

REBUILD POTRERO 2020 IMPACT REPORT

REDEVELOPMENT OF
POTRERO TERRACE AND ANNEX



Rebuild Potrero: Neighborhood Revitalization Initiative

Rebuild Potrero is a neighborhood revitalization effort that will transform Potrero Terrace and Annex, one of the oldest public housing communities in San Francisco, into an inclusive, mixed-income community where all can thrive.

Learn more at www.rebuildpotrero.com

Our Vision: Bridging Connections



Letter from Damon Harris, VP of Community Development

Rebuild Potrero was formed in 2008 as a collaboration among the residents of Potrero Terrace and Annex public housing, the City and County of San Francisco's HOPE SF initiative and Mayor's Office of Housing and Community Development, neighborhood-serving nonprofits and BRIDGE Housing Corporation to support the campus' redevelopment into a community where all residents have access to health, well-being and economic advancement. We are profoundly grateful to our partners for their commitment to reimagine the role real estate investment can play in ending structural disparities and inequality.

This initiative was launched to address long-deteriorating public housing and the historic social, economic and physical isolation of Potrero Hill Terrace and Annex residents from the growth and prosperity of San Francisco. **Rebuild Potrero** succeeds by building the essential social foundations—quality housing, employment, education, health and well-being and relationships—to create neighborhood vibrancy, economic growth and equity.

The **2020 Rebuild Potrero Impact Report** highlights progress and next steps. Our ability to innovate towards this grand vision is dependent on the goodwill and efforts of our partners, as well as our ability to collect data and evaluate what works and which areas require a fresh approach.

Since 2008, we have worked with more than 50 community partners, convened over 120 solution-focused community dialogues, presented to over 100 community groups and employed 51 residents. This work represents our commitment to investing in not only the physical spaces, but nurturing the social and economic fabric as well.

2019 was a year of pivotal moments for the development. 1101 Connecticut, the first of five redevelopment phases, opened to provide a greatly enhanced and modern environment for 72 families, and is quickly becoming a new anchor for community connections. BRIDGE's partnership with CARE, a resident-led nonprofit, began testing new approaches to strengthen the social conditions that foster community safety and well-being. Finally, the passage of San Francisco's \$600 million housing bond means the critical work of resident-centered revitalization will be sustainable for the foreseeable future.

Over the next few years, we will continue the journey of mutual learning with our most important partners: the residents of Potrero Terrace and Annex, surrounding neighborhoods and community partners. We will share the results of the **2020 Rebuild Potrero Impact Report** with the residents of Potrero Terrace and Annex and use their feedback to plan for the next wave of innovations.

Our sincere thanks go to the residents of this amazing community, without whom this work is not possible.

DAMON A. HARRIS.

