

# BAHIP Portfolio



**Priscila Tapia**

Non-Profit Housing Association of Northern California (NPH)  
Bay Area Housing Internship Program (BAHIP)

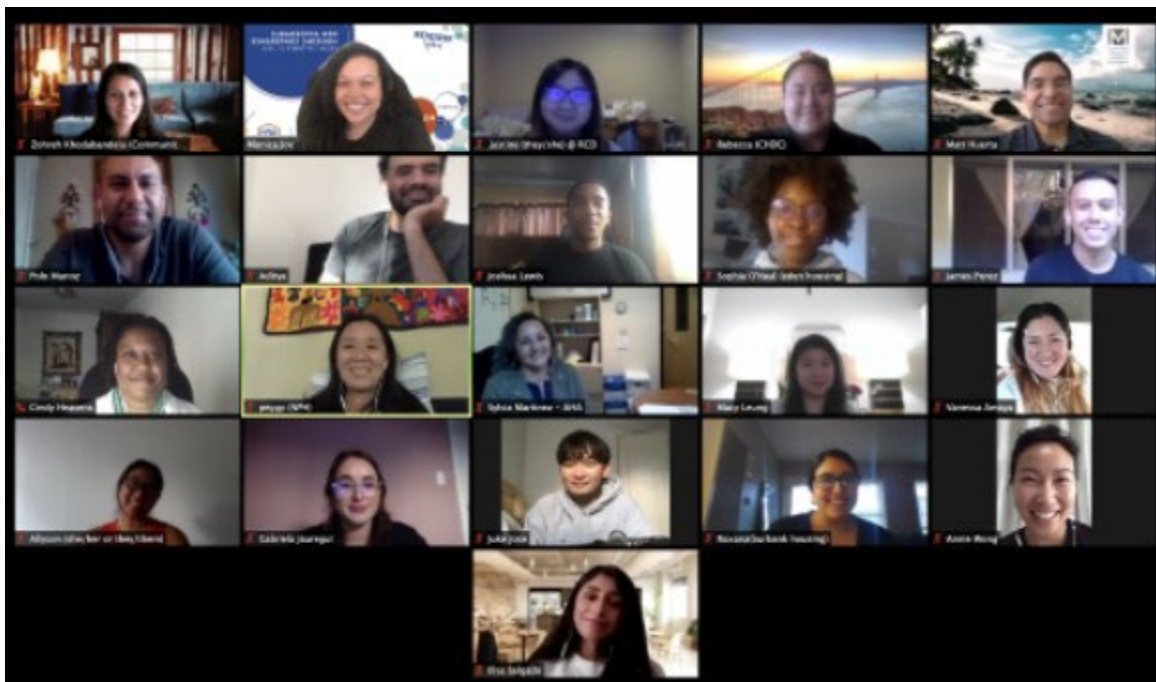
Host Agency- Mercy Housing California

2021-2022

# Table of Contents

<b>BAHIP Program Summary</b>	3
<b>Mercy Housing California</b>	4
<b>About Me</b>	5
<b>Project Overview</b>	6
Sunnydale	7-8
Project Involvement	9
Sunnydale Block 7	10-11
Project Involvement	10
<b>Financial Proforma Competency</b>	12
<b>Development Finance Application Competency</b>	13
<b>Design and Project Approval Process Competency</b>	14
<b>Loan/Funding Closing Competency</b>	15
<b>Leadership “Shadowing” Competency</b>	16
<b>Closing Remarks</b>	17

## BAHIP Summary



The Non-Profit Association of Northern California (NPH)'s Bay Area Housing Internship Program (BAHIP) is a one-year paid internship designed to recruit, and train housing development professionals who enhance inclusion and racial equity at leading nonprofit housing development organizations in the Bay Area.

