

Project Portfolio



Leigh Ann Llarena
Non-Profit Housing Association of Northern California (NPH)'s Bay Area
Housing Internship Program (BAHIP)
Host Agency- Mission Housing Development Corporation
2019 - 2020

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BAHIP Program 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. The BAHIP program is one of several initiatives NPH is pursuing to increase the diversity, equity, and inclusion in the next generation of affordable housing development professionals.

The internship provides a launching pad for Bay Area college students from low-income communities of color backgrounds into a career in affordable housing development/project management. 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 pro formas, 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.

BAHIP launched its first cohort in the Spring of 2018.

Mission Housing Development Corporation

Mission Housing Development Corporation develops high-quality, well-managed, affordable, sustainable homes and communities that promote the self-sufficiency of low and moderate income families, seniors, and persons with diverse needs in San Francisco's Mission District and throughout the city since 1971.

Mission Housing is now one of the largest nonprofit housing organizations in San Francisco, owning or managing 35 buildings. The organization currently serves 3,000 residents in 1,600 units with 1,000 affordable rental units in its pipeline.

As a community development corporation, Mission Housing also provides technical assistance to other organizations in areas such as financing, construction, design, and property management. In addition, Mission Housing partners with many community-serving organizations to advocate solutions to the San Francisco housing crisis, and to preserve the character of the Mission District.



2019 Fundraiser "Las Tres Hermanas"

List of cross-department staff collaboration

Sam Moss, Executive Director

Márcia Contreras, Deputy Executive Director

Development Team

Michael Chao, Director of Housing Development (Supervisor)

John Lovell, Project Manager

Gail Mcguire, Project Manager

Chirag Bhakta, Community Engagement Coordinator

Martín Ugarte, Associate Director of Resident Services

Veronica Green, Community Associate Director

Sully Argueta, Resident Services Coordinator

Elly Barrios, Resident Services Coordinator

Asset Management

Robert Goldman, Senior Asset Manager

Lisa Mendoza, Senior Asset Manager

Bulbul Goswani, Senior Asset Manager

Paul Leone, Asset Manager

Sofia Castillo- Cieza, Asset Manager

List of trainings throughout the intern year

- BAHIP Monthly Trainings
- BAHIP Summer Training Institute (July 16-18, 2019)
- NPH Annual Conference (September 20, 2019)
- Housing Leadership Day through Housing Leadership Council (October 25, 2019)
- Welfare Exemption Workshop by Assessor Carmen Chu (January 14, 2020)
- BAHIP Mid-Winter Retreat (January 17-19, 2020)
- Federal Home Bank SF- AHP Application Webinar (February 6. 2020)
- SF Digital Equity Conference (February 11, 2020)

Project Involvement

Balboa Upper Yard Development (BUYD)
New Development Project
 (Low-income Families: 30%- 60% AMI)

Project Address:

2340 San Jose Avenue/ 482 Geneva Ave, San Francisco, CA 94112

Unit Size	# of Units
Studio	7
1 Bedroom	47
2 Bedroom	63
3 Bedroom	15
1 MGR	
Total	131

Includes 39 units for relocatees from HOPESF's Sunnydale development)

Involvement:

- Assisted financial applications (e.g Affordable Housing Program through the Federal Home Loan Bank)
- Involved in leading community meetings to discuss possible commercial space tenants and design

Financing Structure:

- Mayor's Office of Housing and Community Development (MOHCD)
- Affordable Housing and Sustainable Communities Program (AHSC)
- Infill Infrastructure Grant program (IGG)
- 4% Tax Credit and Bonds

Estimated Project Cost:

\$117,394,562

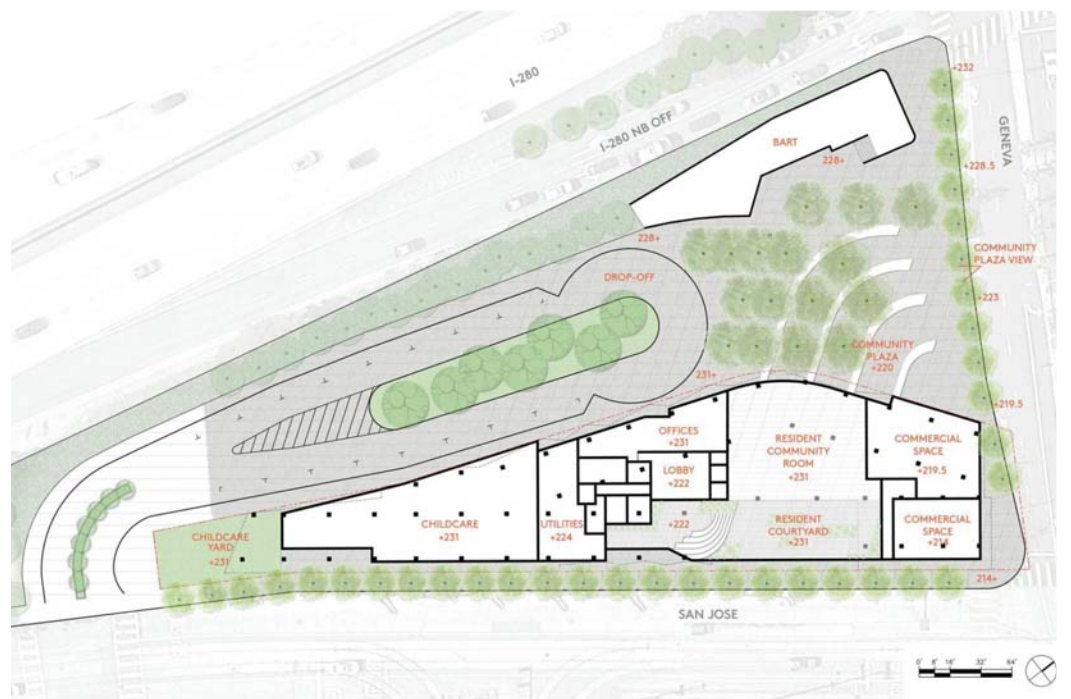
BALBOA PARK STATION

AFFORDABLE FAMILY HOUSING



Existing Aerial View

- 131 permanently affordable rental homes
- Childcare Center & Community Serving Commercial spaces
- 100% Renewable Electricity
- Expected Construction Start: Winter 2020/2021



Proposed Site Plan



View from the corner of Geneva and San Jose, looking south-west



South Park Scattered Sites
Occupied Rehab Project
(Formerly homeless and Very Low-Income Adults)

Project Address:

22 South Park Street, San Francisco, CA 94107 (Hotel Madrid)

Unit Size	# of Units
SRO Unit	45
1 MGR	
Total	45

102 South Park Street, San Francisco, CA 94107 (Parkview Hotel)

Unit Size	# of Units
SRO Unit	41
1 MGR	
Total	41

105 South Park Street, San Francisco, CA 94107 (Gran Oriente)

Unit Size	# of Units
SRO Unit	22
Total	22

= 105 Low-Income Housing Tax Credit (LIHTC) units / 108 units

Involvement:

- Attended Owner Architect Contractor weekly meetings Over-the-counter permits for Madrid and Parkview underway
- Collaborated with Project Manager and Director of Housing Development with loan closing due diligence

Financing Structure:

- MOHCD PASS Market and Below Market Rate loan
- Section 8

- 4% Tax Credit and Bonds
- Construction Lender: Chase

Estimated Project Cost:
\$49,660,822

Abel Gonzalez Apartments
Occupied Rehab Project
(Low-Income Seniors)

Project Address:

1045 Capp St, San Francisco, CA 94110

Unit Size	# of Units	Subsidy
Studio	21	PBVs
1 Bedroom	9	PBVs
1 MGR		
Total	30	

Involvement:

- Observed Owner Architect Contractor (OAC) weekly Meetings
- Processed invoices and packaged Draws for the lender

Financing Structure:

United States Department of Housing and Urban Development (HUD) 202

SF Mayor's Office of Housing

Section 8

Estimated Project Cost:

\$22,475,065.32



SFHA Scattered Sites
Occupied Rehab Project
 (Low-income Families, Noe: Seniors)

Project Address:
 4101 Noriega Street

Unit Size	# of Units	Subsidy
2 Bedroom	3	PBVs
3 Bedroom	3	PBVs
4 Bedroom	2	PBVs
Total	8	