Damon Harris, VP of Community Development

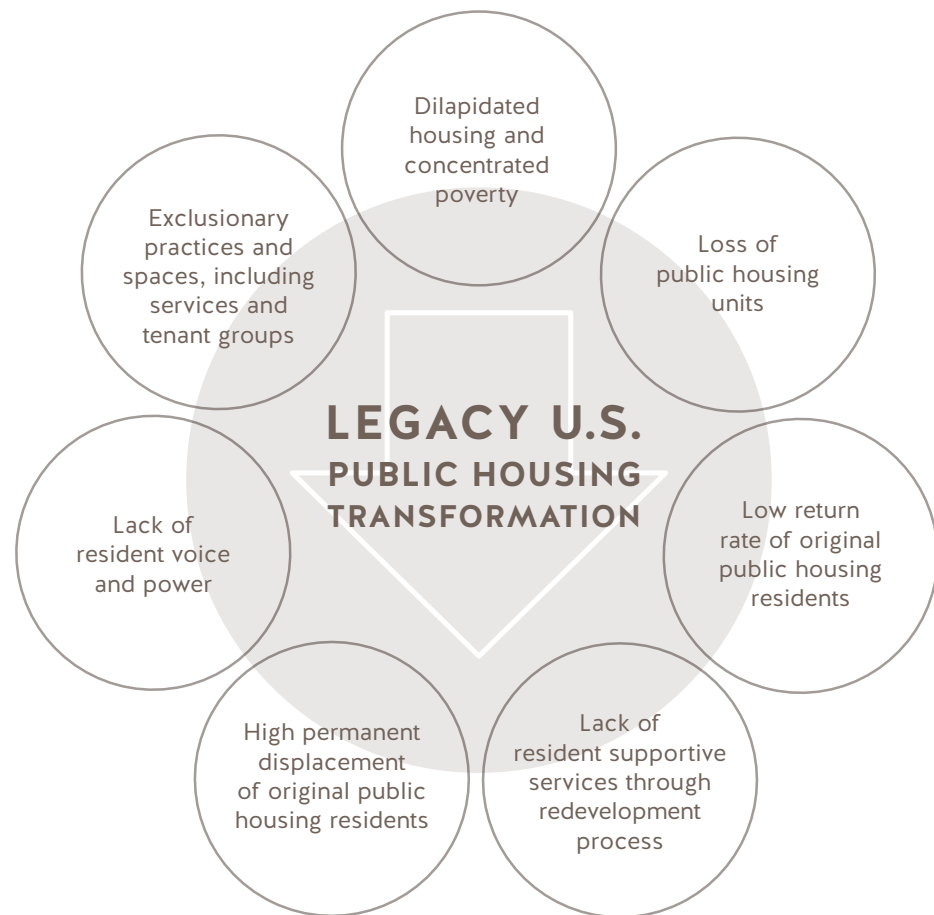
The Problem and Our Approach

OUR HISTORY

In 2008, BRIDGE Housing was selected as the master developer of Rebuild Potrero, a HOPE SF initiative, in partnership with the City and County of San Francisco’s Mayor’s Office of Housing and Community Development and community partners. As the nation’s largest public housing, mixed-income redevelopment initiative, HOPE SF’s chief principles and strategies address legacy public housing missteps and shortfalls through systems change and collaboration, racial reparations, community power and data accountability.

Learn more at hope-sf.org.

Before putting a shovel in the ground, BRIDGE invested deeply in Potrero Terrace and Annex by embedding BRIDGE Community Development staff in the community and employing its nationally recognized Trauma-Informed Community Building approach.¹ This technique regularly engages residents and neighborhood groups across Potrero Hill in a range of healthy living activities that foster a sense of trust and community among development partners and residents.²



Our Holistic Approach



¹<https://bridgehousing.com/wp-content/uploads/2018/08/TICB-2018.PDF>, https://bridgehousing.com/wp-content/uploads/2018/01/TICB.PAPER5_14.PDF

²<https://www.rebuildpotrero.com/program-schedules>

Our Impact

Rebuild Potrero’s partners and equity-focused strategies have led to concrete results, including successful housing relocation and stabilization, high retention of original residents, pathways to wealth-building activities, creation of resident-led initiatives, a sense of belonging and cohesion and safe spaces.

MEASURING OUR IMPACT

BRIDGE conducted its first Resident Needs Assessment in 2013 with funding from the federal Choice Neighborhoods Initiative grant. Neighborhood-level findings from this early effort have provided critical data for a **long-term, initiative-wide strategy** as well as a **baseline for long-term tracking**.

We have since sustained data collecting efforts through successful, ongoing and much-needed philanthropic support and grant monies. This report outlines our impact to date using data from our initial survey as well as two subsequent cross-sectional resident surveys administered in 2016 and 2019, coupled with administrative data and independent evaluations. While our partners are implementing a comprehensive suite of community development and services initiatives, this report highlights two key BRIDGE strategies implemented during the first phase of redevelopment: Supporting Residents through Housing Retention and Stabilization, and Leveraging Construction Jobs as a Pathway to Economic Mobility.

We are proud of our progress thus far, and recognize that this is just the beginning of our commitment to the residents of Potrero Terrace and Annex.

