Street to Home
4 sites to choose from in Brooklyn and the Bronx

10 months into the 1-year pilot program

75 single room occupancy units filled of 81
Progress: Street-to-Home has moved 60 New Yorkers who lived on the street to private apartments with services to help them rebuild a stable life. We’re committed to ending street homelessness, and this is one more tool to get the job done.

Gothamist: Dozens of homeless New Yorkers are moving into vacant apartments thanks to a new program.
What To Do About SROs?

www.rockabill.com
Rockabill primarily serves the nonprofit affordable, supportive and transitional housing community by providing a variety of Consulting, Development and Construction related services.

With over 15 years of experience serving all areas of affordable and supportive housing development in New York, the Rockabill team utilizes their knowledge to bring innovative financing solutions, attention to detail, integrity and ability to execute and build projects on time and within budget. Rockabill has been involved in the development and financing of over 14,000 affordable housing units.
SRO Preservation: Challenges & Solutions

Challenges

• No SRO Preservation Program
• HPD Preservation doesn’t “speak” supportive housing; limited/no dev fee
• Adding bathrooms/studios is $$$, relocation very difficult
• Low rental income = can’t underwrite private debt for rehab + need for social services funding to subsidize operations
• Low services funding = if services funds are used for operations, services suffer
• Very difficult to lease
• Impossible to convert existing SROs to supportive housing without adding bathrooms; Master Lease offers inadequate services funding

Solutions

• Simple preservation and rehab: “take what you can get/do what you can”
• Energy efficiency improvements
• Add private bathrooms
• Convert to studios
• Can HPD create a new SRO conversion term sheet?
• Can 15/15 or other rich subsidy/service funding be applied to existing units?
New Senate Residence, 206 West 92\textsuperscript{nd} St., NY

- SRO converted to supportive housing in 1988
- 137 units, shared kitchens/bathrooms
- DOHMH and DHS services funding
- Closing December 2023

Challenges:
- High number of tenant-based vouchers
- No project-based subsidy
- Impossible to lease
- Cramped quarters/not enough service space

Solutions:
- Increased DOHMH contract!
- Section 610
- Can’t reduce units, doing what we can: focus on improving service space
- HPD Y15 with Private Debt (TDC = $160K/unit)
Capitol Hall, Upper West Side, NYC

- 202-room SRO developed in 1988 under Section 8/SRO Mod Rehab Program
- Preserved with LIHTC 2014 (TDC = $235K/unit)
- Everyone asks: can we copy Capitol Hall?

**Unique Factors:**

- 100% Project Based Section 8
- Little/no services funding
- Large building with plenty of space

**Solutions:**

- Added private and jack+jill bathrooms without reducing unit count
- Checkerboard relocation
Stephan Russo Residence, 235 West 107th St., NY

- 84 bed illegal hotel on UWS
- 69 units: 80% supportive
- LIHTC closing March 2023 (TDC = $550K/unit)

Challenges:

- 30% Construction Price Escalation post COVID
- High hard costs due to 15/15 requirement for private bathrooms

Solutions:

- HRA 15-15 service funding
- Collegiate Funds – not possible otherwise
- Section 610
St. Francis Residences I-III, Chelsea, NY

- SROs converted to supportive housing in 1980s
- 255 SRO units across 3 residences
- DOHMH and DHS services funding
- Very specific population; not opposed to SRO

Challenges:
- Low rents < 300!
- No project-based subsidy
- Rehab needed
- Can’t support private debt/no developer fee

Solutions:
- Increased DOHMH contract!
- 24 units HPD PBV
- HPD Green Housing Program & Electrification Pilot (TDC = $88K/unit)
Columba Kavanaugh House, Harlem, NY

- SROs converted to supportive housing in 1980/90s
- 260 SRO units across 3 residences
- DOHMH and DHS services funding

Challenges:

- No project-based subsidy
- Rehab needed
- 25% vacant (!!)

