

Project Portfolio



Leafaitulagi Fulu Tevaseu
Bay Area Housing Internship Program
Host Agency- First Community Housing
June 2018- May 2019

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General Exposure

First Community Housing Properties observed:

Visited or participated in events at the following properties which provided direct exposure to affordable housing projects from a developer's standpoint.

Second Street Studios (San Jose, CA)

is located at the intersection of South Second Street and Keyes, a gateway to Downtown San Jose's southern entrance. This 135 unit affordable housing project occupies four floors above commercial space and is the first 100% Permanent Supportive Housing Project in Santa Clara County. Building amenities include: ground-floor supportive services and shops/restaurants, laundry room, computer lab, on-site manager, community room and kitchen, multiple lounges and group activity rooms, gym with workout equipment, internet access for each unit, social service office and interview room and second floor open space area.

Japantown Senior Apartments (San Jose, CA)

is a 75-unit apartment development to be constructed on a half-acre infill site in the Japantown neighborhood of San Jose. This highly sustainable building will serve low-income seniors earning 30-60% of the area median income. Thirty of the 75 units will be set aside for seniors living with chronic illnesses or developmental disabilities. Supportive services for special needs tenants will be available.

Betty Anne Gardens (San Jose, CA)

provides 76 one, two, three and four-bedroom Family Apartments on a 3.87 net acre. The ground floor units look into private courts, while the upper units look East toward Mt. Hamilton or West into the preserve along the creek. The Community Center is located next to the tot lot at the center of the site. This shared common area contains a Waiting Lounge, Computer Learning Room, Reception/Office with support spaces, Grand Activity Room, and a Kitchen, Storage and Mechanical Room. A large lawn area and a mini-plaza, both protected from the street by a fenced landscaped strip, are also provided for outdoor activities

Fourth Street Apartments

Is a 9-story development that provides 100 units of affordable rental housing for households earning up to 25-60% of the Area Median Income. Fourth Street Apartments offers a mix of one, two and three-bedroom units, including 6 units set aside for consumers of mental health services and 29 units for developmentally disabled tenants. Amenities for all residents to enjoy include a community room with computers, laundry room, internet access in all units, exterior open space and play structure, and free annual transit passes (Eco Passes) for use of the County's light rail and bus system.

First Community Housing Staff Collaboration:

Met and collaborated with the following FCH staff to gauge a better understanding of the work they are involved in and what part they play in the development process.

Geoffrey Morgan, President & CEO

Regina Celestin Williams, Deputy Director of Development Management

Marty Keller, Director of Construction and Sustainability

Mike Schaefer, Construction Manager

Monica Nanez, Sustainable Communities Manager

Branden Sarkissian, Asset Manager

Bianey Martinez, Asset Manager

Patty Christiansen, Senior Accountant

Thomas Iamesi, Director of Development

Michael Santero, Director of Asset

David Munson, Director of Finance

Ava Kuo, Senior Project Manager

Cassandra Witthaus, Project Manager

Hamid Kaheli, Sustainable Facilities Manager

Alysyn Martinez, Sustainable Communities Coordinator

Sophie Rubin, Office Manager and Communications Director

Financial Pro Forma Competency: *Grace Baptist Church Development*

SITE AREA	±23,120 S.F. (±0.53 ACRES)
DENSITY	194 UNITS/ACRE
CONSTRUCTION	5 STORIES OF TYPE IIIA RESIDENTIAL OVER SECOND FLOOR TYPE 1A RESIDENT SERVICES OVER GROUND LEVEL TYPE 1A PARKING AND RESIDENTIAL ACCESSORY SPACES
PARKING	ONE WAY CIRCULATION WITH 20' AISLES TYPICALLY AND 24' AISLE AT ACCESSIBLE PARKING AREA
4	ACCESSIBLE STALLS (9'x18')
46	UNIFORM SIZE STALLS (8.5'x17')
50	TOTAL PARKING
UNIT COUNT	
7TH FLOOR	14 STUDIO UNITS AND 1 TWO-BEDROOM MANAGER'S UNIT
6TH FLOOR	22 STUDIO UNITS
5TH FLOOR	22 STUDIO UNITS
4TH FLOOR	22 STUDIO UNITS
3RD FLOOR	22 STUDIO UNITS
TOTAL	103 UNITS
AMENITY SPACES	
3RD FLOOR	BALCONY
2ND FLOOR	RESIDENTIAL SERVICES AND AMENITIES, TERRACE
GROUND FLOOR	ENTRY COURT, MINIMAL LOBBY, MAIL AND BIKE LOCKERS



Aerial View from West

10th Street Supportive Housing
132 South 10th Street
San Jose, CA 95128
408.283.4000

10th Street Supportive Housing
132 South 10th Street

10th Street Supportive Housing Feasibility Study

4/17/18

First Community Housing has been looking into developing a 7-floor apartment building that will hold mostly studios but will feature amenity spaces such as an entry court, bike lockers, lobby areas, residential services, and a large community balcony. The church that currently owns the land of this development has been reputable for their heavy advocacy around homeless services and homeless outreach in Downtown San Jose. For this reason, FCH plans to collaborate with the existing church to dedicate housing for chronically homeless or people who are at-risk of becoming homeless.

I have been working with the Deputy Director of Development weekly to create a preliminary project financial pro forma for this development using conceptual numbers. Although much of this exercise is to gain more exposure to financial projections and to practice manipulating the numbers, the end goal is to have a project pro forma that mirrors that of our financial consultant.

Once completed, the proforma will be attached to this Project Portfolio.

Development Finance Application Competency:

Roosevelt Park Apartments AHSC Application

I assisted a Senior Project Manager with her Affordable Housing and Sustainable Communities (AHSC) application for Roosevelt Park Apartments. I offered general support for various items on the application, but I was primarily responsible for drafting and editing the narratives, specifically the Addressing Community Needs and Community Engagement and Leadership narrative.

In these narratives, I was tasked with researching the surrounding Urban Village plans and how they informed FCH's community engagement efforts at the proposed affordable housing development. In addition to these narratives, there was a Community Engagement Tracker that I also completed on behalf of the AHSC application for Roosevelt Park Apartments.