THE HEART OF REBUILD POTRERO IS OUR RESIDENTS



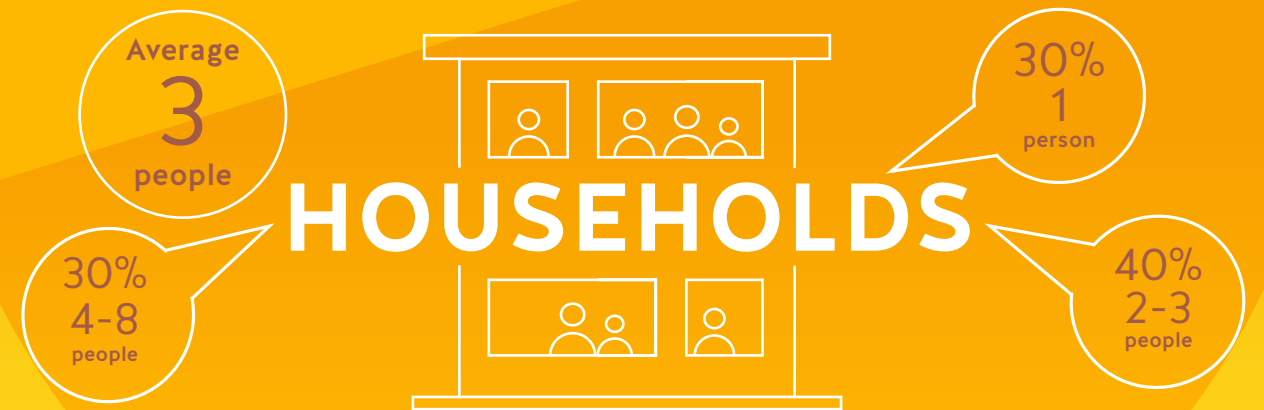
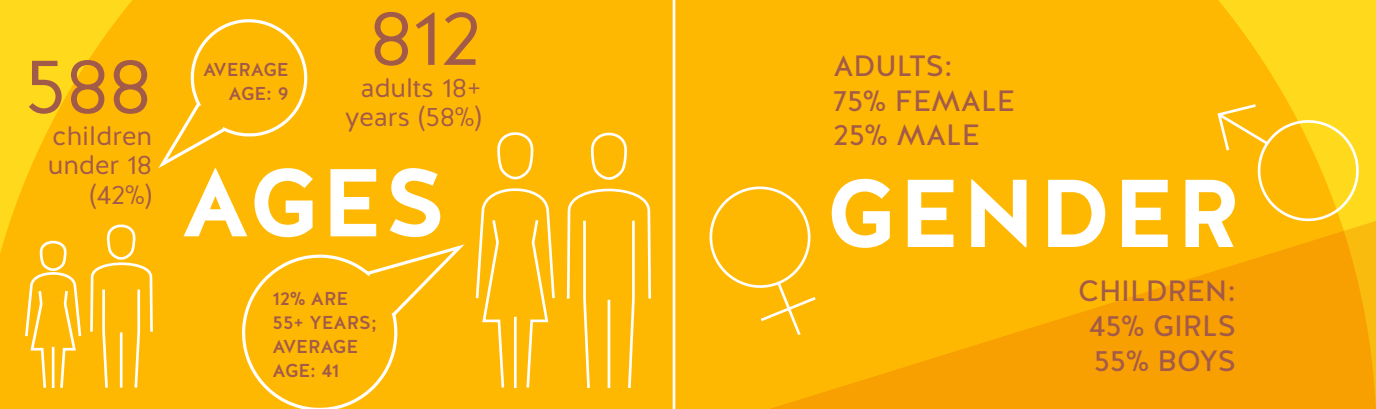
³WE WILL RELEASE FINDINGS FROM OUR ASSESSMENT OF THE FIRST PHASE OF CONSTRUCTION, 1101 CONNECTICUT, IN 2021

⁴RESIDENT SURVEY RESPONSE RATES: 51% IN 2013, 84% IN 2016 AND 27% IN 2019. COMPARABLE YEAR-OVER-YEAR DEMOGRAPHICS PROVIDE SUFFICIENT CONFIDENCE OF REPRESENTATION

Who is Impacted



POPULATION



LANGUAGE

Over 1 in 4 households primarily speak a non-English language. Of which, 1 in 5 speaks Spanish

RACE/ETHNICITY

50% Black, 26% Hispanic, 9% Multi-racial, 4% each Pacific Islander, Asian, White, American Indian or Alaska Native

Goal: New, affordable, high-quality housing, paired with relocation readiness and housing stabilization support

Phase I, better known as 1101 Connecticut, opened its doors to residents in April 2019. HOPE SF’s “build first” philosophy allowed residents to move directly from their dilapidated San Francisco Housing Authority (SFHA) units into brand new apartment homes without temporary relocation off-site. Public housing transformations that require off-site temporary relocation have historically had significantly low return rates, particularly among communities of color.

