

**GLIDE Modernization Project
302, 330 and 334 Ellis Street
PPA Project Description**

I. Introduction and Project Goals

Since 1929, the GLIDE Foundation (GLIDE) has operated its facilities at 302, 330 and 334 Ellis Street (Block/Lots 0324/026, 0324/027 and 0324/005, respectively; and collectively referred to as the Project site), offering a range of charitable and direct services to the Tenderloin and broader San Francisco communities, including a spiritual center through its Glide Memorial Church program.

GLIDE is a nationally recognized center for social justice. GLIDE’s mission is to empower individuals, families and children to achieve stability and thrive through its integrated comprehensive services, advocacy initiatives, and inclusive community programs. GLIDE’s facilities are home to many critical direct services programs, including services to address hunger, addiction, homelessness, mental illness, systemic injustice and more, including most recently COVID relief and recovery services. As one component of its multi-faceted programming, GLIDE is proud to serve approximately 2,000 daily meals to the community as part of its Free Daily Meals program.

Recently, in November 2020, Glide legally separated from the California-Nevada Annual Conference (CNAC) of The United Methodist Church (UMC) through a negotiated settlement agreement. As a result, GLIDE retained legal title to the Project site with a commitment to continue using its facilities to benefit all San Franciscans. With this organizational restructuring complete, GLIDE is now looking forward to this important next chapter of its history and is focused on a new strategic vision to expand its community impact through the “GLIDE Forward” strategic initiative.

A key component of the GLIDE Forward initiative is the proposed Glide Modernization Project (Project), which seeks to modernize GLIDE’s constrained and outdated facilities to allow GLIDE to expand its community impact and mission driven work by providing integrated services in a safe, equitable, and modern environment. The Glide Modernization Project is focused on the following key goals:

- Upgrade outdated existing facilities that are inadequate for GLIDE’s current needs, including improvements to the current restrictive building layout, bifurcated square footage allocations, and accessibility issues – all of which limit GLIDE’s ability to reach clients in need;
- Modernize antiquated building infrastructure to achieve more efficient, sustainable and healthy operations;
- Enhance GLIDE’S capacity to provide critically needed essential services to the community by modernizing and expanding its existing facilities;
- Provide an accessible, safe and welcoming environment for the GLIDE community, including by:
 - Improving accessibility and circulation components, such as elevator systems and ADA mobility features;
 - Incorporating safe and transparent client-facing integrated services on lower floors;
 - Relocating GLIDE’s dining facilities from the existing basement level to the ground floor level, with a modernized layout designed to minimize queuing on sidewalks and provide a more dignified dining experience for clients; and
 - Employing trauma-informed design to provide a transparent and comfortable environment for GLIDE clients;
- Create flexible program space to encourage opportunities for new strategic partnerships providing additional integrated services for the GLIDE community; and
- Retain the Glide Memorial Church building for spiritual services, community gatherings and celebrations.

The below discussion provides additional details regarding the (i) Project site and existing facilities constraints; (ii) proposed Project features; (iii) design approach; and (iv) existing land use controls and anticipated approvals required for Project implementation.

II. Project Site and Existing Facilities Constraints

The Project site consists of three adjacent parcels at 302, 330 and 334 Ellis Street, located on the northwest corner of Ellis and Taylor Streets. The Project site includes two existing buildings: (i) the GLIDE Services and

Administration building located at 330 Ellis Street and (ii) the Glide Memorial Church building (comprised of various uses, including the Glide Memorial Church sanctuary) at 302 Ellis Street. Taken together, the Project site totals approximately 17,657 square feet (approximately 0.41 acre), and the existing developed square footage totals approximately 54,955 square feet. Additional information regarding each parcel is provided below.

- **302 Ellis (0324/026)** → Comprised of the Glide Memorial Church and related facilities building; the existing building totals approximately 20,359 square feet with three stories above grade [approximate height of 76'-3"] and a basement level. The 302 Ellis parcel totals approximately 5,668 square feet.
- **330 Ellis (0324/027)** → Comprised of the GLIDE Services and Administration building; the existing building totals approximately 34,596 square feet with six stories above grade [approximate height of 68'-3"] and a basement level; this structure was originally utilized for dormitory and apartments uses and was later converted to its current use through a series of renovations between 1982 and 2007. The 330 Ellis parcel totals approximately 6,833 square feet.
- **334 Ellis (0324/005)** → Comprised of an undeveloped paved lot, which is utilized for loading, storage and operations uses. The 334 parcel totals approximately 5,156 square feet.