Interns are placed at host agencies- leading nonprofit affordable housing developers- for a one-year paid internship to learn the basics of affordable housing real estate development through building competencies in financial proformas, loan closing, leadership skills, design and project approval process, and development financing. Interns will learn what it takes to create affordable homes in sustainable communities, and specifically learn the intricacies of developing and rehabilitating single-family homes or multifamily housing complexes from concept inception to construction completion for low-income and ethnically diverse communities following a real estate development process. In addition, interns will further develop their leadership skills through the program's supplemental activities throughout the year.

## Mercy Housing California (MHC)



The mission of Mercy Housing California (MHC), is to create stable, vibrant, and healthy communities by developing, financing, and operating affordable, program-enriched housing for families, seniors and people with special needs who lack the economic resources to access quality, safe housing opportunities.

Throughout the state, MHC has successfully completed development of 10,389 affordable rental units. Of the rental housing developed, approximately 52% has been for families, 32% for seniors, and 16% supportive housing. MHC has developed over 50 properties in the Bay Area over the past 35 years. Many of these properties were the result of strong affordable housing expertise, commitment & perseverance to combine unique financing sources to create innovative housing models as well as thoughtful community engagement strategies.



Groundbreaking event at 290 Malosi (Block 6)

## About Me

As a Bay Area Native, I grew up on the peninsula spending most of my early years in South San Francisco and Westborough. My dad is an autobody painter and my mom operates a daycare – they met in South City after immigrating from Mexico. After years of commute and fog, they set on moving my siblings and I to an area in the Bay where they would experience more temperate weather and the schools were reputable.

Upon moving to Burlingame, I became aware of my own “otherness” and the ways in which racial prejudice manifested itself into the people I met, the neighborhoods I walked through, and the systems alike. San Mateo County, much like the rest of the Bay Area, has a long history of redlining – the discriminatory practice of denying services to residents of certain areas based on their race or ethnicity. I saw the effects of redlining on my fellow classmates when I was in high school where friends would use our address to prove they lived in the area so they could stay within the school district. All around me there were injustices and inequities that were brought forth and sparked my interest in sociology and eventually my interest in affordable housing development. In college I was able to explore different themes of environmental justice, racial justice, gender studies, and urban planning. Going into my last quarter at the University of California, Santa Cruz I applied to the Bay Area Housing Internship Program in the hopes of learning more about the affordable housing industry and the ways I could enrich the field with my own lived experience. After graduating and becoming the first in my family to do so, I started interning at Mercy Housing at the San Francisco office. At Mercy on the development team, I was welcomed and integrated into the Sunnydale project team (pod) where I have flourished under the support and attention of my peers.