Rebuild Potrero’s intentional phased and on-site temporary relocation approach increases household retention and stabilization, as well as the likelihood that residents will engage in the revitalization effort itself.

PHYSICAL IMPACT: PHASE 1 REDEVELOPMENT “1101 CONNECTICUT”



72 FAMILY APARTMENT

HOMES

53 public housing replacement apartments

18 apartments for 50-60% AMI households

1 live-in manager’s apartment

AMENITIES

Community room and kitchen

Courtyard with children’s areas

Recreation spaces with expansive views of San Francisco

On-site laundry

Bike parking

RESIDENT HIGHLIGHT:

“I’m looking forward to building a future here and doing everything I can do to help grow our community.”

- Johnnie, 1101 Connecticut’s first resident, after living in distressed public housing for nearly a decade.

RESIDENT HIGHLIGHT:

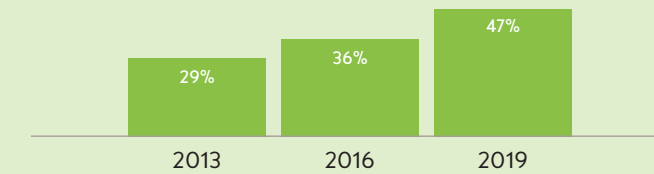


“I love the community, I love the people here. I’m really glad that we didn’t have to move away. It’s home.”

- Lisa, whose family lives in 1101 Connecticut.

The team’s collective goal is to ensure as many of the original Potrero Terrace and Annex residents who want to stay in the community can. The chart below shows our impact in retaining as many long-time residents.

Retention, Stability and Integration:
Increase in residents who have lived at Potrero Terrace and Annex for over 10 years:



COMMUNITY IMPACT

AT 1101 CONNECTICUT

- Retention:** 53 original families successfully moved into 1101 Connecticut
- Stability:** 100% continue living in the property since move-in
- Currency:** 95% pay rent on time
- Integration:** 18 new affordable apartments for other low-income households
- Compliance:** 0% have had a lease violation or eviction notice

Case study: Supporting Residents through a Housing Retention and Stabilization Initiative



STRATEGY 1: HOUSING RETENTION OF ORIGINAL RESIDENTS

In late 2015, BRIDGE contracted with Shanti Project's Peer Advocate Care Team (PACT) during the first phase of development. With the help of City and County funds, the Shanti Project provided wraparound supports to ensure residents' smooth transition to their new homes. Social services included relocation readiness, eviction prevention resources, housing stabilization, community stewardship, advocacy and one-on-one and group-level services.

Key to success: Before logging their first client intake form, the Shanti Project spent one year building relationships with Potrero Terrace and Annex residents at community events and activities. The Shanti Project also assisted in outreach for BRIDGE's 2016 Resident Survey, which reached an impressive 84% of (or 485) households. Shanti Project staff knocked on every door to encourage resident participation, and to make it known that they were available to help.

This groundwork built trust between Potrero residents and Shanti staff.

Six to nine months prior to the big move into the first new building, Shanti launched an intensive **Relocation Readiness Campaign** with the residents who would call 1101 Connecticut their new home. This included assisting residents with compiling vital documents for their appointments with both SFHA and BRIDGE leasing staff. Of all 53 original Potrero Terrace and Annex households, only three missed their appointments, a sure sign that people were prepared and eager for a new start in a new BRIDGE building.

STRATEGY 2: HOUSING STABILIZATION OF ALL RESIDENTS

To ensure the stability of all residents—original and new—a Housing Stability Team, composed of staff across BRIDGE Property Management and Community Development, HOPE SF and Shanti services meet to report on issues that impact housing stability and community health.

