

Project Portfolio

Bay Area Housing Internship Program



Elizabeth Madrigal

Host Agency: Tenderloin Neighborhood Development Corporation

June 2019 - May 2020

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Introduction

As someone who has experienced what it means to have precarious access to housing, and subsequently, stable access to affordable housing, I understand the importance of affordable housing and the impact it has on one's quality of life. Alongside limited access to affordable housing, gentrification has also run rampant in the Bay Area. As gentrification has displaced low-income individuals and families, especially individuals and families of color, many are forced to move further away from their schools and jobs in order to have access to affordable housing. Being exposed day in and day out to the housing injustice that rampantly exists in the Bay Area without an outlet to be able to contribute to this local, regional, and state wide crisis, I was immediately drawn to the Bay Area Housing Internship Program the first time I heard of it.



BAHIP's 2019-2020 cohort

In May of 2019, I, along with a group of eight individuals, were chosen to participate in the yearlong BAHIP internship. This program was created in order to increase the number of people of color from low-income backgrounds to work within the affordable housing development industry. Throughout the course of this internship, each of us have learned, and will forever treasure, the skills necessary to be an affordable housing developer. Now that I reflect on my experience with BAHIP, one of my most vivid memories comes from the second day of training in which we were tasked with working on a project proforma and being quite confused. However, when it comes to working on a project proforma nowadays, I rejoice in this opportunity. This experience demonstrates to me the knowledge that the BAHIP program equips individuals with such as myself – a first generation, low-income Latinx womxn with limited experience to the field of affordable housing development.

My Host Agency

My host agency was Tenderloin Neighborhood Development Corporation (TNDC). TNDC is located in the Tenderloin neighborhood of San Francisco but has properties (both new construction and rehab) all throughout the city. While I worked in the Housing Development (HD) department, TNDC has a plethora of departments that work in conjunction with one another to develop high quality, affordable homes, such as: Community Organizing, Property Management, Tenant and Community Services, and various other departments that are key to serving our tenants and community at large.

TNDC's mission is to develop community and provide affordable housing and services for people with low incomes in the Tenderloin and throughout San Francisco to promote equitable access to opportunity and resources.



TNDC Properties

The following properties are ones which I've had the opportunity to tour (with the exception of 681 Florida Street, as it is a new construction project) during my time at TNDC. I've worked on several of these properties during my time at TNDC, which I will go into further detail in coming sections.



Ellis Gardens

Ellis Gardens, formerly known as 350 Ellis Street, is located in the heart of the Tenderloin and nearly adjacent to the Glide Foundation. Ellis Gardens is a 96-unit high-rise apartment building built in 1970 and was rehabilitated from 2016 to 2019 as part of the citywide Rental Assistance Demonstration (or “RAD”) portfolio. The building features 72 studio and 24 one-bedroom apartments. Occupancy is restricted to seniors or adults with developmental disabilities at 50% AMI or below. Ellis Gardens is a joint venture of TNDC and Glide Community Housing.



626 Mission Bay Boulevard

626 Mission Bay Boulevard provides 143 residential units, 10,000 square feet of neighborhood retail, including 826 Valencia's first after-school-space in the Mission Bay, a restaurant, a 41 space above-ground parking structure, and associated amenity spaces. Twenty percent of the units are set aside for formerly homeless families, earning 30% AMI or below and the remaining units are reserved for households at 50% AMI or below.



Clementina Towers

Clementina Towers, located at 320 & 330 Clementina Street, consists of 226 studios and 50 one-bedroom apartments for a total of 276 units divided equally between two towers. Built in 1971, this development was rehabilitated from 2016 to 2019 as part of the citywide Rental Assistance Demonstration (or “RAD”) portfolio. Clementina Towers is home to low-income seniors and disabled adults, with rents restricted to no more than 30% of tenant's monthly income.



1036 Mission Street

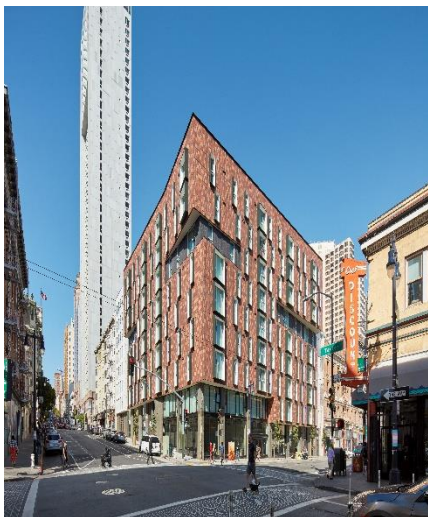
1036 Mission Street consists of 83 affordable residential rental units and a ground level commercial space that is utilized by SOMCAN, the South of Market Community Action Network. All of the unit's house families and individuals earning no more than 50% of AMI, and more than half of the units are two- and three-bedrooms, in order to target low-income families. Though the project does not feature any car parking, given its proximity to numerous public transit opportunities, the development features 84 indoor bicycle spaces for resident and site staff use.



681 Florida Street

681 Florida Street is a future 130-unit development in the Mission District. In partnership with Mission Economic Development Agency (MEDA), this property will serve low-income families and individuals, with 30% of its units dedicated to families who have experienced homelessness. 681 Florida Street also includes 9,250 square feet of community arts-focused Production Distribution Repair (PDR) space, which will replace, in part, previous uses at the

site and is intended to help retain the artistic and cultural identity of the Mission District during a period of rapid change.



Eddy & Taylor Family Apartments

Eddy and Taylor is a mixed-use building located at the north east corner of Eddy and Taylor streets in the Tenderloin. The development is two blocks from the Powell Street BART & Muni Station and the Market Street corridor. As an equitable Transit-Oriented Development, the building does not have parking spots. This project addresses a critical need for more family-sized units for the neighborhood, whose existing older housing stock is predominantly SRO's, studios, and smaller one-bedroom units. The units in this building house 100% low-income families at either 50% AMI or subsidized at 25% of AMI.

Ellis Gardens

Description of Project:

- Development Phase: Completed. Ellis Gardens is part of San Francisco's RAD portfolio, and it was rehabilitated from 2016 to 2019.
- Address: 350 Ellis Street, San Francisco, CA 94102
- Ellis Gardens is a 96-unit, 13-story building located in the Tenderloin district in San Francisco. The population served at this building includes seniors and adults with developmental disabilities at 50% AMI or below.



Major Project Tasks I Worked On:

- Coordinated a Rededication Ceremony
- Reconciled Outstanding Relocation Costs
- Prepared All-Hands Attendee List for Conversion Calls
- Scheduled Conversion Calls
- Completed and Submitted Housing Development-Asset Management (HD-AM) Pass-Off List

Joint Venture Partner on this Project: Glide Community Housing

Architect on this Project: Paulett Taggart Architects

General Contractor on this Project: D&H Construction

Ellis Gardens Rededication Ceremony Pictures



Matt Haney, District 6 Supervisor, and I.



Tenant at Ellis Gardens.



**Ceremonial ribbon being cut by Mayor London Breed
and Ellis Gardens resident, Luis Castillo.**

78 Haight Street

Description of Project:

- Development Phase: Pre-development
- Address: 78 Haight Street, San Francisco, CA 94102
- 78 Haight Street will provide 63 affordable units in the Hayes Valley neighborhood of San Francisco. Half of these units will serve Transitional Aged Youth, and the other half will serve the general population.



Major Project Tasks I Worked On:

- Participated in Weekly OAC Calls and Monitored Design Process
- Worked on an MHP application
- Prepared and Submitted Predevelopment Draws to MOHCD
- Updated Project Proforma
- Spearheaded the Subdivision Application Process
- Coordinated with Consultants to Draft and Finalize Professional Service Agreements
- Assisted in RFQ Process for Child Care Development Center Provider
- Prepared and Submitted Board Resolutions
- Created and Frequently Updated Project Directory

Architect on this Project: Paulett Taggart Architects

General Contractor on this Project: Guzman/Suffolk Joint Venture

Commercial Tenant: Wu Yee Children's Services

Development Finance Application Competency Example

In the following nine pages you will find some of the documents I worked on for 78 Haight Street's Multifamily Housing Program (MHP) application, which include:

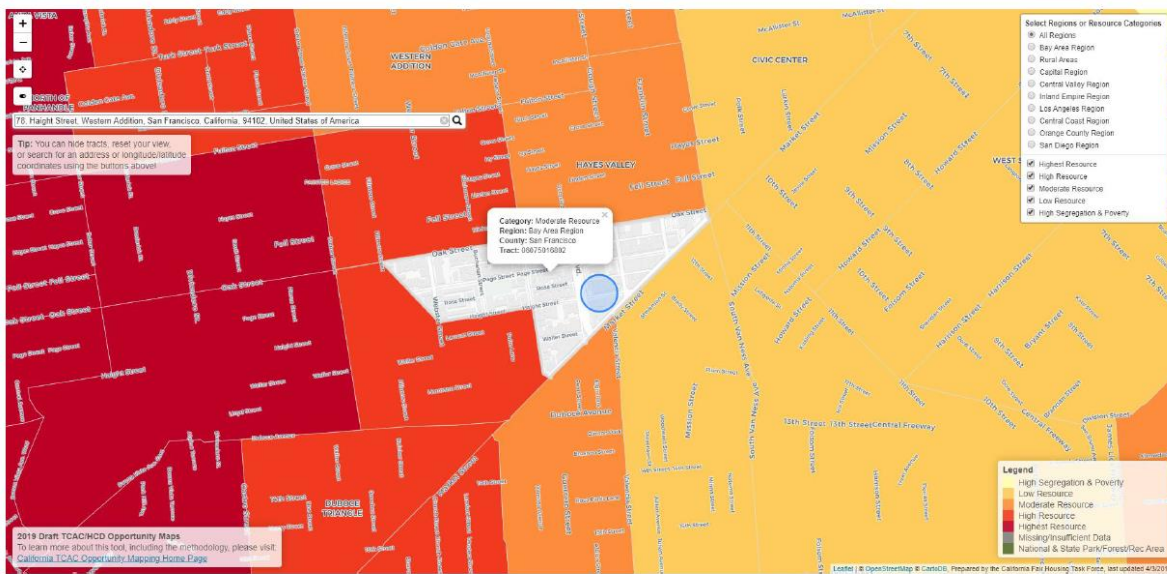
- Attachment #23. Opportunity Area
- Attachment #46. Scaled Distance Map
- Attachment #47. Amenities List

Tab 23 – Project Selection

Documentation of TCAC/HCD Opportunity Status
MHP Application Attachment:

Attached one will find the following item(s):

- Opportunity Area document (1 page)
- Evidence of the project's location in a Moderate Resource Area per the 2019 TCAC/HCD Opportunity Map available at:
https://haasinstitute.berkeley.edu/sites/default/files/mappings/TCAC/opportunity_map_2019.html



Tab 46 – Reports

Scaled Distance Map
MHP Application Attachment:

Attached one will find the following item:

- Scaled Distance Map (2 pages)

Tab 46 – Reports

Scaled Distance Map #1



Note: Small ring represents 0.25 (1/4) mile radius and large ring represents a 0.50 (1/2) mile radius.

1

Scaled Distance Map #2



Note: Small ring represents 0.25 (1/4) mile radius and large ring represents a 0.50 (1/2) mile radius.

2

Tab 47 – Reports

Amenities List

MHP Application Attachment:

Attached one will find the following item(s):

- Amenities List (2 pages)
- Transit Frequency (3 pages)

Tab 47 – Reports

Amenities List

The project will achieve the maximum (15 out of 15) TCAC score for amenities, as per the list below.

Proximity to Services

The location of the subject property is conducive to affordable LIHTC rental units as evidenced by its proximity to a variety of services. The subject site is within close proximity to retail services, public transportation, parks, medical facilities, and a library as shown on the maps on **Tab 46 (Scaled Distance Map)** and described below:

- **Retail Services:** The nearest neighborhood market is Nick's Super Market, located at 144 Page Street, approximately 0.06 miles to the north, while the nearest grocery is Safeway, located at 2020 Market Street, roughly 0.32 miles to the southwest. The nearest pharmacy is Walgreens located at 300 Gough Street, approximately 0.19 miles to the north.

TCAC Scoring- Supermarket

- 5 out of 5 points

TCAC Scoring- Pharmacy

- 2 out of 2 points

- **Medical Facility:** The nearest medical facility is Golden Gate Urgent Care Hayes Valley located at 1600 Market Street, approximately 0.25 miles to the northeast.

TCAC Scoring

- 3 out of 3 points

- **Parks:** The nearest park is Koshland Community Park and Learning Garden, located at Page and Buchanan Street, approximately 0.15 miles to the west. The park offers open space, a tot lot, walking trails, and a community garden that offers community education.

TCAC Scoring

- 3 out of 3 points

- **Transportation:** A MUNI bus stop (#7)(Routes #6 and #7), is located at Haight and Gough Street within 300 feet to the south. The bus routes provide transportation service at least every 10 to 15 minutes during commute times from 7 to 9 a.m. The nearest (non-bus) public transportation is a MUNI light rail stop (#8), Line F, located at Market Street and Gough Street approximately 450 feet miles to the east.

TCAC Scoring

- 7 out of 7 points

The Amenities List report continues on the following page.

Haight St & Gough St

[Stop Profile](#)
[Scheduled Times](#)

Monday-Friday Saturday Sunday

6 - Quintara + 14th Avenue

06:35am	06:50am	07:06am	07:18am
07:29am	07:42am	07:55am	08:09am
08:22am	08:32am	08:41am	08:51am
09:01am	09:12am	09:22am	09:32am
09:43am	09:53am	10:05am	10:17am
10:28am	10:40am	10:52am	11:04am
11:16am	11:27am	11:38am	11:50am
12:02pm	12:14pm	12:26pm	12:38pm
12:50pm	01:02pm	01:14pm	01:26pm
01:38pm	01:49pm	02:01pm	02:13pm
02:24pm	02:36pm	02:48pm	03:00pm
03:12pm	03:24pm	03:35pm	03:46pm
03:58pm	04:10pm	04:22pm	04:32pm
04:43pm	04:53pm	05:03pm	05:13pm
05:23pm	05:35pm	05:48pm	05:58pm
06:09pm	06:21pm	06:30pm	06:39pm
06:49pm	07:00pm	07:10pm	07:21pm
07:35pm	07:46pm	08:02pm	08:19pm
08:41pm	09:01pm	09:18pm	09:35pm
09:59pm	10:18pm	10:36pm	10:58pm
11:18pm	11:30pm	11:58pm	12:18am
12:38am			

7 - Great Highway

06:31am	06:46am	07:01am	07:15am
07:29am	07:41am	07:53am	08:03am
08:13am	08:23am	08:33am	08:43am
08:53am	09:04am	09:14am	09:25am
09:36am	09:47am	09:58am	10:09am
10:20am	10:31am	10:43am	10:55am
11:07am	11:18am	11:31am	11:43am
11:55am	12:07pm	12:19pm	12:30pm
12:42pm	12:54pm	01:06pm	01:18pm
01:30pm	01:43pm	01:55pm	02:07pm
02:19pm	02:31pm	02:43pm	02:55pm
03:07pm	03:19pm	03:32pm	03:44pm
03:57pm	04:09pm	04:19pm	04:29pm
04:39pm	04:49pm	04:59pm	05:09pm
05:19pm	05:29pm	05:38pm	05:44pm
05:56pm	06:08pm	06:19pm	06:30pm
06:41pm	06:52pm	07:04pm	07:16pm
07:28pm	07:39pm	07:53pm	08:08pm
08:28pm	08:48pm	09:08pm	09:27pm
09:47pm	10:07pm	10:26pm	10:46pm
11:06pm	11:25pm	11:45pm	12:05am
12:25am			

Market St & Gough St



Station Profile

Scheduled Times

Monday-Friday Saturday Sunday

F - BALBOA PARK

F - BEACH AND JONES

F - Castro

06:16am	06:33am	06:49am	07:04am
07:17am	07:29am	07:39am	07:50am
08:00am	08:09am	08:18am	08:27am
08:35am	08:43am	08:52am	09:00am
09:08am	09:16am	09:24am	09:32am
09:40am	09:48am	09:56am	10:04am
10:11am	10:19am	10:27am	10:35am
10:43am	10:51am	10:59am	11:07am
11:15am	11:23am	11:31am	11:39am
11:47am	11:55am	12:02pm	12:09pm
12:16pm	12:20pm	12:25pm	12:32pm
12:39pm	12:46pm	12:53pm	01:00pm
01:07pm	01:14pm	01:22pm	01:29pm
01:37pm	01:44pm	01:51pm	01:58pm
02:06pm	02:12pm	02:19pm	02:26pm
02:33pm	02:40pm	02:47pm	02:54pm
03:01pm	03:08pm	03:15pm	03:22pm
03:29pm	03:36pm	03:43pm	03:50pm
03:57pm	04:04pm	04:11pm	04:18pm
04:25pm	04:32pm	04:39pm	04:46pm
04:53pm	05:00pm	05:07pm	05:13pm
05:20pm	05:28pm	05:35pm	05:43pm
05:50pm	05:57pm	06:04pm	06:12pm
06:19pm	06:25pm	06:33pm	06:40pm
06:52pm	06:59pm	07:13pm	07:26pm
07:33pm	07:47pm	07:53pm	08:07pm
08:13pm	08:29pm	08:37pm	08:45pm
09:02pm	09:11pm	09:30pm	09:40pm
09:50pm	10:14pm	10:40pm	10:54pm
11:08pm	11:23pm	11:38pm	11:56pm