Please see below for the [Addressing Community Needs](#) and [Community Engagement and Leadership](#) narrative that I drafted:

Addressing Community Needs

(Prompt: Demonstrate how the proposed AHSC project meets one or more identified community needs, articulating how these needs were identified. Address community needs beyond the provisions of housing and transportation)

The number one need identified through the community engagement process was the creation of affordable housing and traffic safety concerns. Consistent with the Envision San Jose 2040 General Plan, the RPUV Plan proposed new mixed-use developments within the Urban Village that could accommodate up to 650 new residential units. The AHD will be the first high density, mixed-use project in the Urban Village and will deliver 80 units of affordable housing.

The project will also be providing numerous bikeway and pedestrian improvements within a mile away of the AHD to create more safe alternative transportation options. In addition to providing affordable housing and safe alternative transportation options, the project will address the following community concerns:

- **Linguistic Isolation** - The project will include rapid rehousing (RRH) units for homeless individuals and families, units for Transition Age Youth (TAY), and units set aside for intellectual and developmental disabilities (I/DD). The remaining units will be workforce housing. Given the broad range of unit sizes and target populations, and with strong affirmative fair housing marketing practices in place, Roosevelt Park Apartments will house a diverse community of individuals and families who are working towards independence and stability. With this diversity, we anticipate that linguistic isolation will be reduced.
- **Traffic** - The Valley Transportation Authority plans to purchase 2 electric buses for the 77 Route, a frequently utilized bus route located just one mile away from the housing. The intent behind the two additional electric buses is to reduce the traffic congestion near a heavily traveled street intersection that is close to the project site and to address the traffic concerns raised by the local community. The project's bike and pedestrian improvements will also encourage community members to consider alternative transportation solutions.
- **Reduce overcrowding** - The AHD will create 80 new units of affordable housing for households earning 30-80% of the area median income, accommodating the needs of a range of low-income families in this area.
- **Safe Routes to School** - Pedestrian and bicycle infrastructure improvements will create a safer environment for students in the project area to walk to and from school. Alternative modes of transportation also encourages a healthier lifestyle and may reduce childhood obesity.

Community Engagement and Leadership

(Prompt: Describe how community based organization and local residents have been meaningfully involved in the visioning and development of this project. Explain in which stage(s) of the process community members and CBO's have been and will be engaged)

The proposed development project is conveniently located in the Roosevelt Park Urban Village Plan area, which is adjacent to three other major Urban Village Areas: Little Portugal, Five Wounds, and 24th & William Street. Given its unique location, there has been a substantial amount of local community and community-based organization engagement that has been conducted and integrated into the plans of this neighborhood. The planning process began in 2002 with the Five Wounds/Brookwood Terrace (FWBT) Strong Neighborhoods Initiative, which outlined the community's vision and land use direction for the neighborhood that includes the four urban village planning areas listed above. With the recommendations and community input from this Strong Neighborhood Initiative, a FWBT BART Station Area Community Concept Plan was further developed in collaboration with the Valley Transportation Authority (VTA) in 2010. This plan was inspired by the goals of San José's Envision 2040 plan, whose over 125 outreach meetings were attended by over 5,000 people.

The FWBT BART Station Area Community Concept Plan was crafted by the local Roosevelt Park community members under the umbrella of CommUniverCity, a unique partnership between students from San Jose State University, the underserved community in Central San Jose, and the City of San Jose. The community engagement process for the FWBT BART Station Area Community Concept Plan began with two community meetings where staff explained the Envision San Jose 2040 Urban Village strategy and how it would be implemented in the FWBT area. Following the two initial community meetings, two additional community workshops were held, each attended by approximately 40 to 50 residents, and property and business owners. In addition to the general community workshops, youth and Spanish speaking workshops were also made available, in efforts to capture broad community feedback. These community workshops informed many of the pedestrian enhancements included in this project.

The VTA also participated in significant community engagement for the FWBT BART Station Area Community Concept Plan, and established a Community Working Group that facilitated 4 community workshops back in 2005 and 2006. The goal of the first workshop was to outline the major themes that accurately reflected the community's priorities and concerns. For the fourth workshop, there was a large community presence of roughly 50-60 people that gathered to prioritize the actions developed in response to the feedback received from the first three workshops. The workshops facilitated by VTA introduced the idea of purchasing two additional electric buses for Route 77, a frequently used Route roughly a mile away from the AHD.

In parallel with the public input process, interviews with key stakeholders, experts, and technical advisors were conducted. The community engagement that was conducted by the FWBT Community Work Group directly informed the Roosevelt Park Urban Village plan, where the proposed development is located. At the first RPUV Plan workshop on July 23, 2011, the community provided comments and direction on a draft land use plan. At the second community workshop on January 26, 2012, the community reviewed and provided input on the refined land use and urban design plan, as well as the circulation, streetscape, parks and trails, and parking recommendations. FCH also engaged in a comprehensive effort to learn about the needs of the residents and businesses of Roosevelt Park and to provide the community with information about the proposed development. During the summer of 2017, FCH met one-on-one with a series of community stakeholders, which included District 3 Councilmember Raul Perez and both the past and present Presidents of the Roosevelt Park Neighborhood Association. FCH also met with long-time residents and activists of the community, a Professor Emeritus of SJSU who has been a prominent community activist for the area, and the Recreation Supervisor at the Roosevelt Community Center.

At these meetings, FCH presented its development plans, answered questions, and solicited feedback. Following the meetings, FCH made modifications to the project design in response to the feedback received. In August 2017, a community meeting was held at the Roosevelt Community Center, which was attended by approximately 25 community members. The meeting covered a range of topics including the updated project design, timeline, parking, security, social services, community branding, property management, project financing, and impact of construction activities on the neighborhood. These community meetings helped shape the design of the AHD.

Development Finance Application Competency:

Roosevelt Park Apartments AHP Application

Similar to the AHSC application, I supported the Senior Project Manager with her Affordable Housing Program (AHP) application for Roosevelt Park Apartments. I was again responsible for drafting the attached narratives. I utilized much of my previous research on the surrounding Urban Village Plans to draft my narratives for the AHP application.