2206-2268 Great Highway

Unit Size	# of Units	Subsidy
2 Bedroom	6	PBVs
3 Bedroom	9	PBVs
1 MGR		
Total	15	

200 Randolph Street/ 409 Head

Unit Size	# of Units	Subsidy
2 Bedroom	7	PBVs
3 Bedroom	2	PBVs
4 Bedroom	6	PBVs
1 MGR		
Total	15	

363 Noe Street

Unit Size	# of Units	Subsidy
Studios	19	PBVs
1 Bedroom	2	PBVs
1 MGR		
Total	21	

1357-1371 Eddy Street

Unit Size	# of Units	Subsidy
3 Bedroom	8	PBVs
Total	8	

= 69 PBV units with one non-dwelling unit for low-income families and seniors

involvement:

- Attended Owner Architect Contractor weekly meetings during the projects predevelopment stage
- Participated in tenant engagement work before the transfer of ownership in 2021

Financing Structure:

MOHCD

PASS mortgage

4% tax credit

Estimated Project Cost:

\$61,784,105

Financial Proforma Competency

SFHA Scattered Sites Project

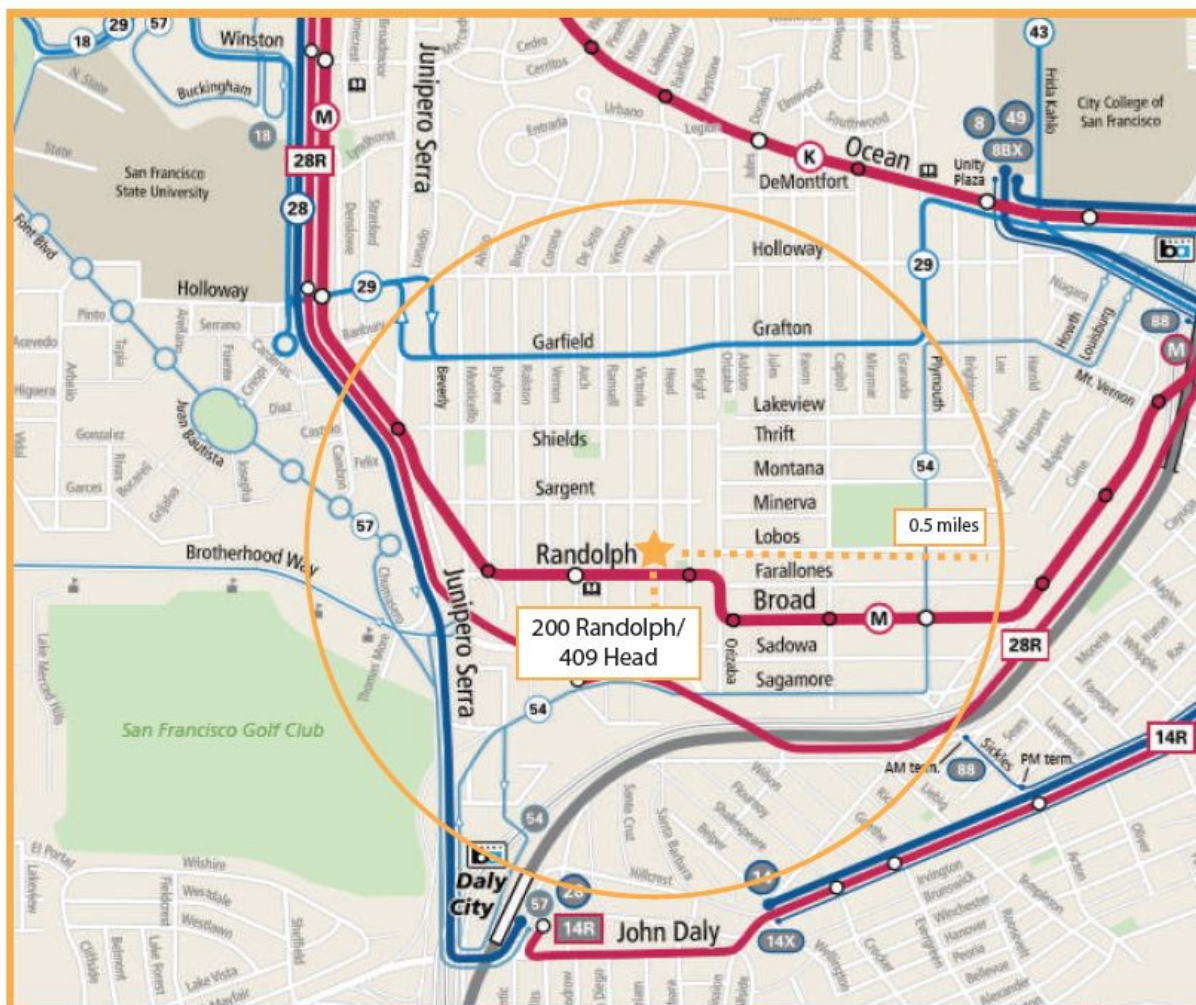
SFHA Scattered Sites is a proposed occupied-rehab project of five (5) scattered site public housing developments consisting of 15 buildings, 69 residential units and one (1) non-dwelling unit. All five developments serve large families, with the exception of 363 Noe, which is a senior project. The five sites were originally developed and/or acquired by the San Francisco Housing Authority (SFHA) in the 1970's. Over time, the developments have severely deteriorated and are in need of substantial rehabilitation. The land and buildings are currently owned and managed by SFHA. Mission Housing expects to commence construction in March 2021 and complete construction in 18 months.

Under the supervision of my supervisor, Michael Chao, I was able to explore the MOHCD's PASS proforma outlining pre-development sources and uses, permanent sources and uses, 1st year operating budget, and existing project rent roll. Working with John Lovell, project manager, I was able to assist with MOHCD's pre-development application requesting \$2,500,000 in which was approved by the Citywide Affordable Housing Loan Committee. I was able to support in writing the project summary and history, site description, and amenity maps using Illustrator CC.

Please see Exhibit A and B below.

