



Project Portfolio

June 2019 - May 2020

Theresa Do



NPH sees a future where everyone has a place to call home and where low-income communities and communities of color stay and prosper in the Bay Area. We envision a day where everyone has access to an affordable home– improving our health, our children’s educational outcomes, our environment, our transit system, our regional competitiveness, and keeping the Bay Area diverse and equitable.

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Introduction

When I learned about NPH's Bay Area Housing Internship Program (BAHIP), I jumped at the chance to be plugged into the Affordable Housing world. Affordable housing impacted my life because it afforded me the opportunity to live in a safe and resourceful area which contributed to my success. As a first generation, Vietnamese American woman, the values of advocating for intersectional and equitable housing policy while creating beautiful homes for families has been a personal journey for me. I thank MidPen Housing Corporation for fostering my passion and allowing me to be part of the solution to build a beautiful future for others.

The Bay Area Housing Internship Program (BAHIP) was created with the objective to provide a launching pad for Bay Area college students from low-income, communities of color backgrounds into a career in affordable housing development/project management. The internship is measured by achievement of the 5 competencies:

1. Understanding the Financial Proforma

The intern will be understand and identify the various component parts of the Host Agency's development financial proformas (single or multi-family).

2. Development Financing

The intern will play a hands-on responsible role in the preparation of a minimum of two complete financing applications (ie. MHP, AHSC, TCAC, CDLAC, NRC, HCD, CDBG, HOME, AHP, etc..)

3. Understanding Design Process and Project Approval Process

The intern will be able to generally understand the process for obtaining project approval. They should know how to interpret schematic designs and site plans and should be able to know what is included within construction drawings.

4. Loan/Fund Closing

The intern shall directly work on the closing of a minimum of one predevelopment, construction, or permanent development loan during the internship period.

5. Leadership Skill Building

The intern will understand the importance that leadership plays in the field.

Host Agency



In 1970, a small but influential coalition of Silicon Valley entrepreneurs, UC Berkeley and Stanford faculty and other community leaders came together to address concerns over the lack of affordable housing in the San Francisco Bay Area. Out of their vision to create affordable housing solutions and with David Packard's personal guarantee on the first line of credit, MidPen Housing was born.

Pioneering a New Industry

Driven by the belief that there had to be a better way to build affordable housing, MidPen — along with a handful of other leaders — began to champion a whole new industry. Leaving behind the public housing of the 1970s — known for its poor design, poor management, crime and segregation — we created a new paradigm: beautifully designed, well-managed housing built near good schools and jobs. The kind of communities that make residents proud, revitalize cities, win awards, and make great neighbors.

In the 45-plus years since our founding, MidPen has built on the passion, pioneering spirit and values of our founders: innovation, collaboration, shaking the status quo and commitment to a clear social mission.

Our Mission

To provide safe, affordable housing of high quality to those in need; establish stability and opportunity in the lives of residents; and foster diverse communities that allow people from all ethnic, social and economic backgrounds to live in dignity, harmony and mutual respect.

Key Facts

- Developed or rehabbed over 8,500 affordable homes
- An additional 3,811 affordable homes are in construction, entitlement or pre-development
- Manage 106 properties with a total of 7,501 units
- Provide homes for more than 17,500 Northern California residents
- Manage assets, primarily of real estate, worth over \$1.5 Billion
- Invest \$7.3 million annually in resident services and partner with nearly 200 service providers
- Work in 11 counties: Alameda, Contra Costa, Monterey, Napa, San Benito, San Mateo, Santa Clara, Santa Cruz, Solano, Sonoma, and Yuba
- Have received over 135 industry awards and honors for our work
- Employs over 500 people

Downtown San Mateo Opportunity Sites



Address: 480 E. 4th Avenue and 400 E. 5th Avenue, San Mateo CA 94401

County: San Mateo

Total Units: 225

Unit Mix: Studio, 1BR, 2BR, 3BR

Target Population: Multi-family

AMI Range: 30% AMI - 80% AMI

Total Project Cost: \$183.2 M

Project Tasks

- **Design and Project Approval**
 - Attend several Planning Commission study sessions and take notes
 - Prepare endorsement applications to HLC, Green Belt Alliance, and San Mateo Chamber of Commerce
 - Attend City Council of San Mateo Study Sessions and take notes
 - Create qualitative and quantitative analysis of DTSM Survey results
- **Development Financing**
 - Assist in prepare project based voucher NOFA application
 - Assist in preparing AHF application and gather necessary documents
 - Assess DTSM for HCD Infill Infrastructure Grant Competitiveness
- **General Administration**
 - Create survey to circulate amongst San Mateo County to gather data on AMI levels and target population
 - Review Market Rate and Class A/BC property comparables to get a sense of average median rent in secondary cities

- Coordinate meeting with PMs to discuss lessons and strategies for supportive needs furnishing units
- Coordinate Community Engagement Meeting #3
- Coordinate with Housing Leadership Council (HLC) to set up endorsement meeting at Hillsdale Mall