These existing facilities are inadequate for GLIDE's needs with respect to layout, capacity and square footage, and building systems – and require repair, renovation and/or general modernization. Current programmatic deficiencies include a range of issues, including:

- Constricted building layout is ineffective for GLIDE's ability to reach its core client population, and limits its ability to effectively deliver meals, health and social welfare services. The existing structure was originally developed for residential use with long, narrow corridors and small rooms, which restricts GLIDE's ability to provide meaningful gathering and educational spaces, and limits productive administrative office space for GLIDE staff;
- Inadequate and inefficient building square footage for both GLIDE's current needs and GLIDE's ability to engage new strategic partners and expand its integrated care capacity;
- Ground floor entrance areas are dark, cramped and lack visual transparency which results in an unwelcoming and crowded entrance point for GLIDE clients and the broader community, thereby limiting GLIDE's ability to effectively triage client needs and connect them with services;
- Outdated and limited basement-level dining facilities limit GLIDE's capacity to provide meals, and results in long queues on adjacent sidewalks, and a tense and rushed dining environment that hinders opportunities for GLIDE to build trust and provide additional services;
- Limited loading facilities restricts both loading/deliveries and deployment of resources via GLIDE mobile services; and
- Underutilization of the vacant 334 Ellis Street lot.

Additionally, 330 Ellis Street has a wide range of existing building systems and infrastructure constraints that require upgrading and modernization, including:

- ADA/Accessibility challenges, including: limited elevator capacity and functionality; narrow staircases; constricted restrooms that are not accessible to all users; and a floor "step up" just beyond the 330 Ellis entrance lobby, which limits building access to other ground floor services for many visitors;
- Antiquated mechanical, electrical and plumbing systems resulting in inefficient use of space and energy consumption; high energy consumption and costs; and insufficient internet/data infrastructure for modern operations, training and program needs;
- Low floor-to-floor heights restrict opportunities for internal reconfiguration utilizing modern HVAC systems and improving acoustic performance required for GLIDE's operations and programming;
- Seismic infrastructure has not been upgraded to meet modern code requirements; as such, existing limited seismic resilience would hinder GLIDE's ability to maintain operations and provide essential services to the community in the aftermath of a seismic event; and
- Structural adequacy improvements required for live loads in building spaces that were not designed for large gatherings and programming.

III. Proposed Project Components Required to Achieve GLIDE's Goals

GLIDE proposes to invest significant resources towards modernizing its facilities in order to (i) improve access and opportunities for the GLIDE community; (ii) develop additional space that is appropriate for current and future programming needs; and (iii) address existing building systems, seismic and accessibility challenges. The proposed Project improvements are critical to maintaining and expanding GLIDE's services and community impact and will allow GLIDE to continue its celebrated legacy as a multifaceted nonprofit community institution.

The Glide Memorial Church building is a cherished structure, and it is a priority of GLIDE to make only those changes to that building that are needed for security, accessibility and important programming needs to serve the GLIDE community. GLIDE is committed to creating an architectural plan that is sensitive to and respectful of the existing Glide Memorial Church building elements. To that end, the Church façade and the sanctuary (located on the second floor) will be maintained and updated as needed; the primary proposed renovations to the Glide Memorial Church building include updates to the basement and ground floor levels to achieve GLIDE's programming needs as further described below.

The 330 Ellis Street building is functionally obsolete and must be fully replaced in order to achieve GLIDE's project objectives. Accordingly, GLIDE proposes to demolish the 330 Ellis Street building and replace it with a new modernized structure that will be developed on both the 330 Ellis Street and 334 Ellis Street parcels.