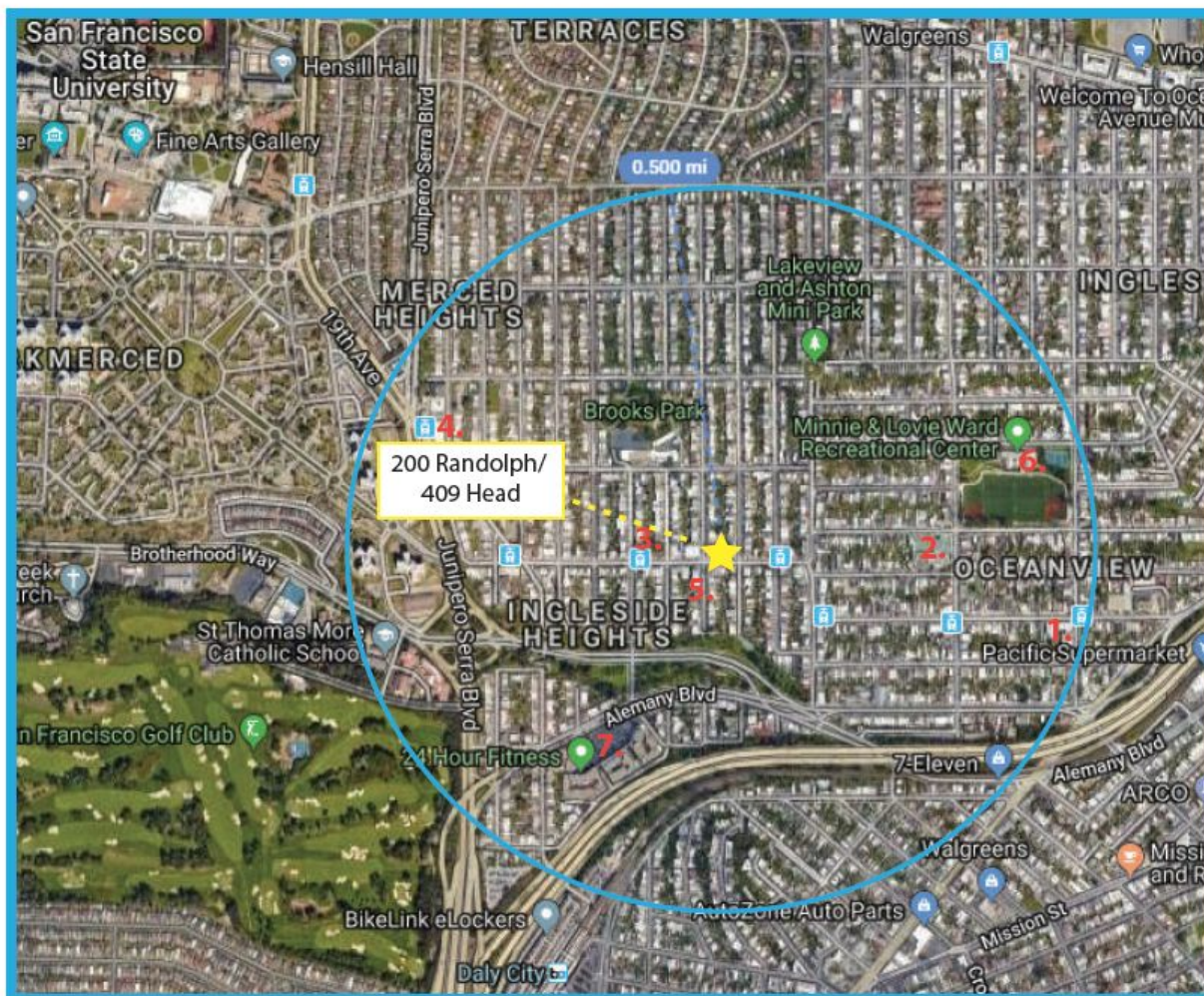
Exhibit A: Produced MOHCD Site Maps

200 Randolph/ 409 Head



An excerpt from the current (June 2019) Muni and BART routes within 1/2 mile of 200 Randolph/ 409 Head. Stops for Muni routes 54, 28R, 28, M, and 29 can be accessed within 0.5 mile of the subject property.

200 Randolph/ 409 Head



1. Grocery Store: Ana's Market, 105 Broad St
2. Elementary School: Sheridan Elementary School, 431 Capitol Ave
3. Social Services Organizaiton: It Bookman Community Center, 446 Randolph St
4. Church: Temple United Methodist Church, 65 Beverly St
5. Library: Ocean View Branch Library, 345 Randolph St
6. Park: Minnie and Lovie Ward Recreation Center, 650 Capitol Ave
7. Bank: Chase Bank, 3981 Alemany Blvd

Exhibit B: SFHA Scattered Sites Pre-development Budget

[See attached SFHA Pre-development Budget below.]

Application Date:	12/20/19	# Units:	70
Project Name:	San Francisco Housing Authority Scattered Sites	# Bedrooms:	167
Project Address:	4101, 2206-2208, 200, 363, 1357-1371 Noriega, O	# Beds:	0
Project Sponsor:	Mission Housing Development Corporation		

		Total Sources					Comments
SOURCES	2,600,000	-	-	-	-	-	2,600,000
USES	Name of Sources: MOHCD/OCH						

ACQUISITION

Acquisition cost or value							0
Legal / Closing costs / Broker's Fee							0
Holding Costs							0
Transfer Tax							0
TOTAL ACQUISITION	0	0	0	0	0	0	0

CONSTRUCTION (HARD COSTS)

Unit Construction/Rehab							0	Construction item costs as a % of hard costs
Commercial Shell Construction							0	
Demolition							0	
Environmental Remediation							0	
Onsite Improvements/Landscaping							0	
Offsite Improvements							0	
Infrastructure Improvements							0	
Parking							0	
GC Bond Premium/GC Insurance/GC Taxes							0	
GC Overhead & Profit							0	
GC General Conditions							0	
Sub-total Construction Costs	0	0	0	0	0	0	0	
Design Contingency (remove all DD)							0	
Bid Contingency (remove all bid)							0	
Plan Check Contingency (remove/reduce during Plan Review)							0	
Hard Cost Construction Contingency							0	
Sub-total Construction Contingencies	0	0	0	0	0	0	0	
TOTAL CONSTRUCTION COSTS	0	0	0	0	0	0	0	

SOFT COSTS

Architecture & Design

Architect design fees	700,000						700,000
Design Subconsultants to the Architect (incl. Fees)	280,182						280,182
Architect Construction Admin							0
Reimbursables							0
Additional Services							0
Sub-total Architect Contract	980,182	0	0	0	0	0	980,182
Other Third Party design consultants (not included under Architect contract)							0
HERS rater/ Green Building Consultant @ \$70,000, Waterproofing consultant @ 70,000, Elevator consultant @ \$17,000							0
Total Architecture & Design	1,137,682	0	0	0	0	0	1,137,682

Engineering & Environmental Studies

Survey	75,000						75,000
Geotechnical studies	40,000						40,000
Phase I & II Reports	60,000						60,000
CEQA / Environmental Review consultants	10,000						10,000
Local historic review							0
NEPA / 100 Review							0
CDAPRA (rehab only)	25,000						25,000
Other environmental consultants							0
Total Engineering & Environmental Studies	200,000	0	0	0	0	0	200,000

Financing Costs

Construction Financing Costs

Construction Loan Origination Fee	25,000						25,000
Construction Loan Interest							0
Title & Recording							0
CDLAC & CDAC fees							0
Bond Issuer Fees							0
Other Bond Cost of Issuance							0
Other Lender Costs (specify)							0
Sub-total Const. Financing Costs	25,000	0	0	0	0	0	25,000

Permanent Financing Costs

Permanent Loan Origination Fee	12,500						12,500
Credit Enhance. & Appl. Fee							0
Title & Recording							0
Sub-total Perm. Financing Costs	12,500	0	0	0	0	0	12,500
Total Financing Costs	37,500	0	0	0	0	0	37,500

Legal Costs

Former Legal fees	20,000						20,000
Land Use / CEQA Attorney fees							0
Tax Credit Counsel							0
Bond Counsel							0
Construction Lender Counsel							0
Permanent Lender Counsel							0
Other Legal (specify)							0
Total Legal Costs	20,000	0	0	0	0	0	20,000

Other Development Costs

Appraisal	25,000						25,000
Market Study	8,000						8,000
Insurance							0
Property Taxes							0
Accounting / Audit							0
Organizational Costs	10,000						10,000
Entitlement / Permit Fees	50,000						50,000
Marketing / Sign-up							0
Furnishings							0
PGE / Utility Fees							0
TCAC App / Alloc / Monitor Fees	25,000						25,000
Financial Consultant fees							0
Construction Management fees / Owner's Rep	50,000						50,000
Security during Construction	75,000						75,000
Relocation							0
Tenant & Community Engagement	155,000						155,000
GC Preconstruction Services	25,000						25,000
Other (specify)							0
Total Other Development Costs	423,000	0	0	0	0	0	423,000

Soft Cost Contingency

Contingency (Arch, Eng, Fin, Legal & Other Dev)	181,818	0	0	0	0	0	181,818
TOTAL SOFT COSTS	2,000,000	0	0	0	0	0	2,000,000

RESERVES

Operating Reserves							0
Replacement Reserves							0
Tenant Improvements Reserves							0
Other (specify)							0
Other (specify)							0
Other (specify)							0
TOTAL RESERVES	0	0	0	0	0	0	0

DEVELOPER COSTS

Developer Fee - Cash-out Paid at Milestones	500,000						500,000
Developer Fee - Cash-out At Risk							0
Developer Fee - GP Equity (also show as source)							0
Developer Fee - Deferred (also show as source)							0
Development Consultant Fees							0
Other (specify)							0
TOTAL DEVELOPER COSTS	500,000	0	0	0	0	0	500,000

TOTAL DEVELOPMENT COST

Development Cost/Unit by Source	35,714	0	0	0	0	0	35,714
Development Cost/Unit as % of TDC by Source	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%

Acquisition Cost/Unit by Source

Acquisition Cost (inc Const Contingency)/Unit By Source	0	0	0	0	0	0	0
Construction Cost (inc Const Contingency)/SF	0.00	0.00	0.00	0.00	0.00	0.00	0.00

City Subsidy/Unit

City Subsidy/Unit	35,714
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Tax Credit Equity Pricing

Construction Bond Amount	N/A
Construction Loan Term (in months)	N/A
Construction Loan Interest Rate (as %)	N/A

Development Finance Application Competency

Throughout my internship I was able to work on various funding applications. One of the funding applications was aimed towards obtaining funds from Google's \$1 Billion Housing Pledge in the Bay Area. I have assisted in South Park's AHP application as well with a project manager, Gail Mcguire.