Possible Solutions:

- Exploring possibility of converting one or more residences to private bathrooms or full studios
- Make high vacancy work to our advantage
Unpopular Opinions

• SRO stock shouldn’t go to waste
• SROs have a place in the housing continuum
• Some unhoused people are not ready for a full apartment, but all deserve a home and a lease
• Permanent housing doesn’t necessarily mean one apartment for life
• DSS should refine referral process
• SRO project-based subsidy should be able to convert to tenant-based so tenants don’t get “stuck” after one referral

Contact:

Katie Devine
Principal
Rockabill Consulting
212-682-0597 ext 15
kdevine@rockabill.com
SRO Supportive Housing Sites
Lantern Community Services
Michelle Hess, Chief Compliance Officer
Anish Patel, Compliance Manager
SRO H

- Located in the Upper West Side
- Opened in 2008
- Population served:
  - 60 SMI single adults (DOHMH funded)
  - 35 NYNY III Pop H single adults (HASA funded)
  - 41 Community single adults
- DHS funding for all 136 units
SRO H

Referral sources:
- DHS for SMI units
- HASA for NYNY III Pop H units

Rental assistance:
- CoC Shelter Plus Care (15 units: 10 SMI; 5 NYNY III Pop H)
- HUD SRO Mod Rehab (60 units: 50 SMI; 10 NYNY III Pop H)
A laundry area (3 washers and 3 dryers)
A community room with computers
24/7 front desk coverage

Case Management
Health and Wellness
Education and Employment
Nutrition and Culinary Arts
Arts and Culture
Leasing and Compliance
SRO H Units

- Furniture:
  - Twin bed
  - 2 chairs
  - Half refrigerator
  - Microwave
  - Hot plate
  - Air conditioner

- Starter kit:
  - Bed and bath linens
  - Cookware, dinnerware, and utensils
SRO H Current Vacancies

- 14 vacancies
  - 5 NYNY III Pop H units (4 HUD SRO Mod Rehab; 1 CoC Shelter Plus Care)
  - 5 SMI units (5 HUD SRO Mod Rehab)
  - 4 Community units
- 90% occupancy rate
- 7 move ins, 6 move outs so far in 2023
<table>
<thead>
<tr>
<th>Year</th>
<th>Occupancy Rate</th>
<th>Average # of Units Filled</th>
<th>Average # of Vacancies</th>
<th>Move Ins</th>
<th>Move Outs</th>
</tr>
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<tbody>
<tr>
<td>2019</td>
<td>88%</td>
<td>121</td>
<td>15</td>
<td>22</td>
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<td>92%</td>
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<tr>
<td>2021</td>
<td>87%</td>
<td>119</td>
<td>17</td>
<td>4</td>
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<tr>
<td>2022</td>
<td>86%</td>
<td>119</td>
<td>17</td>
<td>19</td>
<td>16</td>
</tr>
</tbody>
</table>
SRO R

- Located in the Upper West Side
- Opened in 2014
- Population served:
  - 60 HSN II single adults (DOHMH funded)
  - 14 NYNY III Pop A single adults (DOHMH funded)
  - 10 NYNY III Pop A single adults (unfunded)
  - 10 DHS Gen Pop single adults
  - 29 Community single adults
- DHS funding for all 123 units
SRO R

Referral sources:
- DHS for HSN II, NYNY III Pop A and Gen Pop units

Rental assistance:
- CoC Shelter Plus Care (84 units: 60 HSN II; 24 NYNY III Pop A)
SRO R Amenities and Programming

- A laundry area (3 washers and 3 dryers)
- An outdoor area
- A community room
- A computer space
- 24/7 front desk coverage

- Case Management
- Health and Wellness
- Education and Employment
- Nutrition and Culinary Arts
- Arts and Culture
- Leasing and Compliance
SRO R Units

- **Furniture**
  - Twin bed
  - Table/chair
  - Full refrigerator
  - Microwave
  - Electric stove top
  - Air conditioner

- **Starter kit:**
  - Bed and bath linens
  - Cookware, dinnerware, and utensils
  - Toiletries
SRO R Current Vacancies