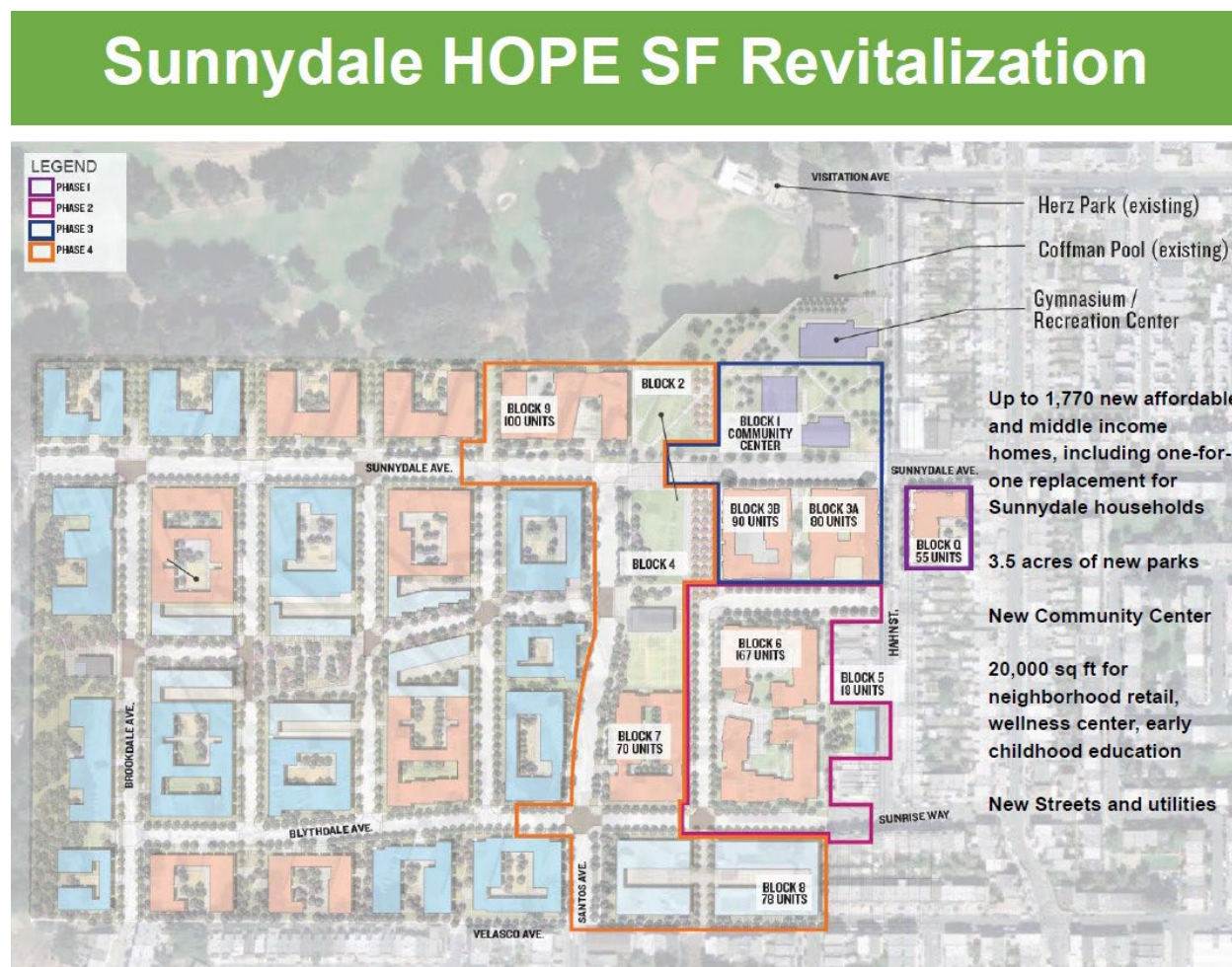
## Project Overview

### Sunnydale HOPE SF Masterplan

- 50 Acres/ 2,200,000+ SF
- Up to 1,770 housing units

### Sunnydale Block 7: Phase 4

- 1.02 Acres/ 44,404 SF
- 4<sup>th</sup> Affordable Building



Sunnydale HOPE SF Masterplan



Aerial view of Sunnydale Masterplan

## Sunnydale

Nestled in San Francisco's Visitacion Valley, Sunnydale overlooks the San Francisco Bay with views of the San Bruno Mountain to the south and McLaren Park to the north. Sunnydale is a vibrant community with a rich history that values family, health and culture, and is home to a wonderfully diverse group of people. This family-oriented community is the City's largest public housing complex at almost 50 acres and 775 units. Originally designed to be temporary, residents at Sunnydale face a combination of factors – public transit isolation, food deserts and a general lack of access to social services. Residents at Sunnydale particularly suffered over the decades from neglect, crumbling infrastructure, vandalism, crime, and violence.

The transformation of Sunnydale is through a long-term public/private partnership led by San Francisco’s Mayors Office of Housing and Community Development (SF MOHCD), HOPE SF, San Francisco Housing Authority (SFHA), Mercy Housing California, and Related California. As the co-developers, Mercy and Related are responsible for executing the Sunnydale HOPE SF Master Plan, which includes all new streets and housing complemented with high-quality neighborhood amenities.

The Master Plan calls for approximately 1,000 new affordable housing homes for existing Sunnydale public housing households and additional low-income households through the DALHIA program as well as up to 700 new market rate/unsubsidized homes. The community will also include over 4 acres of open space, a new community center, a state-of-the-art Boys and Girls Club, two early childhood education centers, a wellness center, and space for retail and/or community-serving nonprofits.