In addition, I was able to help secure a \$15,000 CRA Grant from City National Bank. The CRA Grant aims to drive economic empowerment within Mission Housing's Resident Services financial education programs and workforce development initiatives.

Another aspect of the finance application competency was developed in supporting the draw process for Abel Gonzalez, an occupied rehab project for low-income seniors. I have processed various invoices and have inputted these amounts in the bank's draw template to track expenses before it was all packaged for signatures.

Please see Exhibit C.

Exhibit C: Abel Gonzales Draw #8

[See attached Abel Gonzales Draw #8 Summary below.]

PROJECT CODE:	ABEL
PROJECT:	Abel Gonzalez Construction Period Budget
P.O. #:	
DRAW #:	Construction #8
DATE:	3/10/20



MISSION
HOUSING
DEVELOPMENT
CORPORATION

SOURCES				
Cost Code	Source	Budget	Prior Adjustments	Current Budget
	Construction Loan	\$ 12,442,500.00		\$ 12,442,500.00
	Seller Take Back Loan	\$ 8,098,499.42		\$ 8,098,499.42
	Sponsor Loan	\$ 642,965.90		\$ 642,965.90
	Tax Credit Equity	\$ 1,290,100.00		\$ 1,290,100.00
	General Partner Equity	\$ 1,000.00		\$ 1,000.00
	TOTAL:	\$ 22,475,065.32	\$ -	\$ 22,475,065.32

REQUESTED FROM SOURCES		
Previously Drawn	Current Requested	Remaining Balance
\$ 6,231,427.01	\$ 374,065.91	\$ 5,837,007.08
\$ 8,098,499.42		\$ -
\$ 642,965.90		\$ -
\$ 1,290,100.00		\$ -
\$ 1,000.00		\$ -
TOTAL: \$ 16,263,992.33	\$ 374,065.91	\$ 5,837,007.08

GL Code:	Job Cost Code:	Description:	Original Budget	Prior Adjustments	Current Adjustments	Current Budget	Previously Paid	Current Request	Remaining Balance
	1100	HD-Land	\$ 290,000.00			\$ 290,000.00	\$ 290,000.00		\$ -
	1200	HD-Acquisition	\$ 10,710,000.00			\$ 10,710,000.00	\$ 10,710,000.00		\$ -
	1210	HD-Escrow/Title Fees	\$ 37,500.00			\$ 37,500.00	\$ 37,444.00		\$ 56.00
		HD-Transfer Tax	\$ 302,500.00			\$ 302,500.00	\$ 302,500.00		\$ -
	2000	HD-Hard Cost	\$ 7,075,307.00	\$ 38,589.24		\$ 7,113,896.24	\$ 2,895,567.76	\$ 334,106.81	\$ 3,884,221.67
	2900	HD-Hard Cost - Not in Contract	\$ 224,000.00			\$ 224,000.00	\$ 186,874.19	\$ 3,200.74	\$ 33,925.07
		HARD COST CONTINGENCY	\$ 748,401.32	\$ (38,589.24)		\$ 709,812.08			\$ 709,812.08
	3100	HD-Architecture	\$ 448,950.00			\$ 448,950.00	\$ 397,847.09		\$ 51,102.91
	3205	HD-Surveying	\$ 12,000.00			\$ 12,000.00	\$ 8,011.34		\$ 3,988.66
	3235	HD-Testing & Inspections		\$ 8,817.00		\$ 8,817.00	\$ 3,169.80		\$ 5,647.20
	3240	HD-Consultant Energy	\$ 15,000.00			\$ 15,000.00	\$ 6,600.00		\$ 8,400.00
	3245	HD-Consultant Waterproofing	\$ 20,000.00			\$ 20,000.00	\$ 5,983.60		\$ 14,016.40
	4010	HD-Capital Needs Assessment	\$ 4,000.00			\$ 4,000.00	\$ 3,400.00		\$ 600.00
	4015	HD-Appraisal Report	\$ 12,000.00			\$ 12,000.00	\$ 5,000.00		\$ 7,000.00
	4020	HD-Market Study	\$ 9,112.00			\$ 9,112.00	\$ 9,112.00		\$ -
	4040	HD-Environmental Reports	\$ 10,000.00			\$ 10,000.00	\$ 7,900.00		\$ 2,100.00
	5005	HD-Permits	\$ 80,000.00			\$ 80,000.00	\$ 53,460.68		\$ 26,539.32
	5020	HD-Insurance	\$ 20,000.00			\$ 20,000.00	\$ 17,360.00		\$ 2,640.00
	6005	HD-Legal Organizational	\$ 30,000.00			\$ 30,000.00	\$ 30,000.00	\$ 125.00	\$ (125.00)
	6010	HD-Legal Acquisition	\$ 30,000.00			\$ 30,000.00	\$ 30,000.00		\$ -
	6015	HD-Legal Financing	\$ 25,000.00			\$ 25,000.00	\$ 17,715.00		\$ 7,285.00
	6100	HD-Finance Accounting/Auditor Exp	\$ 20,000.00			\$ 20,000.00			\$ 20,000.00
	6105	HD-Finance Interest Expense	\$ 598,407.00			\$ 598,407.00	\$ 68,033.51	\$ 15,017.64	\$ 515,355.85
	6110	HD-Finance Loan Fees	\$ 139,500.00			\$ 139,500.00	\$ 100,250.00		\$ 39,250.00
	6120	HD-Finance Bond & Issuer Fees	\$ 357,381.00			\$ 357,381.00	\$ 288,666.51		\$ 68,714.49
	6130	HD-Finance Syndication Fees	\$ 120,000.00			\$ 120,000.00	\$ 105,750.00		\$ 14,250.00
	6150	HD-Finance CDLAC/TCAC Fees	\$ 56,851.00			\$ 56,851.00	\$ 11,548.37		\$ 45,302.63
	6200	HD-Lease-up Expenses	\$ 10,000.00			\$ 10,000.00			\$ 10,000.00
	7000	HD-Developer Fees	\$ 525,000.00			\$ 525,000.00	\$ 525,000.00		\$ -
	7500	HD-Relocation Costs	\$ 405,000.00			\$ 405,000.00	\$ 101,798.48	\$ 21,615.72	\$ 281,585.80
		HUD Required Replacement Reserve	\$ 30,000.00			\$ 30,000.00	\$ 30,000.00		\$ -
		HUD Required Residual Receipts Reserv	\$ 15,000.00			\$ 15,000.00	\$ 15,000.00		\$ -
						\$ -	\$ -		\$ -
		SOFT COST CONTINGENCY	\$ 94,156.00	\$ (8,817.00)		\$ 85,339.00			\$ 85,339.00
		TOTAL:	\$ 22,475,065.32			\$ 22,475,065.32	\$ 16,263,992.33	\$ 374,065.91	\$ 5,837,007.08
		Balance Check	\$ -						

APPROVED, Project Manager:

APPROVED, HD Director:

John Lovell

Michael Chao

PROJECT CODE:	Abel
PROJECT:	Abel Gonzalez Rehab
DRAW #:	8
DATE:	3/10/20

Job Code		Invoice #	Payee	Invoice Date:	Amount:	Notes:	Source
2000	HD-Hard Cost	7	AMONE Corp	3/3/20	\$334,106.81	Contractor Application to 2/29/2020	
2900	HD-Hard Cost - Not in Contract	52768	CRI	3/10/20	\$3,200.74	(10) Tables and (40) stacking chairs	
6005	HD-Legal Organizational	203485	Berding and Weil Attorneys	1/15/20	\$125.00	Revise Thyseen Proposal and Vendor Contract	
6105	HD-Finance Interest Expense	N/A	Boston Private Bank	3/1/20	\$15,017.64	Feb. 2020 Construction Loan Interest	
7500	HD-Relocation Costs	3064	Pati Boyle	3/1/20	\$3,517.50	Relocation Consultant, Feb '20	
7500	HD-Relocation Costs	42020	AG Storage	11/21/19	\$209.00	April 2020 Storage payment	
7500	HD-Relocation Costs	52020	AG Storage	11/21/19	\$209.00	May 2020 Storage payment	
7500	HD-Relocation Costs	62020	AG Storage	11/21/19	\$209.00	June 2020 Storage payment	
7500	HD-Relocation Costs	12449	Rex Navarro	2/24/20	\$86.22	Portable Heaters for Units #204,304,404	
7500	HD-Relocation Costs	42020-R	Covia	12/9/19	\$1,900.00	April 2020 rental payment	
7500	HD-Relocation Costs	52020-R	Covia	12/9/19	\$1,900.00	May 2020 rental payment	
7500	HD-Relocation Costs	62020-R	Covia	12/9/19	\$1,900.00	June 2020 rental payment	
7500	HD-Relocation Costs	40473	Key Housing	2/26/20	\$3,895.00	Rent from 4/01/2020 to 4/30/2020	
7500	HD-Relocation Costs	40474	Key Housing	2/26/20	\$3,895.00	Rent from 5/01/2020 to 5/31/2020	
7500	HD-Relocation Costs	40475	Key Housing	2/26/20	\$3,895.00	Rent from 6/01/2020 to 6/30/2020	

TOTAL THIS DRAW:	\$374,065.91
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DRAWS TO DATE:							TOTAL
SOURCES:		Construction Loan	Tax Credit Equity	Seller Take Back Loan	Sponsor Loan	General Partner Equity	
Available Funds:		\$12,442,500.00	\$	1,290,100.00	\$ 8,098,499.42	\$ 642,965.90	\$ 1,000.00
							\$22,475,065.32
USES:							
Predevelopment Draw 1:		\$187,203.87					
Predevelopment Draw 2:		\$117,178.50					
Predevelopment Draw 3:		\$4,343.05					
Predevelopment Draw 4		\$147,210.98					
Closing Draw		\$3,002,511.09	\$1,290,100.00	\$8,098,499.42	\$0.00	\$ 1,000.00	\$12,392,110.51
Construction Draw #2		\$156,590.31					
Construction Draw #3		\$807,624.95					
Construction Draw #4		\$584,399.86					
Construction Draw #5		\$498,065.75					
Construction Draw #6		\$449,109.09					
Construction Draw #7		\$277,189.56					
Construction Draw #8		\$374,065.91					
NET DRAWS TO DATE		\$5,954,237.45	\$	1,290,100.00	\$ 8,098,499.42	\$ 642,965.90	\$ 1,000.00
REMAINING FUNDS:		\$6,488,262.55	\$	-	\$ -	\$ -	\$ -

APPROVED, Project Manager:

APPROVED, HD Director:

John Lovell

Michael Chao

Design and Project Approval Process Competency

In understanding the Design and Project Approval process, I have sat in Owner Architect Contractor (OAC) meetings for South Park Scattered Sites, Abel Gonzalez, and SFHA Scattered Sites. Taking into consideration the different stages of these projects, I have learned the level of complexity with OAC discussions and the various long led items that can impede project progression like window production and delivery, challenging zoning laws, and obtaining permits.

Balboa Upper Yard Development (BUYD)'s once-a-month Working Group meetings in Fall of 2019 has helped me understand the various shapes and forms that community input is incorporated when it comes to shaping the design of a project. The Working Group meetings were composed of 16 members from community organizations, residents, and community advocates. My tasks were to prepare the agenda, minutes, and help guide discussions throughout the meeting. In addition, I have coordinated with Unity Plaza at Oakland in preparing for the Working Group's tour of Fruitvale Plaza.

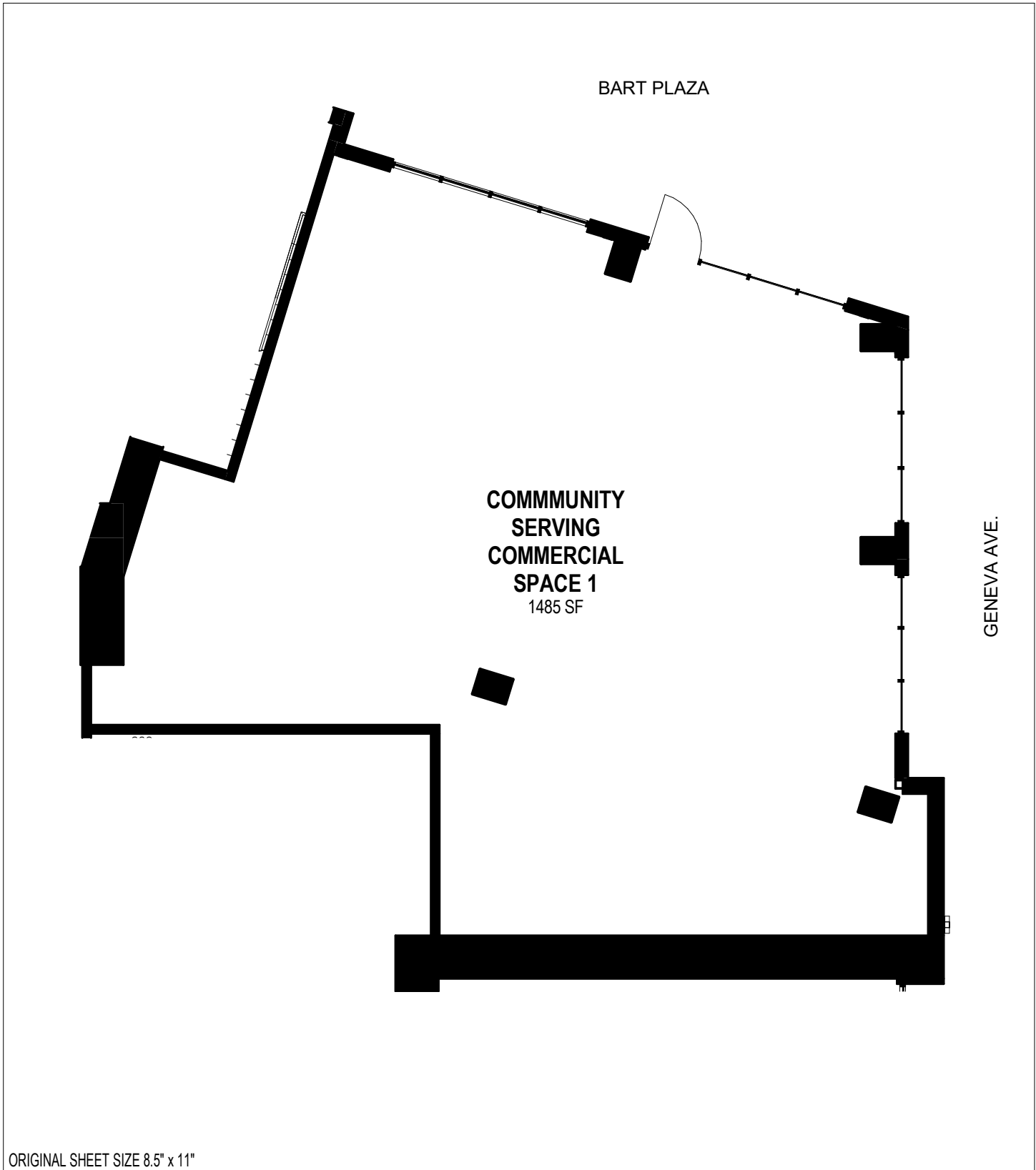
With the involvement of Excelsior Action Group in discussing outcomes from the Office of Economics and Workforce Development (OEDW) study of small business trends in District 11 and the Fruitvale Village tour, the Working Group was able to provide potential users for the ground floor commercial retail spaces and community benefit space of the project. Further conversations on how to activate the BART plaza space is currently under discussion.

Moreover, I was able to partake in Tenant Outreach efforts in the SFHA Scattered Sites rehab project where I was able to visit the Eddy, Great Highway, and the Noriega sites. These sites were very dilapidated and the residents have eagerly vocalized their concerns for safety, especially from their close encounters with raccoons and rodents in their neighborhood. Since the five scattered sites in the SFHA Scattered Sites portfolio compose of different scope of work, I find it important to learn about the various issues tenants are facing to better inform the trajectory of the project during the early design stage.