Arroyo Green Apartments



Address: 707 Bradford St. Redwood City CA 94063

County: San Mateo

Total Units: 117

Unit Mix: Studio, 1BR, 2BR

Target Population: Senior

AMI Range: 30% AMI - 50% AMI

Total Project Cost: \$60.6M

Project Tasks

- **Design and Project Approval**
 - Attend Weekly OAC Meetings
 - Analyze monthly RFI trends at Arroyo Green and deliver to Project Manager and Construction Manager
 - Create weekly Change Order Tracker for internal use
 - Research costs of adding public art feature in South Bay cities
- **General Administration**
 - Maintain internal filing of project documents from General Contractor
 - Correspond to public inquiries about Arroyo Green Interest List and send additional information

Immanuel Evangelical Lutheran Church



Address: 1710 Moorpark Avenue, San Jose CA 95128

County: Santa Clara

Total Units: 108

Unit Mix: Studio, 2BR

Target Population: Supportive Housing

AMI Range: 30% AMI - 50% AMI

Total Project Cost: \$76.6M

Project Tasks

- **Design and Project Approval**
 - Attend weekly Design Meeting with Architect and design team
 - Attend Design VA Review
- **Development Financing**
 - Review SB35 notes and come with questions about how to streamline environmental review process with city
- **Leadership Skill Building**
 - Attend Lobbying Public Officials Training
- **General Administration**
 - Update project directory regularly with new consultants/partners
 - Coordinate and schedule meetings church officials to discuss VA comments and action items
 - Research price quotes for sign making business for time-sensitive required city signs for IELC

Firehouse Square



Address: 1300 El Camino Real and 875 O'Neill Avenue, Belmont CA 94002

County: San Mateo

Total Units: 66

Unit Mix: Studio, 1BR, 2BR, 3BR

Target Population: Multi-family

AMI Range: 30% AMI - 80% AMI

Construction Cost: \$52.4M

Project Tasks

- **Design and Project Approval**
 - Attend biweekly OAC meeting with architects and engineers
 - Review and compare contracts for General Contractor negotiation
 - Locate contracts to update internal soft cost tracker
- **Development Financing**
 - Gather project documents for HCD application

Posolmi Place



Address: 183 Acalanes Dr., Sunnyvale CA 94086

County: Santa Clara

Total Units: 24

Unit Mix: 1BR, 2BR, 3BR

Target Population: Multi-family

AMI Range: 30% AMI - 80% AMI

Total Project Cost: \$17.9M

Project Tasks

- **General Administration**
 - Manage and coordinate execution of Turnover list with General Contractor to ensure smooth transition from Development to Property Management
 - Contact Landscape agencies to screen which ones are RESCAPE certified
 - Sort PG&E Bill for energy use during construction to move in day to determine reimbursables for General Contractor and MidPen

Side Projects

- **Development Financing**
 - Locate and extract legal description from documents for Placed In Service documentation for Edwina Benner Plaza
 - Take pictures of site for Placed In Service documentation for Edwina Benner Plaza
 - Research San Jose Affordable Housing funding resources per unit city subsidy trends for affordable housing in San Jose (HOME funds, City of SJ Loan program, total amount awarded)
- **Design and Project Approval**
 - Score VTA lots for maximum TCAC points feasibility for Business Acquisition team
 - Create site map of day care facilities near Lot 12 in Mountain View
- **General Administration**
 - Download 2019 4% TCAC applications and staff reports for internal financial analysis
 - Update last year's annotated TCAC guide 2 and 3 on Lighthouse to 2020 TCAC application
 - Locate Site Plans for several properties for internal analysis of determination of solar rehabilitation project
 - Locate construction contracts and final draws to input values into Construction Cost Tracker
 - Save down environmental report documents for Sobrato Broadway Plaza for environmental consultant
 - Follow up with PMs to update outstanding deadlines on Midata
 - PollEverywhere Research for Susan
 - Update internal Lighthouse Tips Guide

Trainings

- **Leadership Skill Building**
 - NPH Conference 2019
 - HLC Housing Leadership Day 2019
 - Differences in Communication Workshop
 - Strategic Plan: Barriers and Breakthroughs Brainstorm
- **Development Financing**
 - UC Davis Summer Training Institute
 - Site Evaluation and Feasibility Assessment training
 - Loan Closing training
 - Affordable Housing Finance & LITHC training
 - Tax Exempt Bond Financing
- **Design and Project Approval**
 - UC Davis Summer Training Institute
 - Affordable Housing Design training
 - City's Role in Planning, Development, and Design
- **Financial Proforma**
 - Proforma Training
 - New Construction Proforma Training
- **Food For Thoughts**
 - Corporate Objectives and Resident Selection
 - Effective Delegation
 - Project Transition Summary/Developer Fee Projections/Revenue
 - Critical Path Working Schedule
- **Brown Bag Trainings**
 - Critical Path Schedule
 - Sustainability/Resiliency
 - Reviewing Project Draws & Payapps Best Practices
 - Building Codes Update
 - Construction Types
- **Real Page Job Cost Training**