	Completion Date	Replacement Units	Tax Credit Units (inc. mgr unit)	Total Units
Casala Apartments	2019	41	14	55
290 Malosi (Block 6)	2021	125	42	167
Block 3A and 3B	2024/2025	128	42	170
Block 7	2027	61	20	81
Block 9	2027	72	24	96

## Project Involvement

- Led and organized monthly Neighbor Up community meetings
- Collaborated with SF MTA on outreach efforts at Sunnydale
- Supported resident services team with community engagement activities
- Integral part of branding rollout

## Financing Structure

- San Francisco Mayor's Office of Housing and Community Development (SF MOHCD)



On the left is from our October 2021 Neighbor Up community meeting.

On the right is from our Neighborhood Design Workshop in November 2021.

**Sunnydale Block 7**  
**New Development Project**  
**(20%-60% AMI)**

Project Address: Sunnydale Block 7, San Francisco, 94134

Unit Size	# of Units
1BR	13
2BR	40
3BR	21
4BR	7
Total	81

\*Includes 61 units for existing households from HOPE SF Sunnydale Development

**Involvement:**

- Conducted monthly predevelopment financing draws
- Supported Architect/Construction Manager RFP process
- Participated in Owner Architect Contractor (OAC) weekly meetings
- Reviewed architect drawings
- Supported general project management, including document execution and file organization

**Financing Structure:**

- San Francisco Mayor's Office of Housing and Community Development (SF MOHCD)
- Section 8 Project Based Subsidy
- Housing and Community Development (HCD)
- 4% Tax Credit

Estimated Project Cost: \$96,840,895



Sunnydale Block 7 View Looking North Towards McClaren Park



Sunnydale Block 7 View From 290 Malosi Street Near Public Park

# Financial Proforma Competency

## Sunnydale Block 7

Sunnydale Block 7 is an 81-unit 100% affordable housing project that is part of the effort of Sunnydale HOPE SF revitalization effort. Mercy Housing California (Mercy) and Related California (Related) (collectively, Project Sponsors). Mercy and Related expect to commence construction May 2024.

Under the supervision of my supervisor, Elizabeth Kuwada, I was able to explore the Mercy Proforma and experiment with different financial scenarios and constraints. At Mercy, I was able to better understand the line items in the Sources and Uses tab and what their role is in our work as developers. Outside of my financial trainings with BAHIP, I attended internal Mercy proforma trainings with the entire MHC development team. With my supervisor, I updated the Unit Mix tab with most recent MOHCD 2022 rents, updated the Development Budget, and worked to update project assumptions and sources.

A	B	C	D
PROJECT NAME:	Block 7		
FINANCE TYPE:	-		
ADDRESS:	-		
HOUSING TYPE:	Family housing		
COUNTY:	San Francisco		
SPONSOR:	Mercy Housing		
CONSTRUCTION SOURCES OF FUNDS	Amount	Per Unit	% of TDC
TE Bond-Backed Construction Loan			50%
Taxable Construction Loan			
Tax Credit Equity			7%
AHP	-	-	0%
AHSC/IIG	-	-	0%
GAP/MOHCD			18%
Land/Building Donation	-	-	0%
Expenses Paid at Conversion to Perm			1%
GP Contributions			
Deferred Dev. Fee			2%
GP Equity			1%
TOTAL CONSTRUCTION SOURCES			96%
...	MOHCD Summary	ASSUMPTIONS	SOURCES AND USES
		UNIT MIX	FINANCING

## **Development Finance Application Competency**

### *Sunnydale Block 7*

As an Assistant Project Manager intern, I conducted monthly MOHCD draws for Sunnydale Block 7. These predevelopment draws served as hands on practice for understanding the relationship between projects and local governments for funding and direction between now and construction.

Although Block 7 is in predevelopment, I worked with my Project Manager Nabihah Azim to understand various funding applications (AHSC, TCAC/CDLAC). Additionally, we analyzed the project for Infill Infrastructure Grant Program (IIG) but ultimately decided to postpone. We will be applying in the next financial round.