Market St & Gough St



Station Profile

Scheduled Times

Monday-Friday Saturday Sunday

F - BALBOA PARK

F - BEACH AND JONES

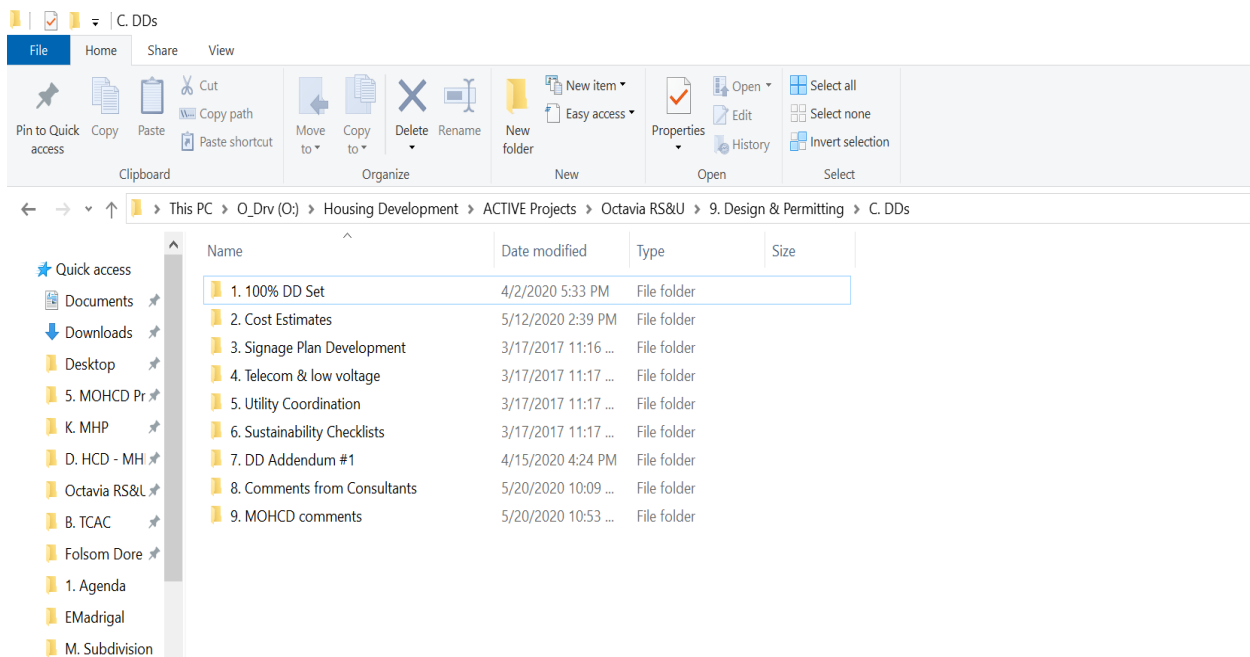
F - Castro

F - Fisherman's Wharf

05:07am	05:22am	05:37am	05:51am
06:02am	06:09am	06:16am	06:23am
06:31am	06:38am	06:47am	06:56am
07:04am	07:13am	07:21am	07:29am
07:36am	07:42am	07:50am	07:58am
08:04am	08:12am	08:20am	08:27am
08:36am	08:44am	08:52am	09:01am
09:09am	09:17am	09:25am	09:33am
09:42am	09:50am	09:58am	10:06am
10:14am	10:22am	10:30am	10:38am
10:46am	10:54am	11:02am	11:10am
11:18am	11:26am	11:33am	11:40am
11:47am	11:54am	12:01pm	12:08pm
12:15pm	12:22pm	12:29pm	12:36pm
12:43pm	12:50pm	12:57pm	01:04pm
01:11pm	01:18pm	01:25pm	01:32pm
01:39pm	01:46pm	01:53pm	02:00pm
02:07pm	02:14pm	02:21pm	02:28pm
02:36pm	02:43pm	02:50pm	02:57pm
03:03pm	03:11pm	03:18pm	03:25pm
03:32pm	03:39pm	03:45pm	03:52pm
03:59pm	04:06pm	04:13pm	04:20pm
04:27pm	04:33pm	04:41pm	04:48pm
04:55pm	05:02pm	05:09pm	05:16pm
05:24pm	05:31pm	05:38pm	05:45pm
05:52pm	06:00pm	06:07pm	06:14pm
06:21pm	06:28pm	06:36pm	06:44pm
06:51pm	07:00pm	07:09pm	07:17pm
07:25pm	07:33pm	07:42pm	07:53pm
08:04pm	08:14pm	08:24pm	08:34pm
08:45pm	08:56pm	09:06pm	09:16pm
09:28pm	09:40pm	09:55pm	10:10pm
10:25pm	10:45pm	11:05pm	11:25pm
11:45pm	12:05am	12:25am	12:45am

Design and Project Approval Process Competency Example

During the time I worked on 78 Haight Street, I was tasked with reviewing and filing records for this project. Through this experience, I was able to get familiarized with site plans, learn how to interpret our design development set, acquire knowledge of how to address any design issues that arise from said set, etc. You will find an example of the filing system for 78 Haight Street on this page. Please note that this project is named ‘Octavia RS&U’ in our filing system as we were awarded these three parcels together after successfully submitting an RFP application to MOHCD in 2017. An additional task I worked on as a part of 78 Haight Street was completing a subdivision application, which will make it feasible for us to develop affordable housing and our commercial space, which will be a community serving child-care development center. You will find an excerpt of this application in the following page.



3. That the City's supply of affordable housing be preserved and enhanced;

This project will create 63 units of affordable housing, of which 32 of these homes will be programmed for

Transitional-Age Youth ("TAY"), and the remaining 31 for adults earning up to 80% of MOHCD AML. These units
comprise of 58 studios, and 5 one-bedrooms.

4. That commuter traffic not impede Muni transit service or overburden our streets or neighborhood parking;

There are no parking spaces provided at this property. It is intended that the residents of this property utilize the
very available public transportation surrounding this property. There are bike parking spaces available to all
tenants.

5. That a diverse economic base be maintained by protecting our industrial and service sectors from displacement due to commercial office development, and that future opportunities for resident employment and ownership in these sectors be enhanced;

This affordable housing development will not result in any displacement for industrial and/or service sectors as it is
a vacant parcel. The construction of this building utilizes a first source hiring agreement.

6. That the City achieve the greatest possible preparedness to protect against injury and loss of life in an earthquake;

This project will be developed up-to-date regarding all building, energy, and fire codes.

7. That landmarks and historic buildings be preserved; and

No landmarks or historic buildings will be affected by this project; it takes place on a vacant parcel.

8. That our parks and open space and their access to sunlight and vistas be protected from development.

This project will provide residential open space, and all of the units meet the minimum exposure requirements.

This project will not cast new shadow on any public plaza or other publicly accessible spaces.



Signature of Applicant

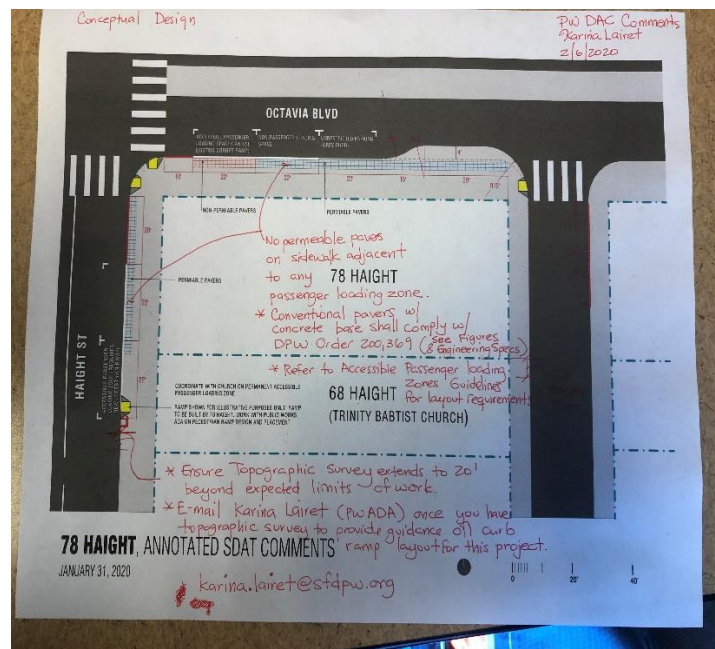
3/17/2020

Date

78 Haight Street Pictures



Me, after having submitted the MHP Application.