Key to success: The Housing Stability Team meets bi-weekly to decrease the likelihood of displacement due to non-payment. Supports include referrals to money management, workforce development and job readiness programs, and when necessary, rental assistance. For residents who experience changes in income, the Team ensures that SFHA interim recertifications are completed and tracked to make timely rent changes when warranted. Communication is essential for effective coordination among HOPE SF, SFHA, BRIDGE and service providers.

This proactive team provides the necessary safeguards so that no household falls through the cracks.

Resident Success story: "I was in a dark place before learning that I would be moving into a new building. I was battling drug addiction and had my son removed by CPS. Once I found out about 1101 Connecticut, I connected with my Shanti care navigator and enrolled in rehab. While I got myself sober, my care navigator connected me to resources to keep my rent paid. I was able to begin unsupervised visitation, obtain full-time employment and, thanks to BRIDGE's flexibility on a move-in date, graduate my program. Now I'm celebrating a year of sobriety with a new apartment and full custody of my son. Without Shanti and my new home from BRIDGE, my family wouldn't be together today." – 1101 Connecticut Resident

Looking Ahead: Phase 2 Redevelopment "Vertical Block B"

Physical Impact: Phase 2 will include 157 family apartment homes (118 public housing replacement units and 39 new low-income units serving 30-60% AMI households); a new early childhood education center, and an adjacent public mini park.

Anticipated completion is June 2023.



THE CROSS CULTURAL FAMILY CENTER, A NEW EARLY CHILDHOOD EDUCATION CENTER:



Cross Cultural Family Center (Cross Cultural) is a 50+ year old organization that specializes in addressing the developmental and educational needs of culturally-diverse families with young children in urban San Francisco. Cross Cultural began providing quality early education and care for 32 children on the Potrero campus in 2017. All slots are subsidized for low-income children, and as many as needed are set aside for Potrero children.

The new childcare center will provide Cross Cultural with a new and permanent space to provide much-needed high-quality early care to approximately 50 more low-income children.

Key to success: At this year's annual preschool enrollment campaign—a five-year campaign led by BRIDGE Community Development—Cross Cultural participated in raising awareness, promoting services and enrolling Potrero children.

A NEW PUBLIC MINI PARK

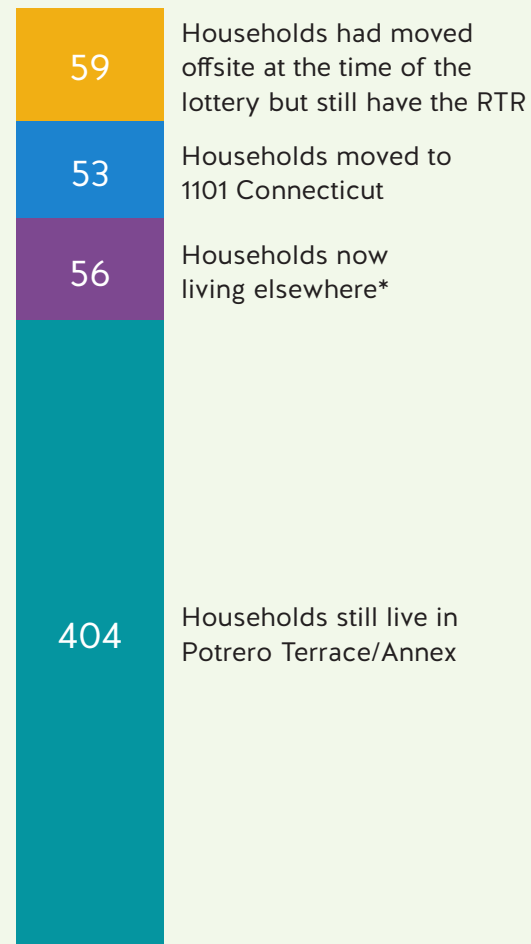
Rebuild Potrero will construct a new public mini park as an important resource rarely available in low-income communities. Research shows that access to health-promoting resources like parks are associated with better health outcomes and overall well-being and quality of life.



An economically-integrated community that curbs displacement

By 2023, 30% of original Potrero Terrace and Annex households will live in the new apartments, and 39 additional low-income families will benefit from new affordable housing. The remaining original households will move into new buildings by 2029.