### *Treasure Island Parcel C3.1*

I assisted my project manager Nabihah Azim in the TCAC/CDLAC and AHP application. This development is in partnership with Catholic Charities and will provide housing for 71 formerly homeless families subsidized by Shelter + Care, 44 new affordable units and housing for 23 existing residents of Treasure Island. This is the very first development in California to close with \$55M of California Housing Accelerator Loan which takes the place of tax credit equity.

### *Colma Veterans Village*

Early on in the internship, I assisted my supervisor Elizabeth Kuwada with the Affordable Housing Program General Fund (AHP) Initial Monitoring Review package for Colma Veterans Village.

## **Design and Project Approval Process Competency**

### *Sunnydale Block 7*

Throughout my internship, I attended weekly OAC meetings with our architects at Saida Sullivan Design Partners and more recently the contractors, Cahill/Guzman. Personally, I reviewed and provided input in design meetings and Schematic Design sets.

### *Sunnydale Master Plan*

Early in the internship I assisted in the effort to select the new community logo for Park Heights at Sunnydale. We casted votes at the August 13 Back to School Backpack Giveaway and put together an online survey for residents to vote on one of three logo options for Sunnydale. We created a flyer with a brief description of the survey, in the Samoan, Spanish, Simplified Chinese, and English. At the October 12 Neighbor Up meeting we collected 30 votes. The logo was developed over a series of months based on feedback from the team and the community. The branding rollout is expected to take place in late summer where we will expect to unveil the final logo and new community name Park Heights at Sunnydale.



PARK HEIGHTS  
at SUNNYDALE

## Loan/Funding Closing Competency

### *Sunnydale Block 7 and Treasure Island Parcel C3.1*

Despite BAHIP trainings, internally there has not been much opportunity to work extensively on a construction closing since Sunnydale Block 7 is closing not until 2024.

I was able to assist with the recent construction closing of Treasure Island Parcel C3.1 (to be renamed Star View Court). I shadowed the construction closing process, including assisting my Project Manager, Nabihah Azim, by pulling documents for the Notice to Proceed (NTP) checklist to send off to MOHCD. Following construction closing, I will work as the Assistant Project Manager on the Treasure Island project from construction through lease up and project close out.

In the future I plan to actively work on the construction closing of Sunnydale Block 7.



Rendering of Star View Court otherwise known as Treasure Island Parcel C3.1

## Leadership “Shadowing” Competency

### *Sunnydale Masterplan and Block 7*

Throughout the internship I participated in interdepartmental design charrettes and eventually organized my Sunnydale Block 7 team to present to Mercy Housing California (MHC). I organized and participated in the November community design charrette where we collected community input to refine our presentation for the internal Mercy design charrette. I explored and participated in statewide policy meetings and all development staff meetings throughout the internship.

At Mercy, I was exposed to different parts of leadership. I met with the VP of Real Estate Development Ed Holder, Senior Asset Manager Esmeralda Campos, and MHC President Doug Shoemaker.



Our real estate development team at one of Mercy's sites Casa de la Misión.

## Closing Remarks

With the support of all my peers and friends I made through the Bay Area Housing Internship Program (BAHIP) and Mercy Housing I was able to jumpstart my career in affordable housing development and project management. Thanks to this unique opportunity I was able to garner hands on-experience and make a meaningful impact in my short time in real estate development. Additionally, I was able to grow professionally by gaining the confidence to organize and speak at public events. Most importantly, throughout this internship I felt supported and empowered when navigating this industry as a woman of color when too often this is not the case for many.

At Mercy I will continue my work with the Sunnydale pod working towards becoming a Project Manager. I am endlessly thankful to Monica Joe and the team over at NPH, the fabulous real estate development team at Mercy (shoutout APM chat), and my mentor Allyson Ujimori.



Our Sunnydale pod at the biggest community event of the year: Family Day.

*Special thanks to Elizabeth, Nabihah, Nyla, Ramie, Chelsea, and Julia!*