Please see below the narratives I submitted for the AHP application on behalf of Roosevelt Park Apartments:

Project Description

(Prompt: Provide a concise description of the project. Describe how the project meets a local community need, how the need for the project was determined, and any special project features)

First Community Housing plans to build 80 units of multifamily housing with a mix of studios, 1-BR, 2-BR, and 3-BR units. Forty (40) units will be designated as rapid rehousing units for homeless individuals and families, 10 units will be set aside for Transition Age Youth (TAY), 10 of the units will be set aside for the Developmentally Disabled population, and the remaining 19 units will be workforce housing (one unit is set aside as a Manager's unit). Given the broad range of unit sizes and target populations, Roosevelt Park Apartments will be a diverse community of individuals and families who are working towards independence and stability.

The building itself will be a mixed-use, 9-story building with 2 levels of garage parking, 6 levels of residential units, and 1 level of commercial office space. The plan is for First Community Housing to move its main office to the commercial office space, which will be located at the top level of the building. Common areas will include the Property Manager and Social Service Coordinator's offices, private rooms for case managers, large and small meeting spaces, a computer lab, open lounge/seating areas, a central laundry facility, and a large outdoor space on top of the garage podium that can accommodate a children's play area, community garden plots, and seating.

Roosevelt Park Apartments satisfies a number of the goals of the Roosevelt Park Urban Village (RPUV) Plan, which was the product of a series of community working group meetings over several years in the Roosevelt Park and wider Five Wounds/Brookland Terrace neighborhood. The RPUV Plan calls for high-density, pedestrian-oriented, mixed-use development along the transit-rich East Santa Clara Street corridor. According to the Plan, the Urban Village is expected to accommodate an additional 650 residential units in the new mixed-use developments. Because the City of San Jose has prioritized affordable housing projects within its urban villages, Roosevelt Park Apartments will be first of these new units to come on line.

By serving homeless families, the TAY population, developmentally disabled individuals, and low-income working families, Roosevelt Park Apartments will be meeting a critical need for affordable housing in the County. According to the Santa Clara County Homeless Census & Survey, there were 7,394 homeless individuals living in the County in 2017. 2,530 of the homeless individuals were unaccompanied children and TAY. A striking 96% of these youth were unsheltered. 1,075 of the homeless were members of the 294 families that were counted.

Market Feasibility

(Describe the project's feasibility, including local market conditions that would justify the project)

- In 2010 the Market Area had a total of 31,821 households; by 2019 the number had increased by 15.2% to 36,644 households. The number of households in the Market Area are projected to increase by 4.2% in 2022 and an additional 2.7% to 39,229 households by 2024.
- About 71% of the households in the Mayfair Community Market Area are earning less than 80% of AMI for Santa Clara County, which is the target market for Roosevelt Park Apartments.
- The project is within walking distance to a transit stop, park, and school. It is also conveniently located in close proximity to shopping centers and various services. These close services will enhance the marketability of the development.
- The Market Area has 12 existing affordable multifamily projects that are 99.6% occupied. With wait lists, the overall vacancy rate is only 0.7%. Roosevelt Park Apartments will directly address the high demand for a range of affordable housing units in the Mayfair Community Market Area.

First Community Housing owns two comparable family properties in San Jose, Fourth Street Apartments and Gish Apartments. Both properties are continually fully occupied and see low rates of move-outs. Fourth Street Apartments has a waiting list of 359 applicants and Gish Apartments has a waiting list of 404 applicants. For additional information, please refer to the attached market study.

Homeless Program

(Prompt: Describe the homeless program, including outreach activities, referral agencies used, and intake processes.)

Roosevelt Park Apartments will be setting aside 40 units as rapid rehousing (RRH) for homeless families. Homeless households that earn up to 30% AMI will be referred by Santa Clara County's Office of Supportive Housing. The County will provide households with tenant based rental assistance for 3-24 months, with need being determined by case managers working closely with the residents. The County will provide the funding for these case managers (who are different from the resident services coordinator that the property will provide), at an estimated annual cost to the County of \$5,000-\$7,000 per unit. The case managers are expected to work with residents for 3-24 months, helping them achieve greater stability in their lives. After a family reaches a more stable financial position, the rental assistance and case management are discontinued, but the family is welcome to stay at Roosevelt Park Apartments and pay the 30% AMI rent.

Santa Clara County will be using its coordinated assessment system to identify and refer residents. The County implemented a Vulnerability Index- Service Prioritization Decision Assistance Tool (VI-SPDAT) that assesses the experiences and situations of homeless individuals, to identify the best fitting housing intervention. The goal is for every individual or family in the County that experiences homelessness to participate in the coordinated assessment by completing the VI-SPDAT with their service provider. For example, Homeless Management Information System (HMIS) Partner Agencies are asked to complete the VI-SPDAT as part of their intake process and updates for all clients that are currently homeless. In addition, service providers that are receiving HUD CoC or ESG funds are contractually required to participate in the coordinated assessment.

Development Finance Application Competency:

Development Funding Source Research

During the year long BAHIP program, I was periodically tasked with looking into new funding programs that could potentially serve as a funding source for any of our developments. I would create easy to read summaries for the Development Team that highlighted the main components of the program such as the program background, target populations, important dates, and the loan types/terms.

Please see below for a list of summaries of funding programs I drafted and an example summary of the *Multifamily Housing Program*.

List of Funding Programs Researched:

National Housing Trust Fund



No Place Like Home



Bay Area Preservation Pilot Loan Fund



Multifamily Housing Program



Multifamily Housing Program Guidelines and NOFA Summary:

MHP NOFA Issued- Early April, 2019

MHP NOFA Due Date- June 2019

Eligible Project:

1. The project includes new construction, or rehabilitation or conversion of a nonresidential structure to a rental housing development.
2. Other development funding sources, including all tax credit equity generated by the project, are insufficient to cover project development costs
3. The project does not use 9% LIHTC, except for projects qualifying but has **Supportive Housing** and as a **Homeless Assistant Project**
4. Projects that qualify as 1 or more of the following project types:
 - Large Family
 - Special Needs
 - Senior
 - Supportive Housing
 - At High Risk
5. Eligible Costs include: the cost of child care, after-school care, and social service facilities integrally linked to the assisted housing units; real property acquisition; refinancing to retain affordable rents; necessary on-site and off-site improvements; reasonable fees and consulting costs; and capitalized reserves.