- Develop a Modernized GLIDE Services and Administration Building: For many years, GLIDE has operated its administrative and direct services out of the highly constrained 330 Ellis Street building, which over time has hampered GLIDE's ability to fulfill its mission of serving the community and expanding its community impact. Development of a new building on 330 Ellis Street and the underutilized adjacent 334 Ellis Street vacant lot will allow GLIDE to achieve its GLIDE Forward objectives by developing an innovative facility that better serves the GLIDE community through integrated services; provides a safe, accessible, fully-functional and sustainable building; and allows for new partnerships to provide expanded services. The new building will total approximately 88,951 square feet and will be 10 stories (approximately 165 feet) – similar in scale to surrounding and nearby buildings as shown on the attached PPA Plan Set. The building will provide flexible spaces that allow for a range of uses, all informed by trauma-informed design that supports the mental and physical health of users and enables GLIDE to effectively connect with and support the community. Implementing new building systems – such as HVAC and utility infrastructure, vertical circulation, egress, and restrooms sufficient for modern use and increased capacity – all require additional square footage to support systems that are critical to meet updated code and operational needs.
- Inclusive and Welcoming Ground Floor Area: The existing small and outdated street level entry and lobby at 302 Ellis Street is the single point of entry for all visitors and employees, creating a crowded bottleneck that makes it difficult for GLIDE to connect its clients with services. The ground floor levels of both the 302 Ellis and 330 Ellis structures will be renovated to provide an expanded, welcoming and transparent entryway. The ground floor areas will incorporate an adjacent intake lounge area where GLIDE staff can meet with clients, ascertain and triage service needs and provide a holistic range of essential services to clients with immediate needs who may not otherwise be comfortable accessing services in other areas of the building. GLIDE's Dining Room and Servery would be relocated from the basement to the ground floor areas in order to eliminate sidewalk queueing; accommodate to-go meals; and provide a larger dining area for a more accessible, relaxed and dignified dining experience.
- Integrated Basement Level Areas for Improved Operations and Logistics: Existing basement level areas extend below both the 302 Ellis and 330 Ellis structures; the basement areas are dedicated to GLIDE logistics, preparation and delivery of meals. Under the current configuration, the basement areas are cramped and poorly configured with antiquated building mechanical and infrastructure systems. Accordingly, the basement areas will be entirely renovated to meet GLIDE's logistical needs related to meal preparation and delivery, storage, and mobile services deployment, as well as upgrading the mechanical and infrastructure systems to current standards.
- Provide a Multi-Purpose Space for Larger-Scale Gatherings and Programming: The topmost Floor 10 of the new building will incorporate a large meeting and auditorium space, a kitchen and set-up area, and

landscaped outdoor terrace, intended to support and foster larger-scale gatherings, community teachings and events.

- Maintain Glide Memorial Church and Sanctuary: The Glide Memorial Church, including its sanctuary on the second floor, will remain intact with certain limited improvements made to achieve GLIDE's programming needs. Interior improvements to the basement and ground floor level areas will be made to achieve GLIDE programming needs, address accessibility issues, and provide a welcoming entrance point to GLIDE's facilities as described above.
- Improve Mobile Services Through Dedicated Vehicle Loading: The current Project site circulation does not allow for vehicular access to the basement level areas, which results in significant logistics challenges for loading and deployment of meals and mobile services given that all storage and meal preparation areas are housed within the basement level. These issues have been compounded during the COVID-19 public health crisis as GLIDE pivoted many of its services (including meal delivery) to the street level. To address these constraints and inefficiencies, a new vehicle loading ramp along the western portion of the Project site accessible from Ellis Street will provide access to the renovated basement areas for vehicular loading and staging of GLIDE's mobile services vans. A new dedicated freight elevator and expanded storage areas in the basement will allow waste and supply flows to remain separate from public-facing spaces.
- Street Frontage Improvements: With queueing for meals eliminated through renovation of the basement and ground floor level areas, the sidewalk in front of GLIDE can be reclaimed for a broad range of uses, and the new dining room and welcoming point of entry area along Ellis Street will create a vibrant, joyful and active presence along the public way. The new streetscape design proposes to extend a widened sidewalk farther west and north along Ellis and Taylor streets, improving pedestrian safety and circulation, and providing space for landscaping, bike parking, and allowing for GLIDE to continue to flexibly provide essential services and connect with the community. A dedicated vehicle loading zone separates supply flows at the west edge of the expanded sidewalk. The widened sidewalks on both Taylor and Ellis also provide the needed buffer space for Glide Memorial Church congregants to safely gather for celebrations without overcrowding the sidewalk.

IV. Design Approach

The proposed design is guided by the desire to expand GLIDE's ability to provide integrated services to the community through welcoming, flexible, vibrant, trauma-informed design that reflects GLIDE's uniquely vibrant, diverse and resilient spirit. The interior spaces are designed to promote well-being, collaboration, and support, through flexible, navigable and inclusive design approaches. The exterior design of the new building at 330 Ellis Street will respond to and complement the existing Glide Memorial Church building, as well as the surrounding urban fabric and massing of nearby buildings. The west side of the building footprint has been intentionally pulled back from the adjacent property line to allow for a large side yard.

The Project will include renovation or new construction of approximately 110,860 square feet in total, inclusive of the new construction at 330 and 334 Ellis and renovations within 302 Ellis. Development of the new building (approximately 88,951 square feet) results in a net increase of approximately 55,905 square feet compared to existing conditions on the Project site. The proposed new building square footage and massing, as shown in the attached PPA Plan Set, represents the development envelope required to accomplish the GLIDE's objectives for the Project, including providing adequate space to allow GLIDE to meet current demands for services; provide space for integrated services and programs for the GLIDE community; provide flexibility for new strategic partnerships; and allocate additional square footage required for infrastructure and systems upgrades and modernization.