Comments we received during our SDAT meeting.

Folsom Dore

Description of Project:

- Development Phase: Pre-development
- Address: 75 Dore Street, San Francisco, CA 94103
- Folsom Dore is a 98-unit, scattered sites rehabilitation project located in the South of Market neighborhood in San Francisco. The population served at this building includes formerly and chronically homeless individuals and families, as well as individuals with special needs.



Major Project Tasks I Worked On:

- Assisted with CDLAC/TCAC Joint Application
- Participated in Owner/Architect Calls
- Coordinated with External Consultants to Receive Deliverables

Architect on this Project: Gelfand Partners Architects

General Contractor on this Project: TBD

Commercial Tenant: Lutheran Social Services

Post Occupancy Evaluation

Description of Project:

- The Post Occupancy Evaluation (POE) was a year-long project that I spearheaded during my time at TNDC, along with the support of my supervisor, Thomas Lauderbach. This evaluation was conducted on two of our new construction buildings – 626 Mission Bay Boulevard in the Mission Bay neighborhood, and 1036 Mission Street in the South of Market neighborhood. Tom and I partnered with Mithun, the architect team for both of these properties, to conduct the Post Occupancy Evaluation reports, and overall process.
- The following eleven pages will provide you an insight into why, how, and when these evaluations were conducted. Do note that I have only included 626 Mission Bay's POE Report.



May 4, 2020

Dear Reader:

Tenderloin Neighborhood Development Corporation (TNDC) and Mithun present to you the attached Post Occupancy Evaluation (POE) report based on tenant and staff anonymous surveys conducted at 626 Mission Bay Boulevard. It is important to note that the comments highlighted in this report were gathered from the aforementioned surveys, which were conducted via Google Surveys in an anonymous manner. A team comprised of staff from TNDC's Housing Development department and architects from Mithun conducted the staff and tenant POE surveys in person, as well as solely online. The objective of this report is to provide research-based guidelines for future projects, whether they be new construction projects, or rehab projects.

626 Mission Bay Boulevard is bounded to the North by China Basin Street, to the East by Fourth Street, and to the South by Mission Bay Boulevard. The project includes 143 residential units - 53 one-bedroom units, 47 two-BR, and 43 three-BR, and approximately 10,000 square feet of neighborhood retail, a 41 space above-ground parking structure, and associated amenity spaces. The design features a publicly accessible pedestrian pathway on the Western side of the site. As there is an abundance of public transportation options and limited parking options in the Mission Bay neighborhood where this project is located, tenants and one-site staff are encouraged to utilize alternative transportation options.

The research question behind this report was straightforward: What is working and not working in this building? In order to attain a wide breadth of input from both tenants and staff, extensive outreach efforts were undertaken to make these groups of individuals aware of the survey, and the importance of it. Overall, we received 81 responses from tenants, which amounts to 56% of the 143 households. Sixty-one of these completed surveys were in English, 11 in Spanish, and 9 in Chinese. As for the staff survey, we received 7 responses from site staff, amounting to 43% of overall site staff, which included roles ranging from the maintenance lead to the assistant property manager. The findings in this report will prove fruitful for on-site staff, headquarters staff, Project Managers within Housing Development, and the design teams of current and future TNDC developments as they detail a comprehensive view of how well the project is performing in accordance with its goals.

TENDERLOIN
NEIGHBORHOOD
DEVELOPMENT
CORPORATION

201 EDDY STREET
SAN FRANCISCO
CA 94102

PH: 415.776.2151
FAX: 415.776.3952
INFO@TNDC.ORG
WWW.TNDC.ORG



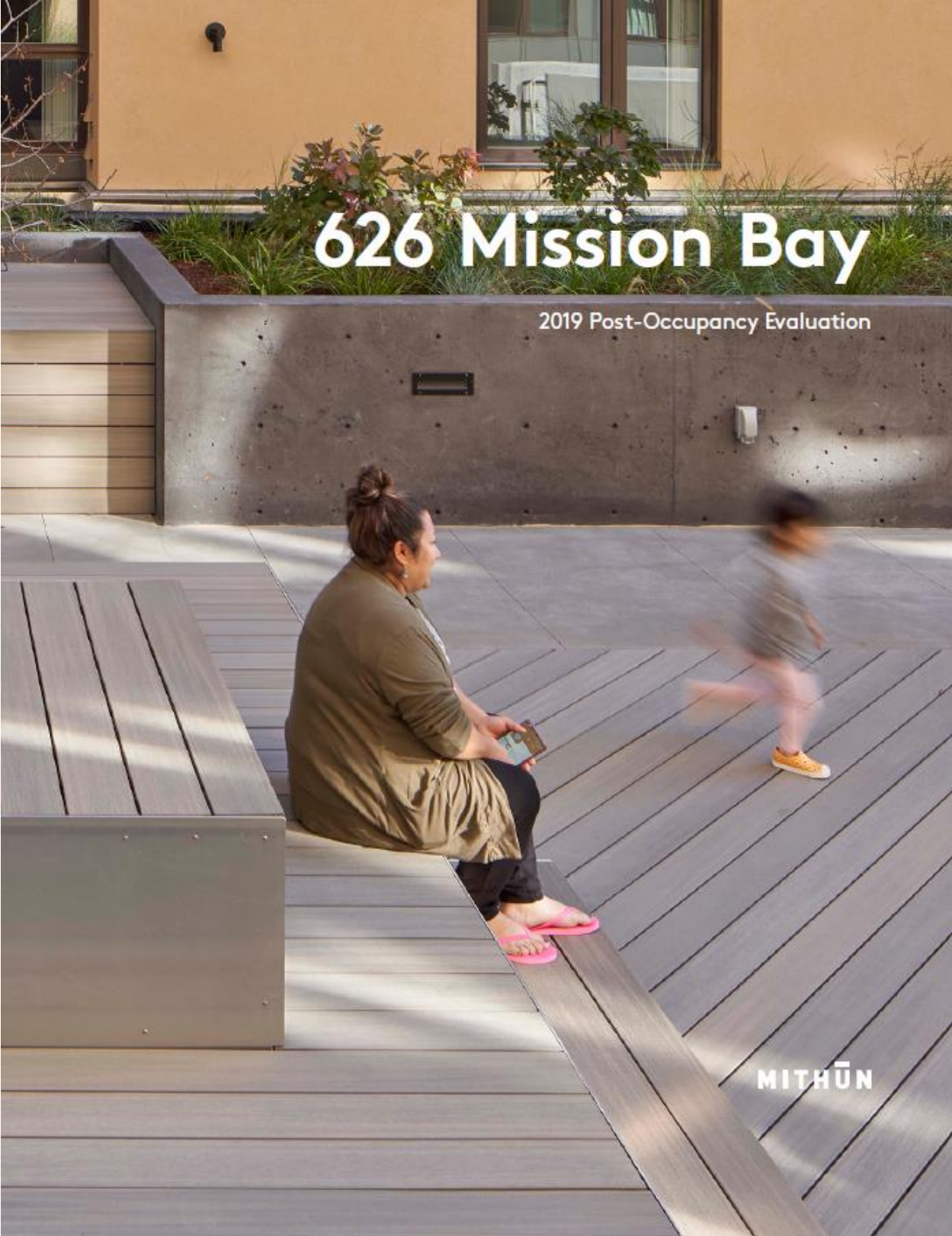
The findings from this survey that we would like to highlight as important are the following:

- Half of households that responded to the survey have at least one person who stays home during the workday.
- Overall, respondents are generally satisfied with their apartment units; they note the spaciousness of the bathroom and ease of cleaning the floor coverings.
- Residents would like to have improved access to amenities like the community room, kitchen, etc. so that they can be better utilized. This is noted most frequently in the open-response sections of the survey.
- Most residents who responded to the survey feel safe in the building and the surrounding neighborhood.
- Most residents state that they are satisfied with the indoor air quality, that it feels fresh and clean in their home.
- More than two-thirds of the total respondents' state that they know more than five of their neighbors. This metric points to social connections and community building.
- More than half of the total respondents' state that their health has improved significantly or improved somewhat since living here. They also note that a gym or exercise room would further improve their health and wellness.
- A majority of respondents' state that they separate compost, waste and recycling. It is interesting to note that maintenance staff reported that less than one-third of tenants are not correctly separating compost, waste, and recycling.
- A little more than half responded that they knew the 626 Mission Bay project is a 'green' and sustainable building while a little less than half say that living here has increased awareness of sustainable living.
- More than 75% say they agree or strongly agree they feel pride in living at 626 Mission Bay.