***Multiple Department Funding Sources** is prohibited (subsidy stacking), with exception of grants for infrastructure and uses other than development including IIG and AHSC*

Type and Term of Loan:

1. Program funds shall be used for post-construction, permanent financing only
2. Initial term of the loan shall be 55 years
3. The Program loan shall be secured by the Project real property and improvements, subject only to liens, encumbrances and other matters of record approved by the Department pursuant to UMR Section 8315 The Program loan shall have priority over loans provided by the Affordable Housing Program administered by the Federal Home Loan Bank.

Interest Rate and Loan Repayments:

1. Loans shall bear simple interest on the unpaid principal balance at a rate that is the lesser of:
 - a. 3 percent per annum; or
 - b. The maximum rate that allows the Program loan to be treated as debt for federal or state low-income housing tax credit purposes, or that avoids the inability to syndicate due to projected negative capital account balances, but not less than 0.42 percent.
 - c. For the first 30 years of the loan term, payments in the amount of 0.42 percent of the outstanding principal loan balance shall be payable to the Department commencing on the last day of the Initial Operating Year and continuing on each anniversary date thereafter.

Project Selection:

1. The criteria detailed below and summarized in the following table shall be used to rate applications: (Total=150 points)
 - a. Serving Low Income Levels= 35
 - b. Addressing Most Serious Local Housing Needs= 10
 - c. Development and Ownership Experience= 20
 - d. Serving Families or Special Need Populations, and At High-Risk Projects= 35
 - i. Thirty-five points will be awarded to applications that qualify as Large Family, Special Needs, Supportive Housing or At High Risk, pursuant to **Section 7302(c)**.
 - e. Leverage of Other Funds= 20
 - f. Adaptive Reuse / Infill / Proximity to Amenities/ Sustainable Building Methods= 15
 - g. Readiness= 15
 - i. Three points will be awarded for obtaining enforceable commitments for all construction financing, not including tax-exempt bonds, tax credits, and funding to be provided by another Department program.
 - ii. Three points will be awarded for adoption or certification of all necessary environmental reviews
 - iii. Three points will be awarded for obtaining all necessary land use approvals or entitlements necessary prior to issuance of a building permit

Definitions:**Supportive Housing:**

Where at least 15 percent of the Restricted Units, and not less than ten units, are restricted to occupancy by Chronically Homeless individuals and families, and where the Project meets the requirements set forth in subsection (f) below. Where the local Coordinated Entry System prioritizes placements in supportive housing using an acuity measure that considers factors beyond chronic homelessness, the local measure may be employed, in lieu of requiring occupancy by Chronically Homeless individuals and families.

Homeless Assistance Project:

To compete as a homeless assistance project, at least fifty percent (50%) of the units within the project must be designated for homeless households as described in Section 10315 of the TCAC Regulations

Department Funding Sources:

Include funds awarded to individual Projects by the Department or the Strategic Growth Council, but not state or federal funds provided by the Department to local agencies and subsequently awarded to individual Projects.

UMR Section 8315:

The Department may execute and cause to be recorded a subordination agreement subordinating the Department's lien so long as the subordination does not increase the Department's risk beyond that contemplated in the Program loan or grant commitment, as may be amended from time to time, and so long as the subordination would further the interest of the Program. The Department's lien shall not be subordinated to the liens of a local government lender unless the amount of the local government loans is more than twice the amount of the Department's total assistance to the Project (including both loans and grants).

Section 7302(c).

Design and Project Approval Process Competency

McEvoy Apartments



Observed and participated in the design and entitlements process of McEvoy Apartments. Direct exposure to these meetings and communication in between the Developer, the architect, the construction manager, and other involved parties provided a general understanding of the process for obtaining Project Approval. There was a great deal of shadowing the Deputy Director of Development and other Project Managers in their design and entitlements related meetings, which again yielded substantial background and contextual information for what it takes to receive an approved building permit.



One task I performed independently that was directly related to the Design and Project Approval Process was researching **Opportunity 360**, a feasibility tool created by *Enterprise Community Partners*, and reporting to the entire First Community Housing staff how this unique tool can be utilized when analyzing prospective projects and their surrounding area.

Please see below a copy of the presentation I created.

Opportunity 360

Lagi Tevaseu

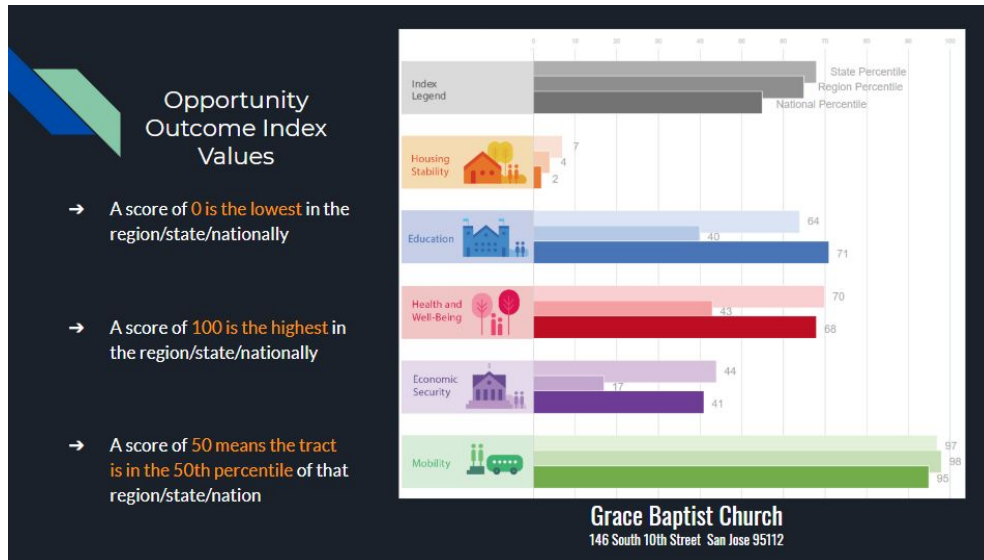
What is Opportunity 360?