The rooftop of the new proposed building will house upgraded and modernized mechanical equipment for both the new structure and Glide Memorial Church. No mechanical equipment is proposed to be located on the Glide Memorial Church rooftop. As such, mechanical equipment will occupy a comparatively large portion of the new proposed building rooftop in order to accommodate equipment for both the new building and the existing Glide Memorial Church building.

V. Land Use Controls and Anticipated Approvals

a. Existing Zoning Controls

The Project site is located within both the RC-4 (Residential-Commercial, High Density) District and the North of Market Residential Special Use District (North of Market SUD). The Project site is located in an "80-T-130-T" Height and Bulk District, which establishes a base height limit of 80 feet and allows buildings of up to 130 feet subject to certain requirements.

b. Proposed Entitlement Approach

Implementation of the Project is expected to require relief from certain applicable development controls, including:

- **Height:** The Project proposes a total height of approximately 165 feet (inclusive of the mechanical penthouse), in exceedance of the existing 130-foot limit.
 - **Mechanical and Utility Penthouse:** The mechanical and utility penthouse structures on the rooftop may also contribute to the overall structural height and bulk, as the total screened area will occupy approximately 75% of the total rooftop area of the new building (or 45% when calculated across both the new building and Glide Memorial Church building) and be located within 10 feet of building depth at the sides and rear, in excess of the exemptions contemplated under Planning Code Section 260(b) (*Height Limits: Measurement*).
- **FAR:** The Project proposes a gross FAR of approximately 6.28:1, in exceedance of the existing base 4.8:1 maximum FAR allowance. Planning Code Section 125 (*Floor Area Premiums, Districts Other Than NC, C-3 And Mixed Use*) allows corner lots to increase the area of the lot, for purposes of floor area computation, by 25 percent. The Project site includes a corner lot at 302 Ellis Street and, as further described below, GLIDE proposes to merge the existing three lots for development purposes, which would result in a Project FAR of approximately 5.02:1.
- **Setbacks:** The rear yard setback totals 15 feet, which maintains the current rear yard setback of the existing building footprint but exceeds the applicable 25 percent lot depth setback standard under Section 134(c)(2). The upper floors will not be setback, with the exception for the topmost Floor 10 Founders Deck area.
- **Land Use Program:** Establish land use flexibility by allowing for additional Institutional Uses beyond those permitted and conditionally permitted uses listed under the RC-4 and North of Market SUD controls in order to provide new strategic partnerships providing integrated services and programs for the GLIDE community consistent with the Project objectives.

GLIDE anticipates that a Project-specific Special Use District (SUD) may be appropriate in order to achieve flexibility with respect to FAR, height, setbacks, as well as to provide flexible land use programming for future strategic partnerships consistent with GLIDE's organizational mission.¹ Utilizing an SUD would allow for establishment of Project site-specific policies appropriate to achieve GLIDE's unique efforts to provide a broad range of direct services, community programming, and new partnership engagements in the Tenderloin neighborhood. The SUD would establish land use controls for the Project Site. Additionally, GLIDE intends to pursue a lot merger to combine the three existing parcels in order to allow cohesive development across the Project site.

c. Anticipated Key Project Approvals (Planning Commission and Board of Supervisors)

Implementation of the Project will require certain entitlements and approvals from the City and County of San Francisco, including its Planning Commission and the Board of Supervisors. The following preliminary list provides

¹ Notably, GLIDE has proposed an SUD approach rather than a Planned Unit Development (PUD) as it is GLIDE's understanding that a PUD likely is not feasible given that a PUD is only available for sites of 0.5 acres or greater; the Project is approximately 0.4 acres.

an overview of the key approvals anticipated to be required; additional approvals may be required, including related to any actions or permits deemed necessary to implement the Project, such as permits for construction related activities, work within the public rights of way, etc.

San Francisco Planning Commission

- Certification of CEQA document and adoption of findings under CEQA;
- Adoption of Findings of Consistency with the General Plan and Priority Policies of Planning Code Section 101.1;
- Initiation and recommendation to the Board of Supervisors to approve Planning Code amendments adopting a Special Use District;
- Initiation and recommendation to the Board of Supervisors to approve amendments to the Special Use District Map and Height and Bulk Map; and
- Conditional Use Authorization for nonresidential uses between 6,000 and 120,000 gross square feet pursuant to Planning Code Section 209.3; and height over 50 feet with no setbacks above-ground level pursuant to Planning Code Sections 253 and 132.2.

San Francisco Board of Supervisors

- Adoption of findings under CEQA;
- Adoption of Findings of Consistency with the General Plan and Priority Policies of Planning Code Section 101.1;
- Approval of Planning Code amendments adopting a Special Use District; and
- Approval of amendments to the Special Use District Map and Height and Bulk Map.