We are excited for you to read the following report, and to make us aware of any feedback you may have. Please contact me at emadrigal@tndc.org and Tom Lauderbach at tlauderbach@tndc.org if you have any questions or concerns regarding anything you read in the Post Occupancy Evaluation report.

Sincerely,

Elizabeth Madrigal
Housing Development Intern
Tenderloin Neighborhood Development Corporation (TNDC)





Post Occupancy Evaluation

626 Mission Bay

San Francisco, California

Overview

Located on a prominent site along the Fourth Street retail corridor, the project is designed to enhance community through diverse common spaces and amenities that connect low-income families with neighborhood programs, employment opportunities and a sense of community. A network of mid-block courtyards and shared spaces accommodate social gatherings, gardening, play and quiet relaxation. Outside, the length of Fourth Street and its corners are animated by retail spaces, restaurants and community programs that contribute vitality and services to the neighborhood. Pathways through the buildings and site are arranged to bring residents in contact with the outdoors, natural daylight and views to the courtyards or Mission Bay Commons Park. Limited parking spaces, proximity to public transit and an abundance of bicycle storage encourage the use of alternative transportation to explore the surrounding neighborhood.

Survey Findings

- Half of households that responded to the survey have at least one person who stays home during the workday.
- Overall, respondents are generally satisfied with their apartment units; they note the spaciousness of the bathroom and ease of cleaning the floor materials.
- Residents would like to have improved access to amenities like the community room, kitchen, etc. so that they can be better utilized. This is noted most frequently in the open-response sections of the survey.
- Most residents who responded to the survey feel safe in the building and the surrounding neighborhood.
- Many residents open their windows on a daily basis, frequently to let in fresh air. Most state that they are satisfied with the indoor air quality, that it feels fresh and clean in their home.
- More than two-thirds of the total respondents state that they know more than five of their neighbors. This metric points to social connections and community building.
- More than half state that their health has improved significantly or improved somewhat since living here. They also note that a gym or exercise room would be desired to further improve their health and wellness.
- A majority of respondents state that they separate compost, waste and recycling.
- A little more than half responded that they knew the 626 Mission is a 'green' and sustainable building while a little less than half say that living here has increased their awareness of sustainable living.
- More than 75% say they agree or strongly agree they feel pride in living at 626 Mission Bay.

Project Facts

Client / TNDC

Program / 143 Apartments, Lobby, Community Spaces

Size / 181,856 sf; 1.45 acres

Metrics / GreenPoint Rated, Certified

Services / Architecture, Interior Design, Landscape Architecture

Completion / 2018

Collaborators / with Studio VARA, designers of the townhomes

Survey Facts

Who/How many took the survey?

81 total responses (61 English, 11 Spanish, 9 Chinese)

When was the survey run?

November 2019

How was the survey run?

On-site surveying with Mithun and TNDC staff. Google Forms survey link sent out to residents who were unable to attend in person.

What spaces were included in the scope of the survey?

Residential apartments, common areas, surrounding neighborhood

Survey Highlights



9



Many of respondents state that they like the **SIZE OF THE BATHROOMS** and suggest more storage would be an improvement



55% use the courtyard for **QUIET TIME AND RELAXATION** and 28% say they use it as a space for play



25% of respondents know more than 10 of their neighbors and another **41%** of respondents know more than 5 of their neighbors. Those surveyed say they visit with them in the hallways, lobby and laundry room



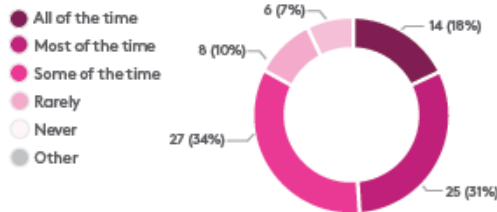
MORE THAN HALF of those surveyed say their **HEALTH HAS IMPROVED** somewhat or significantly as a result of living here

56% of those surveyed **ALWAYS OPEN THEIR WINDOWS** most of the time during the year and half adjust their blinds daily

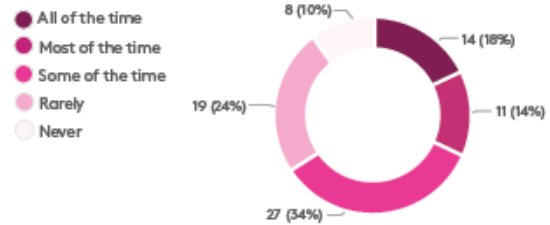


49% of those surveyed **TO LET FRESH AIR IN** when asked the most common reason they open their windows

How much of the time does the temperature in your apartment feel right to you? (80 Responses)

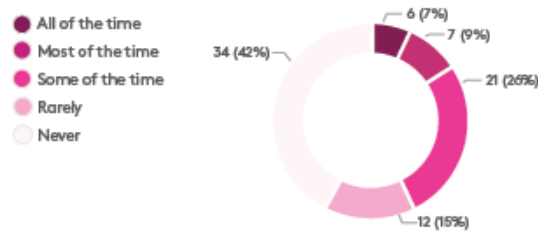


Do you need to plug in fans to stay cool? (79 Responses)

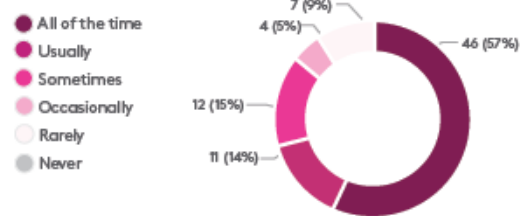


13

Do you plug in a space heater to stay warm? (80 Responses)

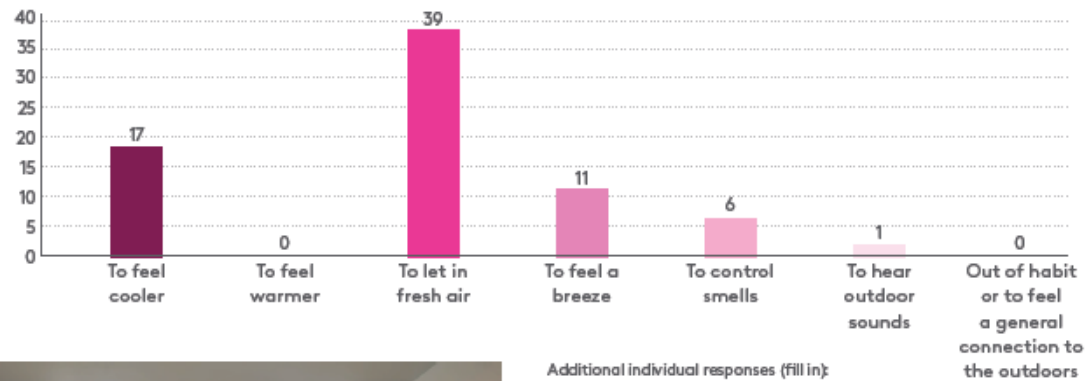


How often do you open your windows? (80 Responses)



Select the most common reasons you open your window(s). (80 Responses)

Written responses were analyzed and sorted into general categories shown in the chart below. Additional individual responses are shown below the chart.

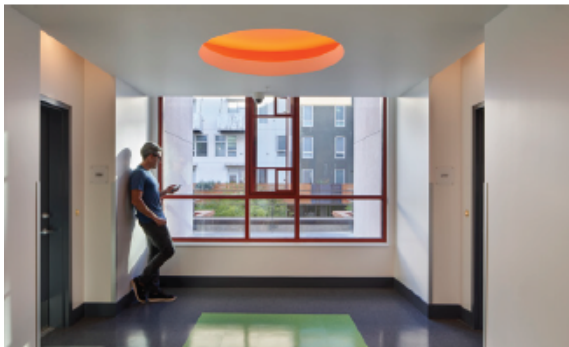


Additional individual responses (fill in):

- it gets stuffy so i always leave them open
- my apartment is very hot because of the sun; i love the heat.. all windows should come with mosquito netting
- to control the smell of cooking
- to get hot or cold air in depending on the weather.

Most respondents open their windows to let fresh air in.

○



by tenants because we are told by management there is a 'liability' issue if they hold activities! We are also told we have to use our own money. We are constantly told 'there is no money in the budget' to buy furniture, organize activities, repair things, etc. yet money was found to paint the building two times in the last year for VIP visitors! The Laundry room is always messy and, despite repeated requests not to leave clothes in the washing machines and dryers, so many tenants abuse this and leave them for hours in the machines.