-A comprehensive feasibility approach that offers a 360-degree view of any neighborhood to better understand the communities for more effective outcomes

Tools that Opportunity 360 Offers

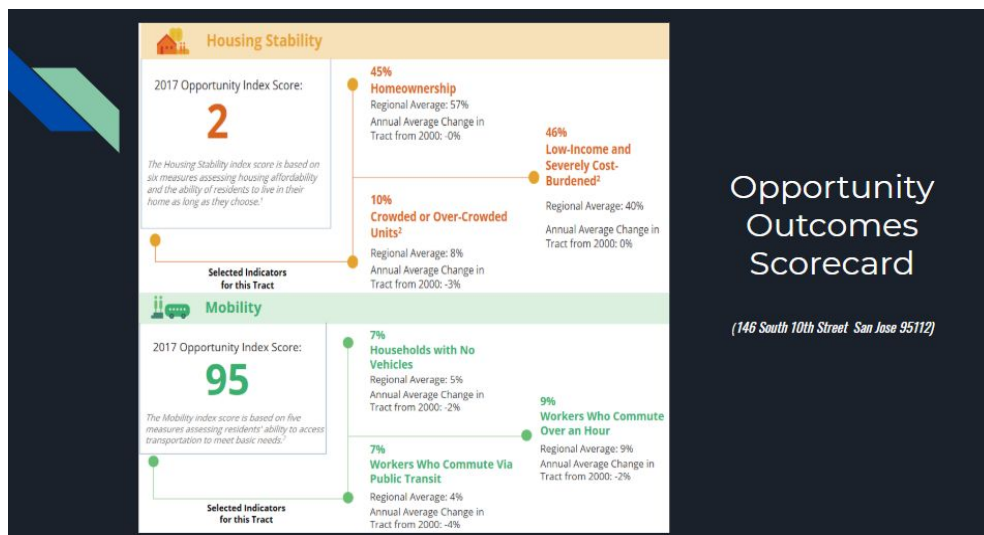
- **Measure**
 - Generate a detailed, comprehensive Measurement Report
- **Listen**
 - Offer tools that could help advance projects surrounding issues of housing, transportation, health, and economic opportunity through the engagement of residents as co-creators
- **Partner**
 - Offers a search engine resource, Aunt Bertha, that allows you to understand the landscape of service providers in your area
- **Evaluate**
 - Creating case study reports that examine the underlying conditions and community dynamics in investment locations



Opportunity Measurement Report

Enterprise Community Partners (Enterprise) uses Cross-sector data, Community engagement reports, and Map-based measurement tools to create an Opportunity Measurement Report.

- Opportunity Outcomes*
- Community Input*
- Neighborhoods & Networks*
- Buildings, Homes & Mortgage Markets*
- People



Community Input

Resident Voices Indicators

Indicator	Region (CBSA)	Nation	Average Annual Change
I am proud of my community. (2016)	61%	65%	-1.59% (2014)
I always feel safe and secure. (2016)	80%	77%	3.33% (2014)
In the last 12 months, I have received recognition for helping to improve the city or area where I live. (2016)	18%	19%	2.94% (2014)
In the last 7 days, I have felt active and productive every day. (2016)	70%	69%	0.72% (2014)
I smiled or laughed a lot yesterday. (2016)	82%	81%	-0.6% (2014)
In the last 7 days, I have worried about money. (2016)	31%	34%	-1.56% (2014)
There have been times in the last 12 months when I did not have enough money to pay for healthcare and/or medicines needed by me/my family. (2016)	10%	15%	-8.33% (2014)
There is a leader in my life who makes me enthusiastic about my future. (2016)	55%	61%	0% (2014)

Neighborhoods & Networks




Buildings, Homes, & Mortgage Markets

Indicator	Trent	Region (CBSA)	Nation	Average Annual Change
Homeownership Rate (2012-2016)	45.96%	56.69%	63.61%	-0.22% (2009)
Median Owner-Occupied Home Value (2012-2016)	\$912,800	\$740,400	\$184,700	1.84% (2009)
Median Gross Rent (2013-2016)	\$1,421	\$1,801	\$949	-4.30% (2009-2006)
Share of 2-Bedroom Rental Units that are Affordable at 50% of Area Median Income (2015)	4.40%	7.80% (County)	N/A	-
Share of Owner-Occupied Units that are Affordable at 50% of Area Median Income (2015)	3.74%	8.98% (County)	N/A	-
Number of Permits for All Buildings (2017)	-	2,212 (County)	849,525	-1.83% (County, 2009)
Residential Vacancy Rate (2013-2016)	3.76%	3.89%	12.19%	-
Qualified Census Tracts (QCTs) Under Low Income Housing Tax Credit Program (2013)	Yes	-	-	-
Difficult to Develop Area (DDA) (2016)	No	-	-	-
Extremely Homeless Area (EHA) Designation (2017)	No	-	-	-
High Housing Needs Designated Tract (2016)	No	-	-	-
Fair Market Rent for a 2-Bedroom Unit (2017)	-	\$2,226 (County Subdivision)	\$4,476 (County Subdivision, 2013)	-
Small Area Fair Market Rent for a 2-Bedroom Apartment (for Census ZIP Code) (2017)	\$1,990	-	7,429 (Zip, 2013)	-



Listen

-Toolkit designed with community activist perspective in mind




PIECING IT TOGETHER
A FRAMING PLAYBOOK FOR AFFORDABLE HOUSING ADVOCATES

Framing Playbook for Affordable Housing Advocates

BEST FOR LEARNING HOW TO EFFECTIVELY FRAME COMMUNICATIONS AROUND AFFORDABLE HOUSING.

Filter options

- ☐ Create effective budgets and funding strategies
- ☐ Gather and use data more effectively
- ☐ Help community members tell their story
- ☐ Navigate local ordinances and codes
- ☐ Use maps and visualizations for planning and analysis
- ☐ Work more effectively with community members and stakeholders



QGIS 3.2.2 Bonn

QGIS is a Free and Open Source Desktop Geographic Information System.

QGIS

BEST FOR CREATING GIS MAPS, ANALYSES AND REPORTS.

Partner

Aunt Bertha is a search engine designed to locate accessible social services within the selected area

Zip or keyword or program name

Search for **free or reduced cost** services like medical care, food, job training, and more.

Select Language

FOOD HOUSING GOODS TRANSIT HEALTH MONEY CARE EDUCATION WORK LEGAL

Serves your local area

Addiction Prevention Services - HIPP (Holistic Intervention/Prevention Partnership)
by EMQ FamiliesFirst, Inc.