- 10 vacancies
  - 8 HSN II units
  - 1 DHS Gen Pop unit
  - 1 Community unit
- 92% occupancy rate
- 5 move ins, 0 move outs so far in 2023
<table>
<thead>
<tr>
<th>Year</th>
<th>Occupancy Rate</th>
<th>Average # of Units Filled</th>
<th>Average # of Vacancies</th>
<th>Move Ins</th>
<th>Move Outs</th>
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<tbody>
<tr>
<td>2019</td>
<td>94%</td>
<td>117</td>
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<tr>
<td>2021</td>
<td>91%</td>
<td>112</td>
<td>11</td>
<td>9</td>
<td>13</td>
</tr>
<tr>
<td>2022</td>
<td>91%</td>
<td>112</td>
<td>11</td>
<td>9</td>
<td>13</td>
</tr>
</tbody>
</table>
Located in Hell’s Kitchen
Opened in 2018
Population served:
- 33 NYNY III Pop H single adults (HASA funded)
- 6 DHS Gen Pop single adults
- 69 Community single adults
SRO S

- **Referral sources:**
  - HASA for NYNY III Pop H units
  - DHS for Gen Pop units

- **Rental assistance:**
  - CoC Shelter Plus Care (39 units: 33 NYNY III Pop H; 6 DHS Gen Pop)
SRO S Amenities and Programming

- 24/7 laundry area
- Handicap lift and wheelchair accessible bathrooms
- A community room
- A community kitchen
- 24/7 front desk coverage

- Case Management
- Health and Wellness
- Education and Employment
- Nutrition and Culinary Arts
- Arts and Culture
- Leasing and Compliance
SRO S Units

- Furniture:
  - Twin bed
  - Table/chair
  - Bedside table
  - Microwave
  - Half refrigerator
  - Air conditioner

- Starter kit:
  - Bed and bath linens
  - Cookware, dinnerware, and utensils
  - Bonus items such as a reading lamp, storage ottoman, and floor coverings
SRO S Current Vacancies

- 16 vacancies
  - 11 NYNY III Pop H units
  - 5 Community units
- 85% occupancy rate (overall)
- 72% occupancy rate (only program units)
- 6 move ins, 3 move outs so far in 2023
<table>
<thead>
<tr>
<th>Year</th>
<th>Occupancy Rate</th>
<th>Average # of Units Filled</th>
<th>Average # of Vacancies</th>
<th>Move Ins</th>
<th>Move Outs</th>
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<tr>
<td>2021</td>
<td>90%</td>
<td>36</td>
<td>3</td>
<td>3</td>
<td>8</td>
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<tr>
<td>2022</td>
<td>69%</td>
<td>27</td>
<td>12</td>
<td>2</td>
<td>10</td>
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</tbody>
</table>
SRO’s Physical Limitations

- Not ideal living spaces for applicants with physical disabilities
- Clients who do move in may develop conditions over time that make navigating SRO units difficult
- A significant portion of the agency’s Reasonable Accommodation requests originate from clients living in SRO units
- This can produce a knock-on effect when these clients transfer out leading to additional vacancies
Challenges in Filling Vacancies

- Lack of eligible referrals
- Referred applicants have already been housed
- Referred applicants are repeats who have previously declined
- Unable to contact applicants
- No shows for interviews
- Applicants uninterested in shared bathrooms, limited kitchen facilities, and/or small unit sizes
Efforts and Incentives

- Staging vacant units to show the potential of an SRO
- Gift cards for attending interviews
- In person presentations at shelters
- Upgrading items in starter kits
- Providing additional items to increase appeal
- Food programming designed specifically for SRO’s limited kitchen facilities
- Weekly onsite meals
Questions?
The Three Arts Club of New York City
Three Arts Club - 1929
Three Arts Floor Plan – 1929 - 3rd Floor

THIRD FLOOR PLAN OF NEW BUILDING

Three Arts Club Redevelopment
Louise Anthony Vanderbilt Memorial Library

Three Arts Club Redevelopment
Three Arts Club Redevelopment
Three Arts Club – Bedroom
Three Arts Club – Roof

Three Arts Club Redevelopment
The Three Arts Club of New York City

UWS Seniors Evacuated To Hotels To Help Social Distancing: Report

Nearly 300 seniors who live in low-income housing at Euclid Hall will move to Midtown hotels to help prevent the spread of the coronavirus.