Please see Exhibit D and E.

Exhibit D: BUYD Commercial Space Drawings

[See attached commercial spaces drawings below.]



ORIGINAL SHEET SIZE 8.5" x 11"

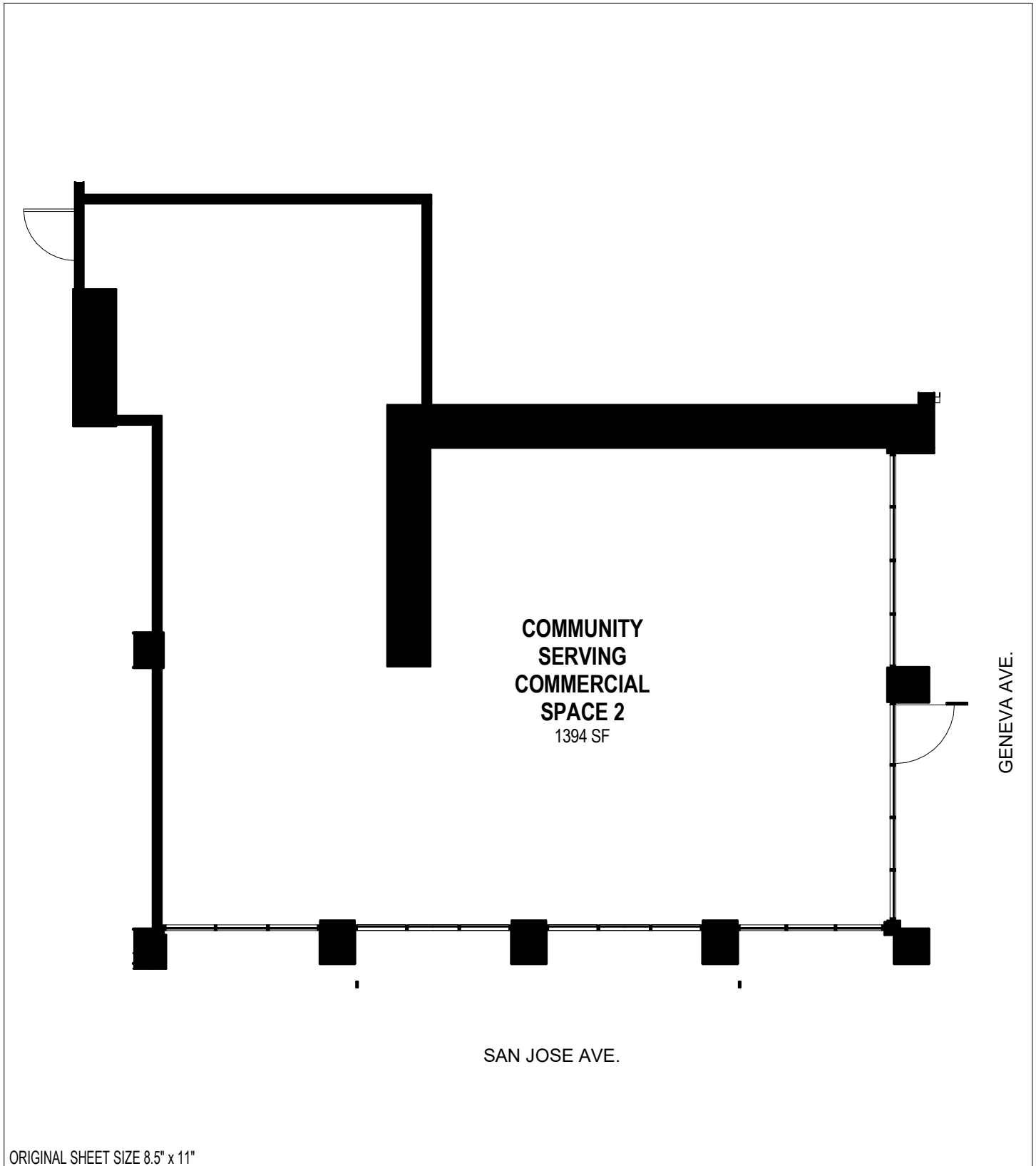
MITHUN

SEATTLE / Pier 56, 1201 Alaskan Way, #200
Seattle, WA 98101 / 206.623.3344

SAN FRANCISCO / 660 Market Street, #300
San Francisco, CA 94104 / 415.956.0688

LOS ANGELES / 5837 Adams Blvd
Culver City, CA 90232 / 323.937.2150

PROJECT TITLE
Balboa Park Upper Yard Family Housing
DRAWING TITLE
ENLARGED PLAN - COMMERCIAL SPACE 1
SCALE
1/8" = 1'-0"
ISSUED
08/19/19



ORIGINAL SHEET SIZE 8.5" x 11"

MITHUN

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LOS ANGELES / 5837 Adams Blvd
Culver City, CA 90232 / 323.937.2150

PROJECT TITLE

Balboa Park Upper Yard Family Housing

DRAWING TITLE

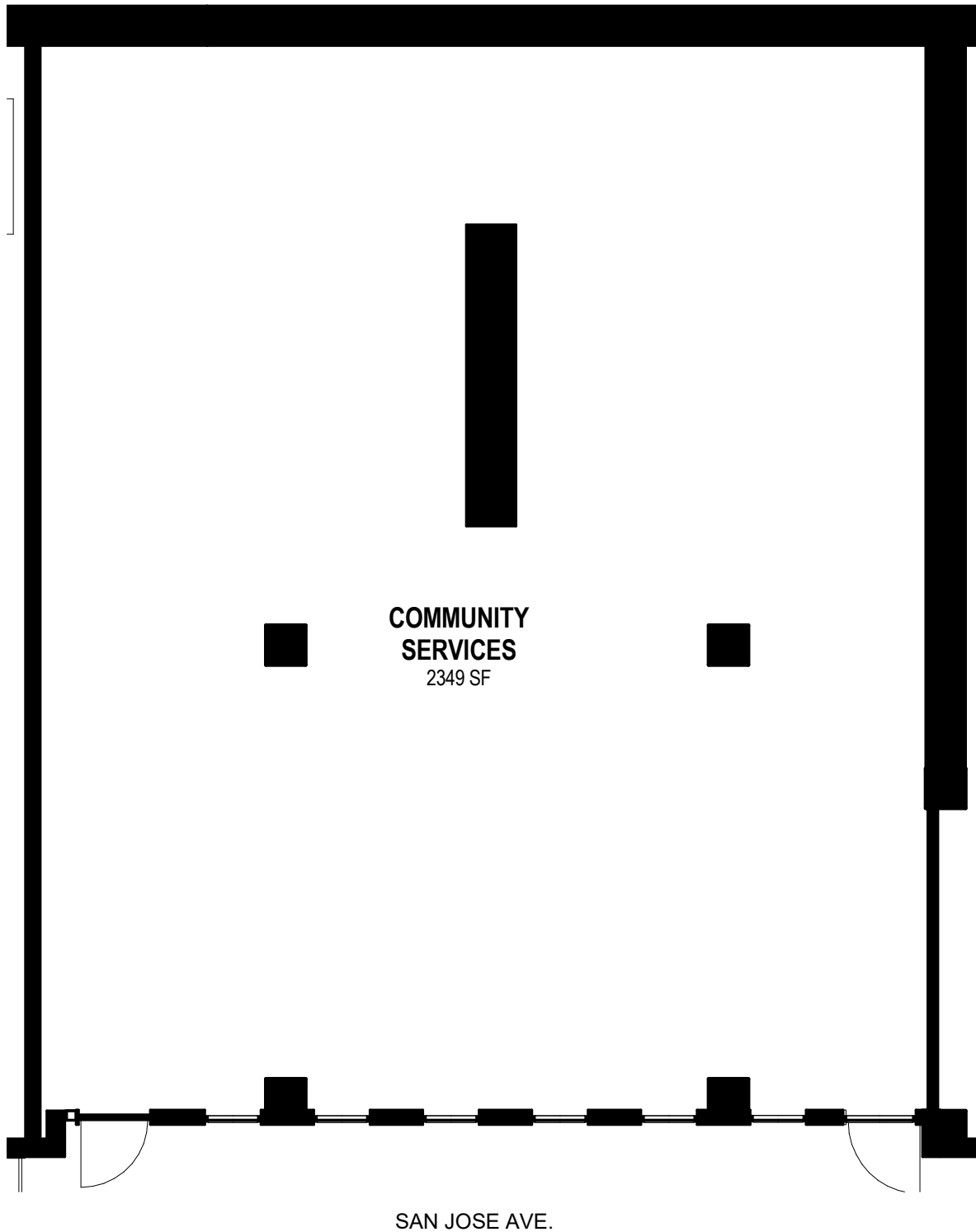
ENLARGED PLAN - COMMERCIAL SPACE 2

SCALE

1/8" = 1'-0"