6.38 miles away (Map) Open Now: 08:30 AM - 05:00 PM

Next Steps: call 408-379-3796, or email help@addictionfirst.org

Details Send Save Connect

Housing Stability Profile




HOUSING STABILITY PROFILE

OPPORTUNITY 360

- Provide a sophisticated yet nuanced analysis of housing conditions
- Pull in up-to-date custom data that reveals opportunities to increase and improve affordable housing

Thank you for listening

Questions? Comments? Try it out?



OPPORTUNITY 360

POWERED BY ENTERPRISE POLICY/PLANNING PARTNERS

[Opportunity 360](#)

Design and Project Approval Process Competency: *Grace Baptist Church Development*



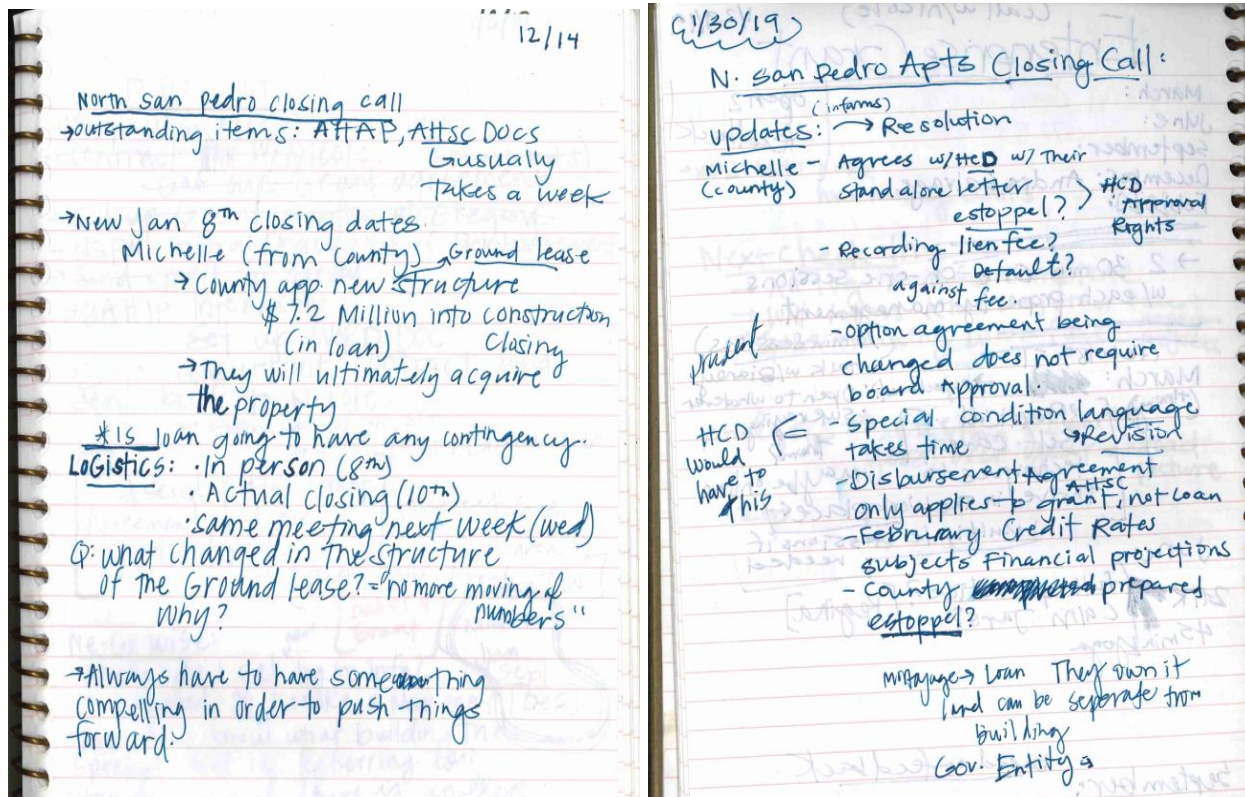
For this new development, I have been heavily involved and active in the Project Approval process. Considering that this development is across the street from San Jose State University (SJSU) and I am a recent alumni from the college, I was asked to sit in on preliminary meetings and offer SJSU student insight. In these meetings were usually the Grace Baptist Church Steering Committee meetings, our CEO, and Deputy Director of Development. Being in these meetings allowed for much more entitlement exposure and an opportunity to understand it from a more familiar platform. My participation in these meetings also illustrated the bigger process from the Letter Of Interest, to the Option to Ground Lease, to the final execution of the Ground Lease.

Because much of the board members of the Grace Baptist's Steering Committee are new or less familiar with the entitlement and Project Approval process, I personally benefited tremendously from the conceptual breakdown and easily digestible explanation provided by our team.

Loan Closing Competency

With appropriate direction and guidance, I was able to directly work on the closing of **North San Pedro Apartments**, a project that took First Community Housing a little over 10 years to close. North San Pedro Apartments is a new construction project that came to a complete halt back in 2013 due to the dissolution of the Redevelopment Agencies in California. Fast forward to 2018, First Community Housing was one step away from completely closing the deal for North San Pedro Apartments but later discovered that there was a land ownership issue. There was a parcel underneath the proposed development that the City owned that had to be resolved and cleared up in order to close the deal. On February 26, 2019 North San Pedro Apartments finally closed and is now ready to start construction. Understanding this complex and complicated history, I was excited to observe the weekly closing calls and to attend the in person close that took place.

Please see below a set of notes I took during some of the closing calls I participated in:



Leadership Shadowing

One of the expectations outlined by the BAHIP program is to understand the importance that leadership plays in the field. In efforts to do so, I occasionally would participate in leadership shadowing activities or events with First Community Housing's CEO, Geoffrey Morgan. At these events, I would observe the networking dynamics that existed and try to plug it into the bigger picture of affordable housing developments. Many of these events, I witnessed firsthand how critical relationships and partnerships are to the affordable housing industry. Seeing the same players at similar events, also gave me a sense that the affordable housing field is relatively small and much of the executive team members in the field often have long standing relationships.