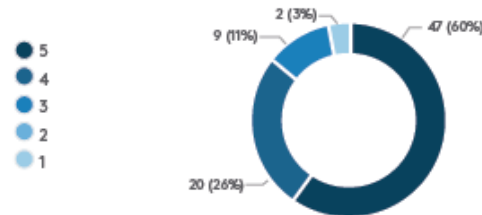
Arguments erupt if clothes are removed. Some tenants make a mess and don't bother to pick up after themselves. Apparently urine was found in a machine! Some tenants 'hang out' in the lobby area for hours which makes it difficult for other tenants to approach lobby staff with issues or concerns because there is a lack of privacy.

- It could be kept cleaner
- very rude other tenants and no outdoor sprinkler system

Resident access to and cleaning of shared amenity spaces are most often noted.

How satisfied are you with the level of lighting throughout the building overall? (78 Responses)

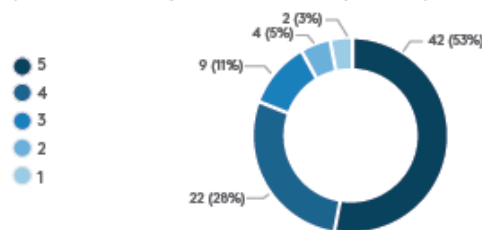
(On a scale of 1 = Very Dissatisfied to 5 = Very Satisfied)



17

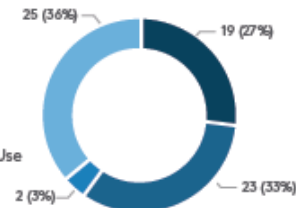
How satisfied are you with the natural light/"daylight" in the building's hallways/corridors? (where there are windows) (79 Responses)

(On a scale of 1 = Very Dissatisfied to 5 = Very Satisfied)

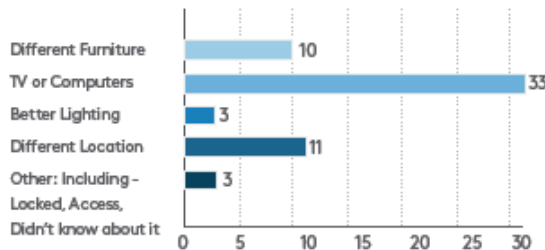


Do you like the Teen Room space near the Laundry? (69 Responses)

- Yes
- Neutral
- No
- Not Applicable, Don't Use

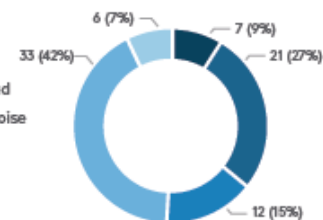


What would help improve the Teen Room so that you might consider using the space? (61 Responses)



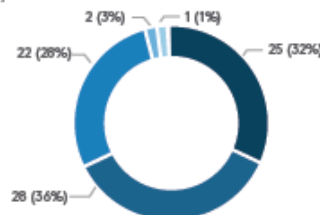
How would you describe the level of noise/sound in the overall building? (79 Total Responses)

- Always too loud
- Sometimes too loud
- Don't notice any noise
- Mostly quiet
- Other



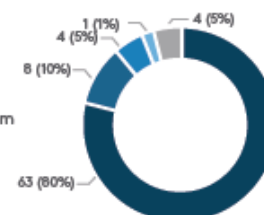
How much of the time does the temperature in the common spaces feel right to you? (community room, lobby, stairs and hallways) (78 Responses)

- All of the time
- Most of the time
- Sometimes
- Rarely
- Never



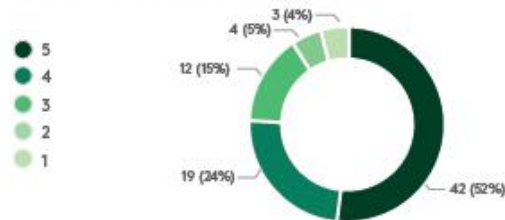
What is your favorite place in the building? (79 Responses)

- My apartment
- Courtyard
- Lobby
- Community Room
- Teen Lounge
- Other



Common Areas of the Building - Outdoors

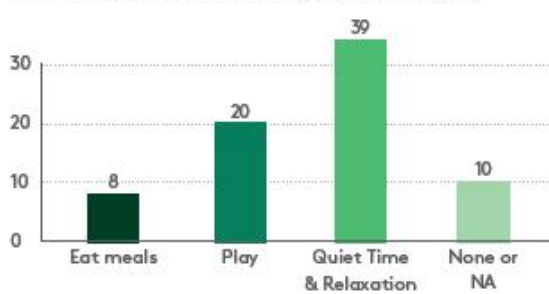
Overall, how do you rate your satisfaction with the Outdoor Spaces of this building (Courtyard, Street Entrance, etc)?
(80 Responses)
(On a scale of 1 = Very Dissatisfied to 5 = Very Satisfied)



Do you use the shared Courtyard space?
(80 Responses)



What activities do you do in the Courtyard? (71 Responses)

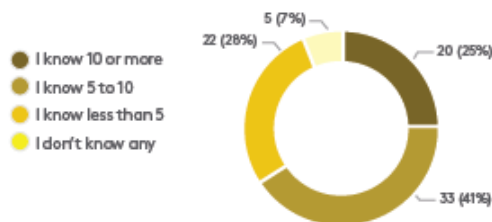


Other:

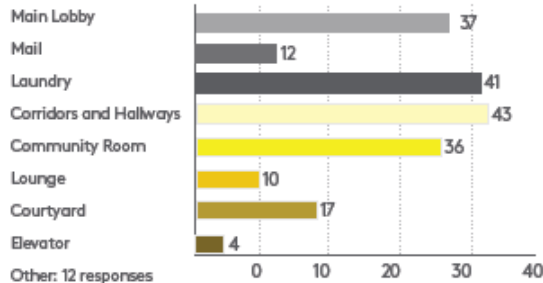
- just walking threw it
- random reasons
- wair for my laundry to finish
- too many secuirty cameras
- to partidpate and help out with the community
- to look around while i do laundry
- laptop and reading



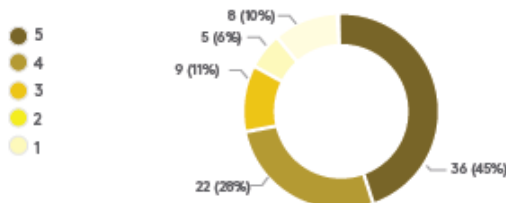
Approximately how many of your neighbors have you gotten to know since moving in? (80 Responses)



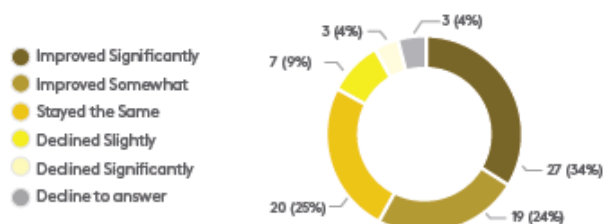
Where do you visit with and talk to your neighbors? Check All that Apply. (80 Responses)



Do you agree or disagree with the following statement: "Living here makes me feel like I can lead a healthy and happy lifestyle." (80 Responses)
(On a scale of 5 = Strongly Agree to 1 = Strongly Disagree)



Do you feel that your health and the health of your household members has changed as a result of living here in the past year? (79 Responses)

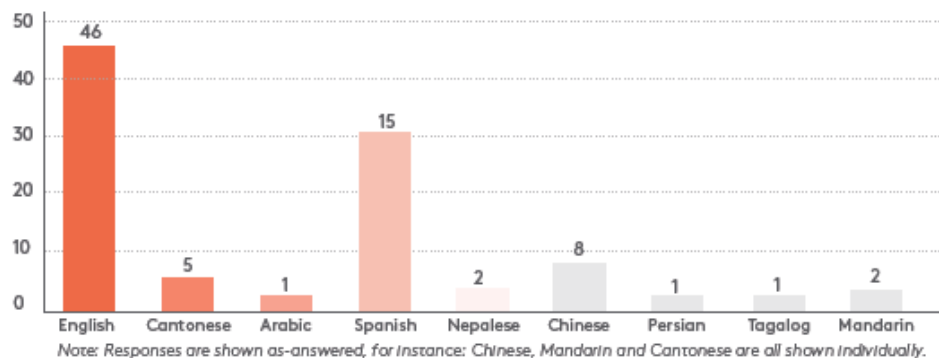


Do you wish to share any additional comments about your health or the health of your household members as a result of living here in the past year? (49 Responses)