ISSUED

08/19/19



ORIGINAL SHEET SIZE 8.5" x 11"

MITHUN

SEATTLE / Pier 56, 1201 Alaskan Way, #200
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SAN FRANCISCO / 660 Market Street, #300
San Francisco, CA 94104 / 415.956.0688

LOS ANGELES / 5837 Adams Blvd
Culver City, CA 90232 / 323.937.2150

PROJECT TITLE

Balboa Park Upper Yard Family Housing

DRAWING TITLE

ENLARGED PLAN - COMMUNITY SERVICES

SCALE

1/8" = 1'-0"

ISSUED

08/19/19

Exhibit E: BUYD Working Group Agenda and Minutes

[See attached Balboa Upper Yard Working Group Meeting Agenda and Minutes below.]

Balboa Upper Yard Working Group Meeting #2
Excelsior Works! 5000 Mission Street / 415.857.9656
Thursday, October 3rd, 2019 / 6:00 - 8:00 pm

Meeting Goals:

- Finalize Statement of Purpose
- Understand the Excelsior sub-market and resources for neighborhood economic revitalization and stabilization
- Discuss logistics for upcoming Fruitvale Village tour, November 1, 2019

AGENDA

5:45pm

1. Dinner

6:00 pm

2. Welcome and Agenda Review *Marco*
3. Recap from last meeting *Marco, Gail, Michael*
4. Finalize Statement of Purpose *Marco, Leigh*
 - Review two proposed statements and discuss which version best reflect the goals of the group
 - BUYD Commercial Space Working Group aims to develop a transformative and culturally relevant space that reflects the values of the Excelsior community, uplift existing local workforce, and satisfy the unique intergenerational needs of the community in efforts to stabilize vulnerable tenants and strengthen existing resources.
 - BUYD Commercial Space Working Group aims to develop a socially, environmentally, and economically sustainable space that reflects the community's values and voices, uplift existing local workforce, and serve the unique intergenerational needs of the community in efforts to stabilize vulnerable tenants and strengthen existing neighborhood resources.

6:45 pm

5. BUYD Virtual Tour

Gail, Michael

7:00pm

6. Understand the Excelsior sub-Market

Patrick Santoro and Mel Flores

- Introduce study from Office of Economic and Workforce Development regarding trends and data over District 11 corridor
- Discuss resources to support business and economic revitalization and stabilization

7:30 pm

7. Overview of Fruitvale Village Tour and Unity Plaza

Leigh, Gail, Michael

- Survey results of goals and outcomes for tour

7:45 pm

8. Wrap up and Next Steps

Marco, Gail, Michael

8:00 pm

9. Adjourn

All

Balboa Upper Yard Commercial Space Working Group

Meeting #4 Minutes

Date: 12/11/2019

Location: Excelsior Works, 5000 Mission St. SF

Attendees:

Terry Valen, Filipino CC	Alan Wesson, Lick Wilmerding High School
Mel Flores, Excelsior Action Group	Maribel Ramirez, Excelsior Action Group
Jessie Fernandez, CUHJ	Marco Montenegro, Excelsior Works
Charlie Sciammas, PODER	Michael Chao, MHDC
Leigh Ann Llarena, MHDC	Gail McGuire, MHDC

1. Recap from last meeting (discuss list of potential uses)

- a. Older businesses and smaller businesses are finding it challenging to do well along the Excelsior and Outer Mission corridor
- b. We have a unique opportunity at the Balboa Park Upper Yard. There is an opportunity to support and invest in the commercial tenants' success
- c. We are experiencing a different approach to other development that's happened in the Excelsior, e.g. Cheshill, which after one year of operation still have not filled their commercial space

2. Ideas for commercial retail space and community benefit space (3 types of spaces for uses: commercial, community space, BART plaza)

- a. Community Resources – possible uses for the community serving space
 - i. Mission Asset Fund (community based financial institution that provides community lending)
 - ii. Direct Service- Immigration, Employment, Family Counseling
 - iii. Filipino Community Center
 - iv. Excelsior Works!
 - v. Incubation Space Vendors
 - vi. La Cocina
 - vii. SM B12 Incubator Technical Assist
 - viii. Laundry mat with combo store/ service
 - ix. 18 Reasons- Community space for events (community-focused culinary school offering wide range of cooking classes and local events)
 - x. Prospera: Advancing Hispanic Business
 - xi. Night Market – Filipinx community Gina Rosales, event producer
- b. Food
 - i. Boba
 - ii. Healthy snack/ smoothie, juice (quick food/pre-prepared)
 - iii. Market (Grocery Goods) (small/grab and go)
 - iv. Café with outdoor seating / with bookstore (possible neighborhood anchor that can partner with future car barn)

- c. Educational/ Youth Focus – in Community Benefit Space
 - i. Community pop-up space for youth/ social club
 - ii. Tutoring
 - iii. Family Entertainment (Arcade, Movies)
 - iv. Google Code Next
 - v. Recording Media Studio- Youth Speaks, Y.A.X, Youth Impact Hub
 - vi. CCSF Culinary Academy Program
 - vii. VIBO, CAPPS (Music Education)
 - d. Health/Economic Development
 - i. Credit union (SF Fire, Health Fitness Studio/ Martial Arts)
 - ii. Community Acupuncture
 - iii. Local barber shop
- 3. How do we approach the businesses into the neighborhood? (brainstorm)
 - a. People who have personal connection reach out and advertise
 - b. Lessons from Fruitvale: social services intertwines with commercial spaces
 - i. How to package information, list, mission statement? → marketing piece to reach out to different organizations/ businesses (hear needs of potential clients and come back for discussion)
 - c. EAG developing a broker
 - d. 3 spaces can be integrated to each other (commercial, community space, BART plaza)
 - e. Public space connection with retail, i.e., path of travel between BART/Muni can create a strong client base.
 - f. Community rooted/based business may be more resilient
- 4. Timeline
 - a. Jan. 2021: ground break
- 5. Discussing findings/ market analysis conclusions
 - a. \$2-\$2.75 per SF sounds about right (\$3 in some places)
 - b. Drivers for vacancies:
 - i. Older, less attractive buildings – need extensive tenant improvements
 - ii. Mix of short and long term leases
 - iii. Many empty spaces, open floor plan
 - iv. Demand weaker in general due to Amazon
 - v. Many feel neighborhood can't support businesses (via Mel Flores) – However many long term legacy businesses are supported by the community, i.e., lots of pizza places
 - vi. Lack of motivation to lease up by 2nd or 3rd generation businesses
 - vii. Proposal by City for Vacancy Tax – hard to contact or find owner
 - c. Rent at the Balboa Upper Yard project will be market driven but low rent since viable business needs to provide own tenant improvement
 - d. Potential business that can occupy the area
 - i. The Chai Bar wants 6,000 sq. ft. of space and near a BART station (roast coffee and tea)

- ii. Mission Community Market on Mission and 22nd street (open-air marketplace made up of farmers, small local businesses, and community programs)→ possibility of sharing rent
- iii. La Cocina at the Tenderloin opening in February 2020 (might be an opportunity later)