Please see below a list of Executive Leadership events that I attended:

Green Board Initiative Task Force Meeting (6/27/2018)
 Real Estate Breakfast with Rosalyn Hughey (6/27/2018)
 Roots Clinic Prospective Meeting (6/22/2018)
 San Jose Rotary Club Weekly Meeting (8/15/2018)
 Affordable Housing Rally at San Jose State University (10/31/2018)
 East Palo Alto Developer's Luncheon (11/16/2018)
 Second Street Studios Resident Update Meeting
 Housing Trust of Silicon Valley Investor Briefing (3/29/2019)

BAHIP NPH Trainings/Summer Retreat



During the year long internship, all BAHIP interns were required to participate in monthly trainings facilitated by the Non Profit Housing Association of Northern California (NPH). These trainings consisted of relevant topics ranging from neighborhood engagement strategies, navigating the project approval process, and transit oriented development. These monthly trainings also served as an opportunity for interns to meet as a cohort for peer-to-peer networking and relationship building.

Each intern was also encouraged to attend and participate in NPH's Annual Fall Conference. At this conference, I was able to attend workshops around helpful development topics of my choice. It was also an outstanding Networking opportunity to meet over 1,000 conference attendees from different sectors of the Affordable Housing industry.

BAHIP NPH Trainings/Summer Retreat



The BAHIP Program also facilitates and hosts a week long Summer Retreat at UC Davis. The week long retreat provided targeted training that was catered to new development professionals in the Affordable Housing Industry.

We went over topics such as Development Feasibility, Real Estate Entitlements, Housing Development Financing, Site Evaluation and Feasibility Assessment, Loan Closing, Affordable Housing Design, and Differences in Communications at the Workplace. This well rounded, detailed training provided each of us valuable information early on in the program inducing a solid foundation of development knowledge to build from throughout the internship.



Additional Projects:

WegoWise Management



Towards the middle of my BAHIP internship program, I was approached by the Asset Management team about a unique opportunity to manage the utility tracking of properties, portfolio wide. Eager to expand my expertise and learn, I accepted the part-time position as the WegoWise Manager. In this position, I was responsible for understanding the WegoWise online platform and how to interpret the data that was being tracked, including Spikes and technical login issues. I met with our WegoWise account manager weekly in order to go over various functions of the website tool and how we can best use/interpret it. I would then report these findings to the Asset Management Department during our monthly department meetings and answer or address any questions or concerns the team may have.

Additional Projects:

Enterprise Section 4- Capacity Building

Please see below a one page summary of the goal of the Enterprise Section 4 Grant at our trauma impacted properties.

Enterprise Section 4 Capacity Building Grant Details/Summary First Community Housing Scope of Work

November 2018-November 2020

Brief Background:

Second Street Studios and Curtner Studios serve residents with income at or below 30% AMI, formerly chronically homeless residents with a disability subsidized by Section 8 project-based vouchers, as well as rapid re-housing residents that were homeless or at risk of homelessness. These populations will benefit greatly from stable site staff, resulting in an increased ability to build stronger relationships and have greater trust and investment in their home and broader community. The ultimate impact of this holistic approach to support and care for on-site staff and residents is to reduce staff turnover and increase housing retention.

FCH seeks to cultivate a culture of deep and courageous self-care practices among on-site staff, residents, and the nonprofit corporate staff to sustain them as they work with the most distressed and trauma-impacted populations. FCH will implement a holistic, whole-person care techniques such as guided meditation, trauma-informed yoga, mindfulness practices, and other stress-relieving methods at Curtner Studios and Second Street Studios, FCH's first two developments that will provide permanent supportive housing. Through the creation of space for these practices and the engagement of providers, FCH looks to reduce staff burnout and reduce resident incidents. The goal is to not only improve the quality of life of residents and staff, but to increase the safety of the properties by improving the mental health and well-being of and improved relationship between staff and residents by promoting staff mental health and well being. They also hope that this investment in their site staff and residents will cultivate community buy-in and support of their work of housing the formerly homeless.

Program Design Process:

The design process for this program consists of an ongoing, collaborative approach between both FCH and the John Stewart Company. The John Stewart Company is responsible for managing the properties where the program will be implemented, so having property management staff representation throughout the overall process is critical. The program entails four fundamental elements:

- 1) Quarterly trainings to property management staff in efforts to promote the use and understanding of holistic self-care techniques,
- 2) Practice - Creating a serene and biophilic space at the properties for staff to implement the holistic self-care techniques acquired from training,
- 3) Physical Space - transform a physical space in each of the developments into a serene space for meditation, yoga, prayer, and any other therapeutic use that allows individuals to center themselves, care for themselves, and remain present at the property as they interact with others.
- 4) Wellness Educator - introducing a holistic wellness educator who will inform staff of the valuable benefits of holistic self-care, expose the staff to a network of holistic wellness services as needed, as well as provide one-on-one sessions that are custom to the staff's position and role.

Additional Projects:

Enterprise Section 4- Capacity Building

I assisted in the application of the Enterprise Grant and when First Community Housing was awarded, I volunteered to manage the execution of the grant. When applying for the grant, I greatly appreciated the intention and goal of the request for funding so I was happy to be the one heading all the programs from this grant. My main responsibilities are to coordinate all of the trainings and the one-on-one sessions with the wellness educator, order supplies related to the program, research new holistic wellness ideas, serve as the main contact person for the grant, administer pre- and -post surveys to gauge feedback after trainings, and all other related activities.

Please see below the Training Schedule I put together in collaboration with our wellness educator:

First Community Housing
Training Plan for Enterprise Section 4 Grant
 Nicole Steward, MSW (Contractor)

Date	Date Completed	Training Topic	Description
Nov/Dec 2018	11/2/18 & 12/14/18	Understanding Homelessness: How trauma impacts housing	Definitions of trauma, housing instability and the impacts on the brain. Discussion about vicarious trauma & self-care tools for vicarious resilience.
February 2019		Practical Self-Care Tools for Thriving	Sharing practical, usable self-care tools, creating a self-care plan for work & home, and a short practice of yoga & mindfulness.
June 2019		Yoga & Calm Jars	A hands-on activity for self-care. 45 minutes of gentle/restorative yoga and a calm jar activity for mindfulness.
September 2019		Conflict Resolution specific to homeless/rehoused populations	Practical tools for handling conflict with a newly housed population, from a strength-based perspective. Will include some Restorative Practices as well.
November 2019		De-escalation Techniques	*Bringing outside speaker, Andre Savage*
Feb/March 2020		TBA	<i>Use feedback from previous trainings to see what additional support is needed.</i>

30 minute one-on-one support with staff:

- Create a brief survey after every training to gauge what kind of support individuals may need as housing opens & fills.
- Offer in-person or online session for interested staff by Property Appointment.