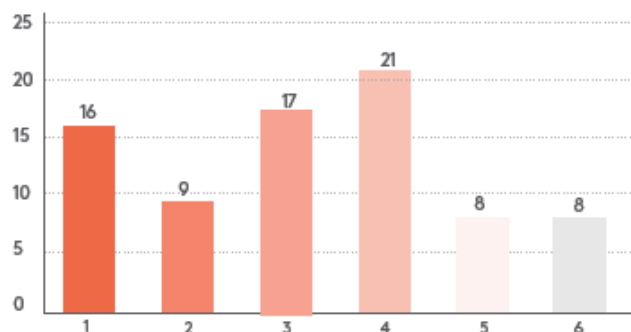
- good environment
- because our neighbors smoke in their apartment we have sometimes felt intoxicated because the smells are so strong
- The food that's donated has helped me do more healthy meals and because I now have a kitchen I get to cook homemade meals
- I'm a woman and I've been placed in a one bedroom with 5 year old son. I not slept in a real bad since I moved in because I'm last priority to a two bedroom
- My wife has dementia and is a type 1 diabetic neither by her doing
- I love it here
- They are happy to live here compared to the previous years they have lived somewhere else.
- yes
- Less chaotic, able to focus a little better
- N/A
- I feel more independent and that gives me confidence. I feel motivated!
- health change is not due to the new apartment
- I live in a one bd with my daughter that is 13. We have privacy from my mothers home but it's not enough to expand our minds. My living room is my bedroom.
- It is sometimes very complicated to live with other people
- Yes
- AC would be great for hot weather
- Felt happy since living here.
- Batter
- good
- because natalia's sosa and her supervisor told too many lies about me got it
- better health
- the amount of poisonous cleaning materials used by maintenance and other tenants in laundry make me sick
- Walk More Due To The Neighborhood. We Have Stairs In Our Apartment
- im getting anxiety and headaches all the time since we moved here.
- Wish it was a gym in here
- I used to have seizures and havent had any since moving here.... thanks to less stress about my living situation.
- finding a permanent home has provided me with emotional stability
- The excess of scented cleaners used by both tenants doing laundry and the janitorial staff makes me ill.
- My son stated that his seasonal allergies have improved significantly. My daughter's asthma episodes have decreased.
- Ever since we've moved here, we feel like we have a home here. The kids have a lot of space to run and play around.
- because of the neighborhood, everything has improved significantly. More freedom.
- I'm happier and the environment and neighborhood is wonderful

Respondent Demographic Information

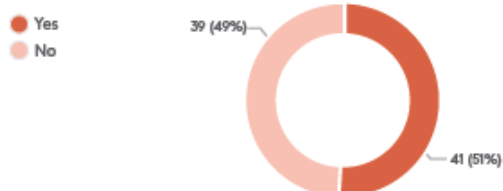
What is the primary language spoken in your home? (78 Responses)



How many people, including yourself, live in your household? (43 Responses)

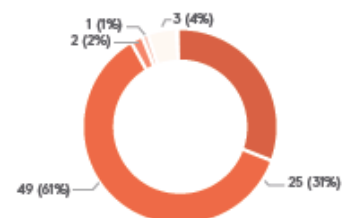


Do you or some one in your household stay home during the day (not work outside the home)? (80 Responses)



What is your age? (80 Responses)

● 17 or younger
● 18 to 35
● 36 to 64
● 65 years or older
● Decline to answer



○ This survey was run in three languages: Spanish, Chinese and English as both a paper survey and online form over the course of two-weeks to accommodate a wide range of residents.

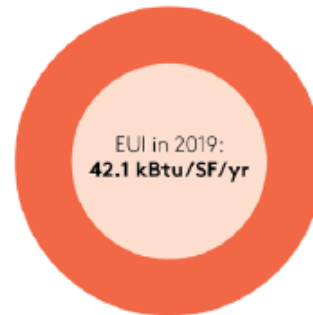
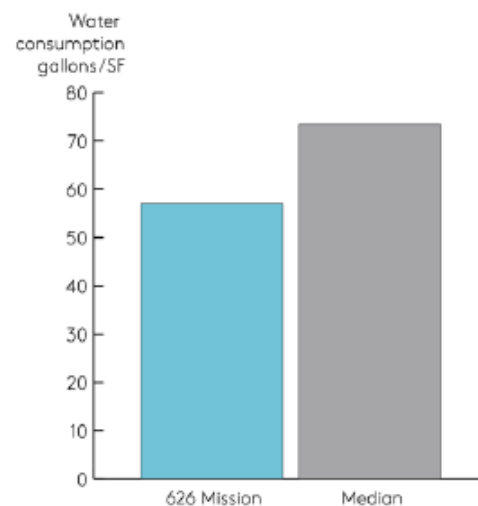
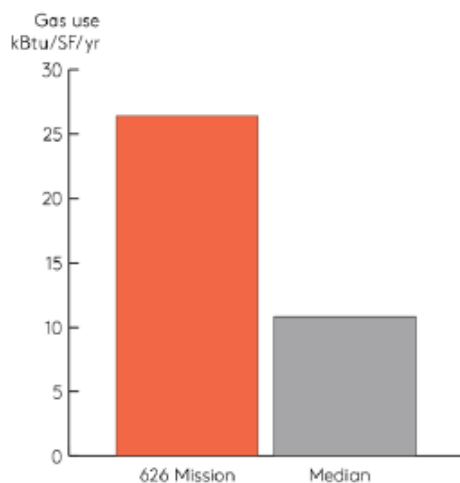
Sustainable Design Strategies

Starting with an infill site designated as Brownfield, the project exemplifies smart development with its location in a high-density, walkable, mixed-use community well served by public transit.

Health and comfort for families are a high priority. Low- and no-VOC building materials such as adhesives, sealants, caulks, paints, coatings, carpets, and flooring were installed. Space conditioning employs efficient radiant heaters and the operable windows and wall-vents provide airflow in combination with low-energy exhaust fans.

Energy conservation is achieved with building design performance that exceeds California Title 24 by 14%. A robust building envelope, quality windows, Energy Star appliances, LED lighting, sun shades above south windows, roof top solar hot water and photovoltaics all contribute to the efficiency effort. Water conservation is also achieved with low-flow fixtures, faucets, and showerheads. Rain water from the roof is filtered into raised and surface level bio-retention planting beds. A Shared Electric Vehicle is available. Secured, interior bicycle storage is provided for 96 bikes. These 143 affordable housing units along with ground level retail spaces now participate as a vital member in this revitalized neighborhood adjacent to downtown San Francisco. The sustainability elements led to achieving 137 points in the Green Point Rated program and a Gold level certification.

First Year Whole-Building Data:



49

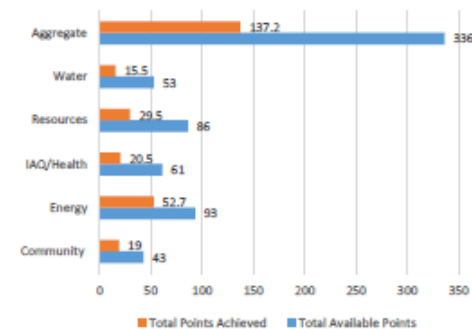
Buiding Systems

Residential Unit Heating/Ventilation:
Electric resistance heaters with z-ducts

Common Area Heating/Ventilation:
VRV

DHW:
Gas Boiler with 61% solar fraction
2 water storage tanks

Green Point Rated Score



Additional General Participation

Project: O'Farrell Towers, Tenderloin, San Francisco

- Assisted with facilitating and translating a community meeting at O'Farrell Towers with current tenants of this fire safety upgrades project.

Project: 500 Turk Street, Tenderloin, San Francisco

- Processed invoices for this new construction project.

Project: Clementina Towers, SOMA, San Francisco

- Participated in the loan closing competency area via working on the Clementina Towers Placed in Service application. I created organizational folders and got started on gathering necessary documents.

Project: Yosemite/Ambassador, Tenderloin, San Francisco

- Participated in the loan closing competency area via attending MOHCD loan committee for these two projects. I also participated in the design and project approval competency area for these two rehabilitation projects as I participated in weekly OAC calls.

Project: 681 Florida Street, Mission District, San Francisco

- Participated in the development finance application competency area via assisting this project team with gathering documents for 681 Florida's Multifamily Housing Program (MHP) application.

Project: Community Opportunity to Purchase Act (COPA) Application to Mayor's Office of Housing and Community Development

- Assisted TNDC's Associate Director's of Housing Development in drafting and completing this successful application, which granted TNDC Qualified Nonprofit Status under the Community Opportunity to Purchase Act.

Project: Notice of Funding Availability (NOFA) Application to Mayor's Office of Housing and Community Development

- Worked on two MOHCD NOFA applications in order to secure funds to acquire two prospective affordable housing sites in the west side of San Francisco.

Exposure: Proforma Learning Labs

- Participated in the financial proforma competency area via attending and engaging in bi-weekly, in-house proforma learning labs which covered several topics.