572 Total households have the right to return (RTR) as of the lottery in Jan 2017.



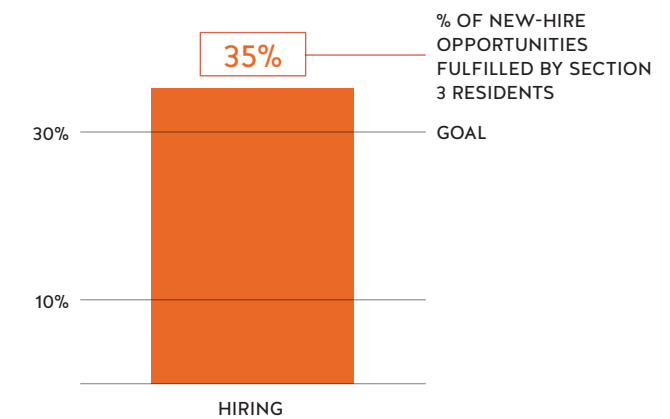
*29 households in other HOPE SF (Alice Griffith or Hunters View), 6 households in other SFHA communities, 6 households in other housing in San Francisco (12 households with no forwarding address provided, 3 households outside of San Francisco) San Francisco's Right to Return Ordinance, which went into effect January 19, 2020, helps ensure long-time Potrero residents can return.

Goal: Create a vibrant, competitive and resilient workforce for the 21st century economy

STRATEGY 1: LEVERAGING CONSTRUCTION JOBS AS A PATHWAY TO ECONOMIC MOBILITY

A central principle of HOPE SF is to position residents at the center of redevelopment by “grounding the work in the concept of reparations” and “providing economic opportunities through the rebuilding process.” A key realization strategy of this principle is to leverage construction jobs as a pathway for economic mobility.

Through collaborative efforts of San Francisco's Office of Economic and Workforce Development (OEWD), Young Community Developers (YCD), CityBuild and general contractor Cahill Contractors and its subcontractors, the team has not only met its 30% federal Section 3 local hiring goals, but exceeded them with 35% local hiring for the construction of 1101 Connecticut.