COVID-19



Jan Lindenthal, Chief Real Estate Development Officer

On Wednesday March 11, 2020, Governor Gavin Newsom declared a shelter in place order in California in response to the sweeping health epidemic COVID-19. When I was packing up my monitor and laptop for my work from home set-up, I didn't anticipate that this would be the last time I would be in the office. I slowly realized everyone would be adjusting to a new normal. Non-essential retail was closed, restaurants were doing take-out only, and religious gatherings were conducted over zoom meetings. Eventually, Easter was canceled, retail established new sanitation protocol, capacity restrictions and social distancing lines. Millions of people were unemployed, how were people going to pay their rent? Teachers were adapting to teaching in-person lessons online, and the students were suffering because this was not the

quality of education they signed up for. Graduation for high school

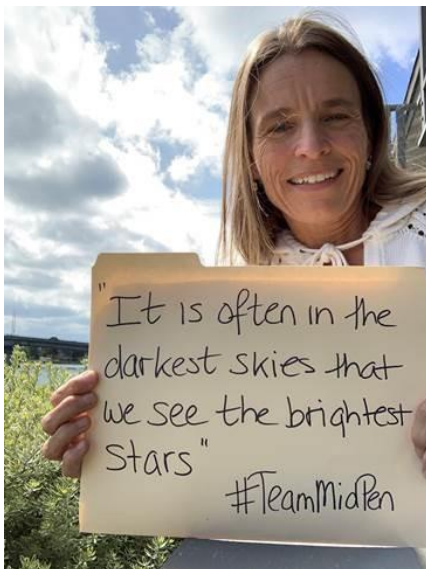
seniors and college seniors was canceled, prom was canceled, weddings were rescheduled, major milestones were canceled. Development projects that were in construction had to adjust and supply face masks to personnel and limiting the amount of people on site to comply with social distancing regulations. It was surreal to see how the industry and the state was reacting to minimize the spread of the coronavirus.

Despite all this chaos, I was impressed to see how MidPen responded to these national impacts swiftly and compassionately. Employees were

given additional PTO for personal use, rigid 9-5 work schedules became flexible as parents were adjusting to providing child care at home, and the services team and other volunteers were working hard to pack food bags for residents. It was difficult seeing email updates that another week had gone by since the shelter in place order and it was unlikely the circumstances would change where we could return to the office.



Matt Franklin, Chief Executive Officer



Janine Lind, Chief Operating Officer (COO)

However, updates from the executive team about how they were spending more time with their families, and reflecting on the resilience of the employees to remain vigilant and continue providing essential services to our residents despite external circumstances was inspiring. Although its bittersweet I won't be able to properly say goodbye in person to the Foster City team, this moment allowed us to shed light on the humanity we have outside of the office that we don't typically get to share in the office.



Marvin Williams, Senior Vice President of Property Management

Closing Remarks

When I learned that MidPen had selected me to be their BAHIP intern, I was overjoyed for the opportunity to learn from a developer who has 50 years of experience building in the Peninsula. However, it wasn't an easy transition. I had the slow realization that I had big shoes to fill as an intern at MidPen. There were several moments where I took inventory and wondered if I belonged or if I was taking up space for someone else more deserving. However, after months of reflection and honest conversations with my mentors and peers, I knew I was looking at my internship experience all wrong. As an intern, I assumed I had to know all the answers when I was stepping into a room, but as an intern, I was there to learn and gain exposure. Project management is a skill that an individual learns and refines over time. It is not impossible to learn, but it requires patience, a willingness to improve, and persistence. I learned that the qualities of a great project manager are:

- the ability to apply big-think to understand long-term consequences .
- the ability to anticipate what needs to be done
- flexibility when things don't go as planned
- the ability to adjust quickly
- the ability to communicate effectively and thoughtfully
- the ability to manage other people to stay on task
- the ability to delegate work to others when you're unable to work
- lastly, how to be fearless and ask for more

Working with different projects with project managers taught me wisdom of how to be flexible and adjust to different response styles, which is useful as I will work with a variety of people as I develop my skillset. I learned that I enjoy collaborative events such as community engagement meetings and city council study sessions. I understand how important it is to have the proper leadership to steer a vision of radical change in the complex world of affordable housing.

I'm grateful for the opportunity to learn from such an excellent and innovative company. It allowed me to meet more likeminded people who care about building more homes for families and individuals like me. I end this internship with the knowledge to be bold and unafraid in my pursuits, and a deeper appreciation for the affordable housing world.. This internship afforded me a lot of different exposures I would not have the opportunity to experience. At the end of this internship, it strengthened my understanding that housing is essential and serves as a nexus of many intersecting realms such as policy, public health, education, and equity. I thank everyone who took the time to talk to me and teach me what they knew.