Financial Aspects

Family Buildings

Senior Buildings

Why Mix?

Property
Management

Support Services

Why It Works

Total Development Cost:	\$10.5 million	
Permanent Funding:	Sources:	Amounts:
9% LIHC Equity	NYS Division of Housing and Community Renewal	\$6,461,000
Loan – Mixed Income Rental Program (1%, interest only, 30-yr term)	NYC Dept. of Housing Preservation & Development (NYC HPD)	\$2,538,000
Loan – Hard Debt	The Community Preservation Corporation	\$975,000
ENERGY STAR pilot program	NYS Energy Research and Development Authority	\$200,000
Deferred Dev. Fee	Developers	\$344,872
Operating Subsidies:	Tenant-based S8 vouchers from NYC HPD	Varies for rental and service.
	NYS Office of Mental Retardation & Developmental Disabilities	Varies for rental and service.



Amistad Apartments, Los Angeles, California

Case Study
Methodology
Financial Aspects
Family Buildings
Senior Buildings
Why Mix?
Property Management
Support Services
Why It Works

Total Development Cost:	\$9,096,998	
Permanent Funding:	Sources:	Amounts:
	HUD Supportive Housing Program	\$400,000
	Housing Authority – County of LA	\$2,170,000
	LP Equity	\$6,221,998
	AHP	\$300,000
	GP Equity	\$5,000
Operating Subsidy:	SHIA	Approximately \$77,000/ year



Franklin Apartments, Bronx, New York City

Case Study
Methodology

Financial Aspects

Family Buildings

Senior Buildings

Why Mix?

Property
Management

Support Services

Why It Works

Total Development Cost:	\$12,233,000	
Permanent Funding:	Sources:	Amounts:
	NYS DHCR (Housing Trust Fund)	\$2,000,000
	Tax credits (syndicator: Richman Group)	\$10,233,000
Operating Subsidy:	NYC Dept Homeless Services	\$102,000/yr
	NYC Dept. Health & Mental Hygiene	\$589,000/yr



Potiker Family Senior Housing, San Diego, California

Case Study Methodology	Total Development Cost:	\$18 million	
Financial Aspects	Permanent Funding:	Sources:	Amounts:
Family Buildings		9% Federal Low Income Housing Tax Credits	\$10,233,000
Senior Buildings			
Why Mix?	Site acquisition	Centre City Development Corporation	\$2.2 million
Property Management			
Support Services		San Diego Housing Commission	\$1.6 million
Why It Works		Potiker family donation	



Tyrol Plaza

Senior Apartments, Anaheim, California

Case Study
Methodology
Financial Aspects
Family Buildings
Senior Buildings
Why Mix?
Property Management
Support Services
Why It Works

Total Development Cost:	\$9,805,000	
Permanent Funding:	Sources:	Amounts:
5-year loan	CCRC	\$780,000
30-year loan	CCRC	825,000
Subsidy/loan (AHP)	FHLBSF/Republic Bank	300,000
Partner loan	ASHSA (SHP)	400,000
Agency loan	Anaheim Redevelopment Agency	750,000
Tax Credits (9%)	ESIC	6,250,000
Deferred Developer Fee	ACOF, Acacia Housing Advisors	500,000
Operating Subsidy:	Anaheim Housing Authority	35 units Section 8 PBV