Loan Closing Competency Example

One of the first projects I was tasked with working on during my time at TNDC was the Placed In-Service application for Clementina Towers, a RAD project. Having the opportunity to help on this project exposed me to being able to practice my skills in the loan closing competency area. I created organizational folders and got started on gathering necessary documents for this project, which you will see directly below.

The screenshot shows a Windows File Explorer window with the address bar displaying the path: < > > ACTIVE Projects > SFHA > 4 Clementina > 3. Financing > B. TCAC > 6. Placed in Service > PIS 8609 320 & 330 Clementina (Flash Drive Submitted ___). The left sidebar shows the 'Quick access' pane with 'Documents' selected. The main pane displays a list of folders and files:

Name	Date modified	Type	Size
Section 1_PIS Dates, Documentation, and Site Control	5/19/2020 8:08 PM	File folder	
Section 2_TCAC Application	5/21/2020 6:49 PM	File folder	
Section 3_Financials	5/21/2020 2:32 PM	File folder	
Section 4_Certifications	5/19/2020 6:37 PM	File folder	
Section 5_Energy Efficiency	5/10/2020 6:07 PM	File folder	
Section 6_Points and Final Tie Breaker - NA	7/19/2019 1:58 PM	File folder	
320&330 Clementina PIS Checklist	5/20/2020 1:53 AM	Adobe Acrobat Docu...	355 KB
320&330 Clementina PIS Checklist	5/20/2020 1:23 AM	Microsoft Excel Work...	454 KB
320&330 Clementina PIS Package Coversheet	5/19/2020 6:40 PM	Adobe Acrobat Docu...	36 KB

The screenshot shows a Windows File Explorer window with the address bar displaying the path: < > > 3. Financing > B. TCAC > 6. Placed in Service > PIS 8609 320 & 330 Clementina (Flash Drive Submitted ___) > Section 1_PIS Dates, Documentation, and Site Control. The left sidebar shows the 'Quick access' pane with 'Documents' selected. The main pane displays a list of files:

Name	Date modified	Type	Size
1-01 320&330 Clementina Recorded NOC	5/23/2019 9:38 AM	Adobe Acrobat Docu...	65 KB
1-02 320&330 Clementina Recorded Grant Deed	3/31/2017 12:22 PM	Adobe Acrobat Docu...	139 KB
1-03 320&330 Clem Ground Lease	5/19/2020 10:58 AM	Adobe Acrobat Docu...	23,312 KB
1-03 320&330 Clementina Recorded Memo of ...	3/30/2017 12:27 PM	Adobe Acrobat Docu...	170 KB
1-04 320&330 Clementina Legal Description an...	5/10/2020 11:25 PM	Microsoft Word Doc...	12 KB
1-04 320&330 Clementina Parcel Map	5/19/2020 1:47 PM	Adobe Acrobat Docu...	501 KB
1-05 320&330 Clementina Title Policy 10-2019	12/17/2019 12:35 PM	Adobe Acrobat Docu...	2,145 KB

The screenshot shows a Windows File Explorer window with the address bar displaying the path: < > > SFHA > 4 Clementina > 3. Financing > B. TCAC > 6. Placed in Service > PIS 8609 320 & 330 Clementina (Flash Drive Submitted ___) > Section 5_Energy Efficiency. The left sidebar shows the 'Quick access' pane with 'Documents' selected. The main pane displays a list of folders and files:

Name	Date modified	Type	Size
5-01 Energy Efficiency Documentation	5/15/2020 12:59 AM	File folder	
5-02 320&330 Clementina GPR Certificate EHMB-17-003	12/30/2019 10:45 AM	Adobe Acrobat Docu...	586 KB

Financial Proforma Competency Example

As a part of these bi-weekly proforma training sessions held by Senior Project Manager, Gabriel Speyer, I have been able to gain a fundamental understanding of project proformas. We have covered several topics in these proforma learning labs, which include (but are not limited to): creating a development budget, how to correctly input a MOHCD proforma, and operating expenses. Below you will find an example of a portion of a MOHCD proforma I have been working on during the past proforma learning lab sessions.

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1			Proforma:	35,759,752	34,028,206	2,116,000	-	1,461,849	1,250,000	14,706,000	100	-	2,548,215	-	-
2			Variance:	(0)	-	-	-	-	-	14,706,000	-	-	2,548,215	-	-
3		SOURCES		35,759,752	34,028,206	2,116,000	-	1,461,849	1,250,000	-	100	-	-	-	-
4		Name of Sources:	MOHCD/OCII	Equity	Perm Loan	HOPWA / Plus Program	Podell	AHP	MHP	GP Equity	Deferred Interest	Deferred Fee			-
5		USES													
6															
7		ACQUISITION													
8		Acquisition cost or value													
9		Legal / Closing costs / Broker's Fee													
10		Holding Costs													
11		Transfer Tax		125,126											
12		TOTAL ACQUISITION		125,126	0	0	0	0	0	0	0	0	0	0	0
13															
14		CONSTRUCTION (HARD COSTS)													
15															
16		Unit Construction/Rehab		1,270,287	34,028,206	2,116,000	0	1,461,849	1,250,000	14,706,000	100	0	2,548,215	0	0
17		Commercial Shell Construction		2,810,103											
18		Demolition		45,103											
19		Environmental Remediation		98,999											
20		Onsight Improvements/Landscaping													
21		Offsite Improvements													
22		Infrastructure Improvements													
23		Parking													
24		GC Bond Premium/GC Insurance/GC Taxes		883,552											
25		GC Overhead & Profit		2,530,908											
26		CG General Conditions		2,971,947											
27		Sub-total Construction Costs		10,610,899	34,028,206	2,116,000	0	1,461,849	1,250,000		100				
28		Design Contingency (remove at DD)													
29		Bid Contingency (remove at bid)		125,000											
30		Plan Check Contingency (remove/reduce during Plan Review)													
31		Hard Cost Construction Contingency		3,307,626											
32		Sub-total Construction Contingencies		3,432,626		0	0	0	0	0	0	0	0	0	0
33		TOTAL CONSTRUCTION COSTS		14,043,525	34,028,206	2,116,000	0	1,461,849	1,250,000	0	100	0	0	0	0
64		Permanent Financing Costs													
65		Permanent Loan Origination Fee		21,160	0										
66		Credit Enhance. & Appl. Fee			0										
67		Title & Recording		10,000	0										
68		Sub-total Perm. Financing Costs		31,160	0	0	0	0	0	0	0	0	0	0	0
103		RESERVES													
104		Operating Reserves		588,028	0										
105		Replacement Reserves			0										
106		Tenant Improvements Reserves			0										
107		Lease Up Reserve		85,047	0										
108															
109															
110		TOTAL RESERVES		673,075	0	0	0	0	0	0	0	0	0	0	0

Professional Development Opportunities

During my time as a BAHIP Intern, I attended and participated in the following professional development opportunities:

- Walking Tour of Downtown Oakland Affordable Housing Properties
- ELPN Women of Color Housing Salon
- CCRH Summer Training Institute at UC Davis
- Affordable Housing Developer meeting at the Mayor's Office of Housing and Community Development with Katie Lamont, TNDC's Director of Housing Development
- Council of Community Housing Organizations (CCHO) meetings
- CEO Meet and Greet with TNDC's CEO, Donald Falk
- ELPN's 'How to Read a Drawing Set' Training
- NPH Conference
- Housing Leadership Day in San Mateo
- BAHIP / CCRH Mid-Winter Retreat in Sacramento
- Mayor's Office of Housing and Community Development, NOFA Pre Submission Meeting
- Monthly meetings with my mentor, Lisa Motoyama
- Informational meeting with Ruchi Shah, TNDC's Sustainability Manager
- Monthly BAHIP Trainings



TNDC's Housing Development department.

Closing Remarks

As my time as a BAHIP Intern has come to an end, I would like to recognize that none of this would have been possible without the wonderful community I have had the privilege of being a part of since the beginning of this internship. Thank you, Monica, for your countless dedication to ensuring that low-income, communities of color are well equipped with the resources to be able to thrive in a field that very few of us knew existed. Thank you, to my TNDC colleagues that made me feel a part of the team, and always took the time to explain something I didn't understand. I would especially like to thank Gabriel Speyer, Honey Zaw, Tom Lauderbach, Colleen Ma, and Tim Ponti for all of their support and help. Lastly, thank you to Lisa Motoyama for your words of advice and encouragement throughout this internship.

Being able to participate in the BAHIP internship is an opportunity I will forever cherish and hold near to my heart. I am excited for all that is to come in the future, and I can truly say that working at TNDC for the past year has provided me with the skill set to be a successful project manager in the affordable housing development industry.



“Decent, affordable housing should be a basic right for everybody in this country. The reason is simple: without stable shelter, everything else falls apart.” – Matthew Desmond