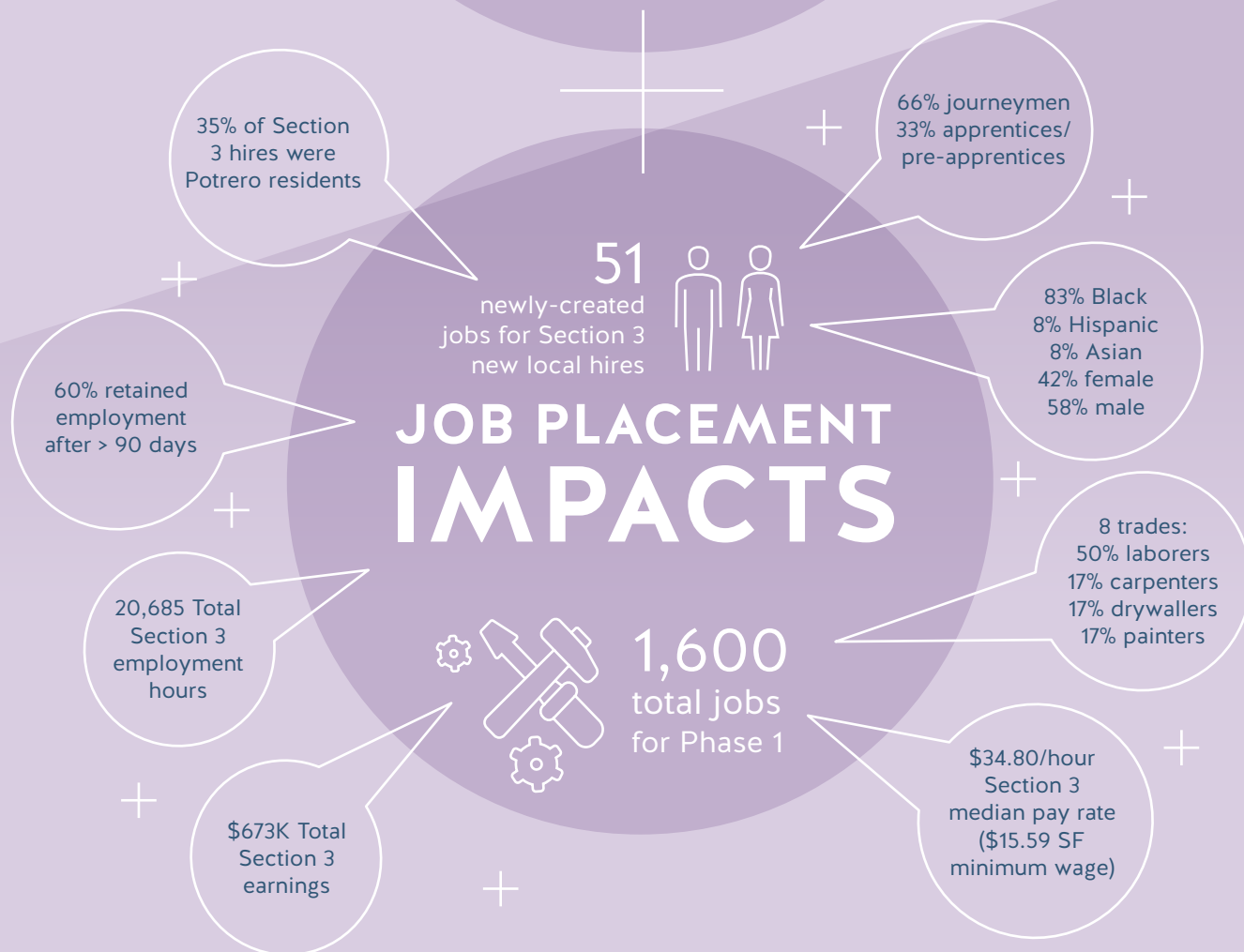
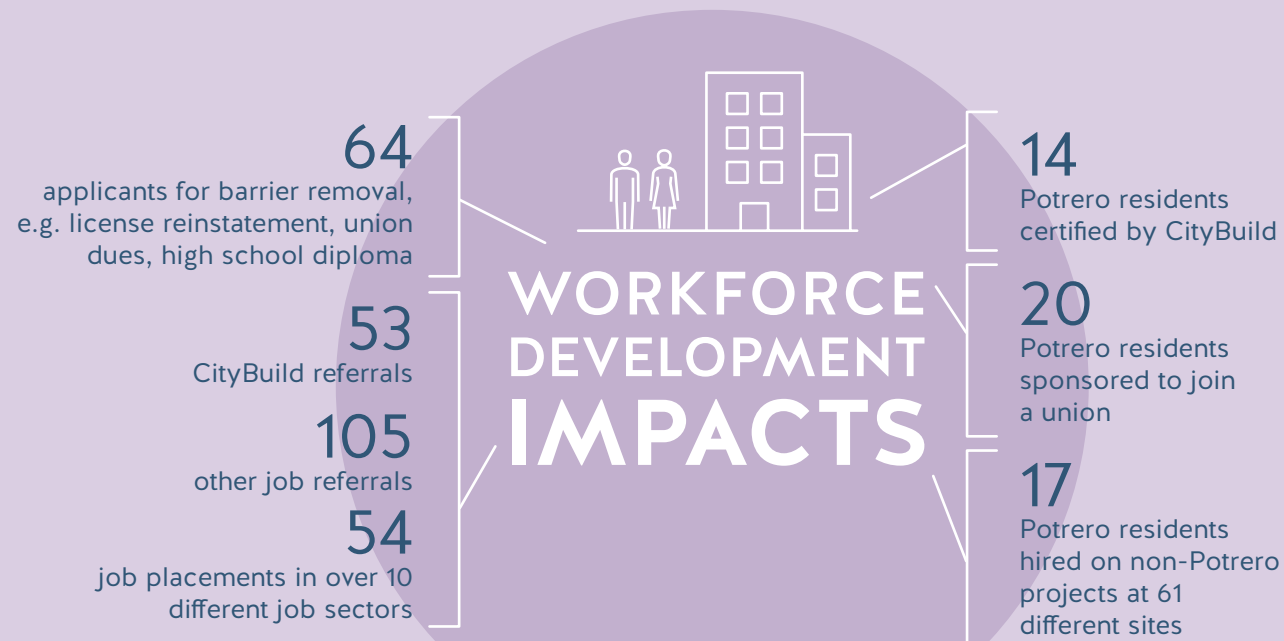
HOPE SF supports residents by removing barriers to job application, placement and retention. Rebuild Potrero helps residents grow their skill sets and employability, increase their earnings and equip residents to be competitive in the 21st century economy.