6. Future Meetings (Phase two)

- a. Business attraction: need collateral material (timeline)
 - i. Useful to package information into a marketing package for potential tenants.
- b. Important to engage brokers interconnectedness of 3 types of spaces – retail, community space and plaza. Opportunity to activate the space with programs and microvendors. Can separate or integrate spaces. The retail space can generate income and be self-supporting, the other spaces would be community oriented.
- c. Microenterprise and tenants “food court” (Tour La Cocina @ the Tenderloin or the Mission Community Market at 22nd street), kiosk on plaza
- d. Key ideas:
 - i. More discussion about the incubator/ food court idea. Need to flush out the list → develop marketing package & begin reaching out to folx
 - ii. Questions about the Plaza: Finding the right supervisors to buy-in on the idea and possibly reaching out to the Berkeley BART Station as to how they activate the space (hopefully develop a visual of the BART plaza based on vision for future meetings)
 - iii. Follow-up with the group about the BART plaza conversation
 - iv. Figure out how far in advance to bring tenants in. Need clear completion date. Usually bring tenants in when building almost finished MOHCD driving an earlier start.
 - v. Consider day and evening uses for space
- e. Leasing Plan for MOHCD
 - i. Reminder when considering uses and potential tenants to check in with community values and community principles (CUHJ) to create strong community impact and create an intentional space
 - ii. Working Group on personal level can outreach and expand to other resources to attract tenants i.e., a broker with area knowledge.
 - iii. Use word of mouth and personal relationships to approach
 - iv. Project is 2-3 years out
 - v. Things to consider – whether implement long term lease, minimum square foot space requirements, tenant improvements (MOHCD not pay for “warm shell” unless there is a community benefit); possible incentive is below market rent.

7. Community Space (Resource Center)

- a. Multiprogram space as community asset for meetings, specific user or program.
- b. Architect revised space diagram based on initial feedback from the Working Group and created a larger community room and smaller offices.

8. Next Steps

- a. Email feedback regarding the Commercial Space Report (MOHCD) by December 19, 2019
- b. Understand the benchmarks by bringing in a timeline of the working group in terms of the project
- c. Goal: to talk to BART by January – elevate the discussion, get Directors on board to create shared vision to drive project
- d. Research Downtown Berkeley BART programming
- e. Late January, Mission Housing will send potential meeting dates to the group
 - i. (Agenda) Marketing package
 - ii. BART Plaza
 - iii. Key focus on the list: incubator/ food court idea

Loan/ Funding Closing Competency

Loan closing competency was met through South Park Scattered Site's proposed occupied rehab project serving formerly homeless and low-income individuals in the South of Market (SOMA) in San Francisco.

This project is composed of three buildings- Gran Oriente, Park View, and Hotel Madrid. Gran Oreinte was built in 1907 and became one of the earliest Filipino-owned buildings in the South of Market Area when it was purchased in the 1920s by members of The Gran Oriente Filipino Masonic fraternity. Mission Housing received a \$5 million loan from the Mayor's Office of Housing and Community Development through their Small Sites Program to obtain the sites in efforts to keep ownership of the property in community hands and its affordability after community groups reached out to San Francisco District 6 Supervisor Jane Kim.

Through this time, I have worked closely with the project manager, Gail Mcguire, CREA, Chase, and property management to meet the due diligence checklist.

Loan Closing was executed on April 16, 2020.

See Exhibit F.

Exhibit F: South Park CREA Due Diligence Checklist

[See attached CREA Due Diligence checklist below.]



DUE DILIGENCE & CLOSING CHECKLIST

Date: March 25, 2020
Anticipated Closing Date: April 16, 2020
Project Name: South Park
Project Address: 22 South Park Street, San Francisco, CA 94107 (Hotel Madrid)
102 South Park Street, San Francisco, CA 94107 (Park View Hotel)
105 South Park Street, San Francisco, CA 94107 (Gran Oriente)

Project Description: Acquisition and rehabilitation
4% tax credits / Section 8
107 Total units/105 LIHTC units
3 residential buildings

Developer: Mission Housing Development Corporation

Michael Chao: MChao@missionhousing.org; (415) 864-6432 ext. 327

Gail McGuire: gmcguire@missionhousing.org; (415) 864-6432 ext. 303

Leigh Larena: llarena@missionhousing.org; (415) 864-6432 ext. 340

Counsel to Developer: Gubb & Barshay, LLP

Scott Barshay: sbarshay@gubbandbarshay.com; (415) 782-6600

Meaghan Murphy: mmurphy@gubbandbarshay.com; (415) 781-6600 ext. 121

CREA, LLC ("CREA")

Alison Anderson: aanderson@creallc.com; (503) 290-0117

Bianca Pyko: bpko@creallc.com; (503) 416-2342

Richard Shea: rshea@creallc.com; (858) 386-5199

Counsel to CREA: Barnes & Thornburg, LLP

Philip Westerman: Philip.Westerman@btlaw.com; (614) 628-1450

Jordan Carr: Jordan.Carr@btlaw.com; (614) 628-1434

Consultant to Developer: California Housing Partnership

Lauren Maddock: lmaddock@chpc.net; (415) 433-6804 ext. 329

Key: N/A = Not Applicable R = Received and Under Review X = Received and Approved
 Needed for Screening Committee – scheduled for March 31, 2020

09.07	Management Agent's Insurance	Developer	R	Received 3/10/20 and under review
09.08	Earthquake Insurance	Developer		Earthquake required on Hotel Madrid and Grand Oriente until retrofit is done at replacement cost. Earthquake will be a separate policy
09.09	Wind and Flood Insurance	Developer		Will be determined upon CREA's review of the wind and flood zones.
09.10	Other Insurance Documents			
10. GENERAL CONTRACTOR – BBI CONSTRUCTION				
10.01	General Contractor's Audited Financial Statements – YTD and Prior Three Years	Developer	X	Received 2016-2019
10.02	General Contractor's Resume or Statement of Qualifications	Developer	X	
10.03	Credit and Background Authorization Form (entity)	Developer	X	See Exhibit I for CREA Form
10.04	General Contractor Profile	Developer	X	See Exhibit P for CREA Form
10.05	Other General Contractor Documents			
11. CONSTRUCTION DOCUMENTS				
11.01	Architectural, Civil and MEP Plans	Developer	R	Later in Feb. 2020- early March Fulcrum for planning cost review
11.02	Specifications	Developer	R	There will be a separate spec book
11.03	Construction Contract including all Exhibits	Developer		
11.04	Schedule of Values	Developer		
11.05	Bid Log for Major Subs	Developer		
11.06	Construction Schedule	Developer	R	Updated expected
11.07	P&P Bond	Developer		P&P Bond must be AM Best A-9 rated bonding company and include a Dual Oblige Rider to include the following entities: "MTE Name" CREA SLP, LLC

Chase Loan docs: pretty close to sending out today?

Need (Chase):

-detailed construction schedule
 -bonding letter
 -interim financial state

Follow-up: sign off (City docs) --> Board of supervisors --> Mayor (about 3 weeks before financial closing)

Version Date April 2017

Leadership “Shadowing” Competency

Leadership Shadowing competency has been satisfied by attending the events listed below.

- \$600M Housing Bond with Mayor Breed
- 490 South VanNess/ 1950 Mission Topping Off Luncheon
- Balboa Upper Yard Development Vehicle Triage Center Opening
- Housing Policy Group Meeting at SF Planning (1/31/2020)
- Affordable Housing Now with Mayor Breed (2/20/2020)



1950
Mission
Topping
Off Lunch
with
Bulbul
Goswami,
Senior
Asset
Manager



Closing Remarks



My interest in affordable housing lies from professional and personal experiences. Doing social justice work during my undergraduate career at UC Berkeley made it apparent that many of the problems in creating healthy communities have a central issue of housing insecurity. Without having a safe and constant place to call home, problems of accessing healthy food, steady income, and child care are harder to obtain.

As a first generation college graduate, woman of color, and San Francisco native, the BAHIP Internship has provided me a launching pad into the Affordable Housing Development industry. Moreover, Mission Housing especially Michael Chao and the Housing Development Department, has played as a critical and invaluable organization and mentors that has helped introduce me to affordable housing development.

The progress of seeing a building materialize into a physical entity and meeting residents of our buildings further motivates me to continue learning and doing the work we need to do in order to create a healthier and happier future.

Currently, I am working as an Assistant Project Manager at Mercy Housing California where I look forward to making more affordable housing in San Francisco and the Bay Area.