Anna Quinn, Patch Staff

Posted Thu, Apr 2, 2020 at 12:37 pm ET

Senior Residence Evacuated by People in Protective Gear, Witnesses Say

March 30, 2020 | 3:03 PM - Updated on June 5, 2022 | 11:38 PM in NEWS, POLITICS

Patch News

West Side Rag

Three Arts Club Redevelopment
Three Arts Club – Private ½ Baths

Three Arts Club Redevelopment
Three Arts Club – Shared Full Baths
Three Arts Club – Private Full Baths
Three Arts Club – Studio Apartments

Three Arts Club Redevelopment
### Three Arts Club – Unit Count Comparisons

<table>
<thead>
<tr>
<th>SCENARIO</th>
<th>Total Units*</th>
<th>Community Units (70%)</th>
<th>Homeless Units (30%)</th>
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</thead>
<tbody>
<tr>
<td>As-Is</td>
<td>124</td>
<td>86</td>
<td>38</td>
</tr>
<tr>
<td>Private Half Bath</td>
<td>94</td>
<td>65</td>
<td>29</td>
</tr>
<tr>
<td>Shared Full Bath</td>
<td>94</td>
<td>65</td>
<td>29</td>
</tr>
<tr>
<td>Private Full Bath</td>
<td>66</td>
<td>46</td>
<td>20</td>
</tr>
<tr>
<td>Studio Apartments</td>
<td>61</td>
<td>42</td>
<td>19</td>
</tr>
</tbody>
</table>

*Total units reduced by 2 units since now know only 10 units will fit on 3rd floor*
# Three Arts Club – Sources and Uses

## Construction Sources

<table>
<thead>
<tr>
<th>Source</th>
<th>per DU</th>
<th>% of total</th>
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<tbody>
<tr>
<td>First Mortgage (Lender: Private TBD)</td>
<td>$22,417,046</td>
<td>$361,565</td>
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<tr>
<td>Second Mortgage (Lender: HPD SARA)</td>
<td>$7,750,000</td>
<td>$125,000</td>
</tr>
<tr>
<td>Third Mortgage (Lender: HHAC HHAP)</td>
<td>$1,002,412</td>
<td>$16,168</td>
</tr>
<tr>
<td>Reso A</td>
<td>$2,500,000</td>
<td>$40,323</td>
</tr>
<tr>
<td>Linda Rosenthal Grant</td>
<td>$150,000</td>
<td>$2,419</td>
</tr>
<tr>
<td>Historic Tax Credit</td>
<td>$1,544,280</td>
<td>$24,908</td>
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<tr>
<td>Deferred Developer's Fee</td>
<td>$4,011,929</td>
<td>$64,709</td>
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<tr>
<td>Other source (Specify: Accrued Interest)</td>
<td>$567,300</td>
<td>$9,150</td>
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<tr>
<td>Gap/(Surplus)</td>
<td>($0)</td>
<td>($0)</td>
</tr>
</tbody>
</table>

**TOTAL SOURCES**

|                | $39,942,967 | $644,241 | 100.00% |

## Permanent Sources

<table>
<thead>
<tr>
<th>Source</th>
<th>per DU</th>
<th>% of total</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Mortgage (Lender: Private TBD)</td>
<td>$16,496,433</td>
<td>$266,072</td>
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<tr>
<td>Second Mortgage (Lender: HPD SARA)</td>
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<td>Third Mortgage (Lender: HHAC HHAP)</td>
<td>$1,002,412</td>
<td>$16,168</td>
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<tr>
<td>Reso A</td>
<td>$2,500,000</td>
<td>$40,323</td>
</tr>
<tr>
<td>Linda Rosenthal Grant</td>
<td>$150,000</td>
<td>$2,419</td>
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<tr>
<td>Historic Tax Credit</td>
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<td>Other source (Specify: Accrued Interest)</td>
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<td>$9,150</td>
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<tr>
<td>Gap/(Surplus)</td>
<td>($0)</td>
<td>($0)</td>
</tr>
</tbody>
</table>

**TOTAL SOURCES**

|                | $39,942,967 | $644,241 | 100.00% |

## Uses

<table>
<thead>
<tr>
<th>Use</th>
<th>Acct</th>
<th>Cost</th>
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</thead>
<tbody>
<tr>
<td>Acquisition Cost</td>
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<tr>
<td>Construction Cost</td>
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<td>Soft Cost</td>
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<tr>
<td>Developer's Fee</td>
<td>$4,457,699</td>
<td>$71,898</td>
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</table>

**TOTAL USES**

|                | $39,942,967 | $644,241 | 100.00% |
The Three Arts Club of New York City

Questions?