RESIDENT SUCCESS STORY:

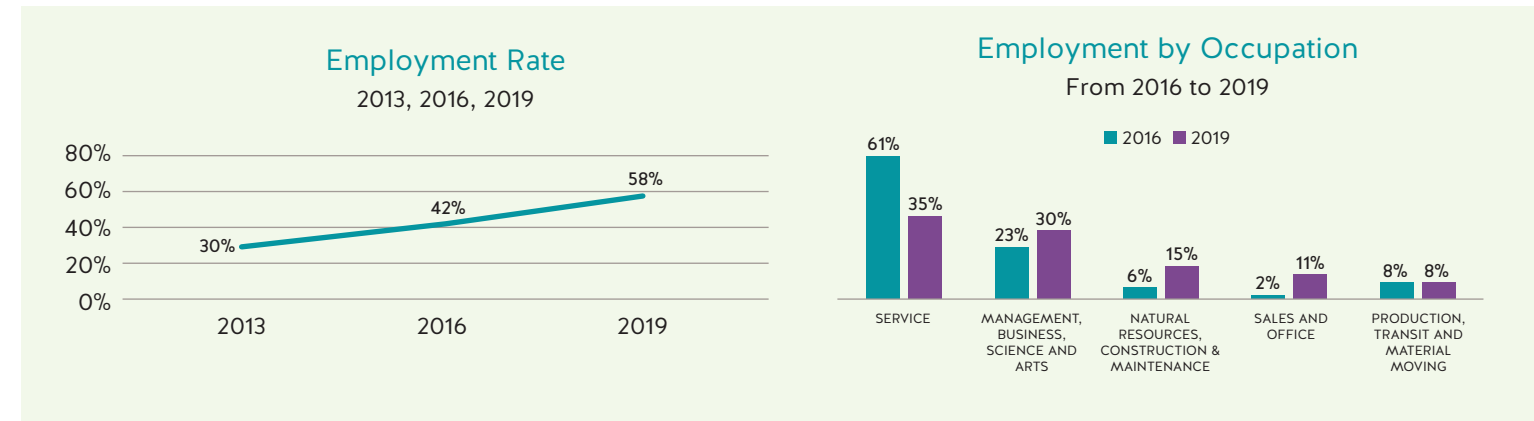
One Potrero Hill resident calls 1101 Connecticut her new home, but she can also place it on her resume. This young African American woman literally built 1101 Connecticut as a carpenter apprentice. Her work was a labor of love that graced the neighborhood with more affordable housing and increased her earnings to a wage of \$44.80/hour.

Goal: Create a competitive and resilient workforce for the 21st century economy



Strategy 2: Investing in workforce development support (beyond construction) to improve the community's overall economic vibrancy

Employment rates among Potrero Terrace and Annex residents have nearly doubled, from 30% in 2013 to 58% in 2019. Not only that, but Potrero residents are moving into better quality and higher paying jobs. From 2016 to 2019, the proportion of residents in Management, Business, Science and Arts jobs increased by 7%, while Service jobs decreased by 25%.



LOOKING AHEAD: LONG-TERM WORKFORCE STRATEGY

Going forward, BRIDGE's Community Development team will develop a long-term strategy to ensure employment pathways throughout construction phasing and expand workforce partnerships to other industries (e.g. healthcare and technology).

STAY TUNED

The 2021 Rebuild Potrero Impact report will highlight our progress on health and well-being initiatives, in addition to an early assessment of 1101 Connecticut resident experiences.

ACKNOWLEDGEMENTS:

Our sincerest thanks to our residents for whom this work will ultimately benefit as well as our project partners, our many generous funders, and the following research and evaluation consultants: Harder+Company Community Research and Social Science Research Center at California State University, Fullerton.





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