Additional Projects:

Affordable Housing Measure/Proposition Rally and Volunteer Coordination



The Silicon Valley Leadership Group partnered with NPH and coordinated a rally around affordable housing measures and propositions at San Jose State University (SJSU) in efforts to gain more student and local community support. Participating in the BAHIP Program during my last semester of my Undergraduate years at SJSU, I had a unique platform of being a student and a new affordable housing professional. I was asked by one of the event coordinators to give a speech. I happily accepted the offer and drafted a speech that I hoped to be an authentic, transparent representation of my views on housing being a human and economic right.

Please see below a copy of my housing speech on the day of the rally:

“Good Morning Everybody,

How are we all doing today? My name is Lagi Tevaseu and I’m a Senior here at SJSU. I am graduating in December so I will be taking any and all graduation gifts off to the side after my speech. I’m also a proud and passionate Sociology major. For the past 5 years here, I’ve studied, analyzed, and thoroughly examined some of the most pressing social issues our society faces.

I’ve learned that the intimate dynamics of individual struggles are actually very much correlated and connected back to the public issues we face as a whole society. I’ve also learned that in order to really bring about tangible and measurable change, whether it’s on the Micro or Macro level... you have to take action!

Last summer I decided to take some of that action and was blessed with an affordable housing internship at First Community Housing and NPH where I’m learning the inner workings and logistics behind developing and acquiring the funding for affordable housing.

I’ve only been there since June, so it hasn’t been too long. But within just these past 5 months, one thing I can confirm is that there is a remarkable amount of work that goes on behind the scenes in order to provide the support, the adequate services, and the critical affordable housing that our community needs and deserves.

There is no doubt that there are affordable housing developments that already exists because I have met many of the residents and seen firsthand the true benefits that stem from affordable housing. But there is also no doubt that we need more! And that we need it now!

On November 6th, you all have a chance to contribute to that structural change and provide more families, more hardworking individuals, more students, and more of our brave veterans, a safe and accessible place to call home. As a fellow Spartan, I am asking you all to commit to vote, make a plan, and grab a friend to vote Yes on Propositions 1, 2, and Measure V.”

Additional Projects:

Affordable Housing Measure/Proposition Rally and Volunteer Coordination

Utilizing my unique platform of being a student and a new affordable housing professional, I also volunteered to recruit and coordinate student volunteers to advocate on behalf of Measure V, Propositions 1, and 2, all of which addressed the affordable housing crisis. I gave my volunteer speeches in all of my classes so I recruited students from mostly Social Science backgrounds. By the end of recruitment, we had about 16 student volunteers.

My group and I traveled to various properties from First Community Housing's portfolio and canvassed neighborhoods, registered voters, participated in phone banking, engaged the community, and answered any questions surrounding affordable housing. We also took advantage of spaces on campus that attracted many students which turned into valuable discussions.

Please see below pictures from our volunteering events.



Additional Projects:

Affordable Housing Measure/Proposition Rally and Volunteer Coordination



Additional Projects:

Network Building

Throughout the entirety of the internship, there were countless opportunities to expand your professional network. Whether they were briefing luncheons or prospective partner meetings, there was much encouragement around being able to create meaningful relationships with other professionals involved in this field.

Please see below a collection of business cards I collected through various networking opportunities:







Libby Echeverria, LCSW
Medical Social Worker

Valley Homeless Healthcare Program
2101 Alexian Drive, Suite D
San Jose, CA 95116
Tel: (408) 272-6046 Fax: (408) 272-6051
elizabeth.echeverria@hhs.sccgov.org



Reuben Hernandez, M.Ed
Non-Resident and International
Admissions Counselor/Recruiter

Student Outreach and Recruitment
One Washington Square
San José, CA 95192-0014
Direct: 408-924-6964
Main: 408-924-2584
reuben.hernandez@sjsu.edu

sjsu.edu/soar - youvisit.com/tour/sjsu



Danae Rodriguez
Program Coordinator
PATH San Jose
Rapid Rehousing

PO Box 2308
San Jose, CA 95109
Tel: 669.214.7511
danaer@epath.org
www.epath.org



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200 East Santa Clara Street, T-17
San José, California 95113-1905

sjeconomy.com

Joanna Mack

DESIGNER

jmack@mogaveroarchitects.com

MOGAVERO ARCHITECTS
2012 K Street • Sacramento, CA 95811
(916) 443-1033
mogaveroarchitects.com

Contracted Government Solutions

Michael P. Garvey

60 Walton Street
San Carlos, CA 94070-2013

Phone: (650) 596-9047
E-mail: GarveyCGS@yahoo.com



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Grecia Ayon
Program Officer

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101 Montgomery Street • Suite 1350
San Francisco, CA 94104
415.400.0985
gayon@enterprisecommunity.org
www.EnterpriseCommunity.org

Additional Projects:

First Community Housing Annual Staff Retreat

Dates: 10/4- 10/5

Location: 800 Asilomar Ave, Pacific Grove, CA 93950



In 2016, First Community Housing experienced a massive organizational shift. In efforts to address the changes and to create a more cohesive work environment, First Community Housing began coordinating a 2 day all-staff retreat. At these retreats, each department would report to the entire staff their status, major announcements, and their department goals.

The retreat also served as a safe space for the staff to come to a deeper understanding of each other's different personalities and how that affects the work we do. We participated in fun, interesting team building activities as well as set expectations and milestones for the next year to come. It was a great way to engage with every staff member while enjoying a change of work environment.



Additional Projects:
Housing California Annual Conference

Additional Projects: *Modular Construction*



First Community Housing (FCH) was one of the first non-profit housing developers to explore modular construction on our Second Street Studios project. When Modular Building first was introduced into the construction industry, there was much excitement. FCH wanted to investigate the option of Modular building in sole efforts to build more affordable homes at a much faster rate.

Please see below some of the Benefits and Lessons Learned when utilizing modular construction.



Benefits:

1. Offsite Construction
2. Speed of Build
3. Cost of Build
4. Under Controlled Conditions
5. Same Materials/Consistency
6. Environmental Considerations

Lessons Learned:

1. Perform extensive research into Modular Construction and ALL the potential Modular Manufacturer
2. **Commit to Modular construction early on the development process**
3. Modular manufacturer is a sub to General Contractor
4. Requires local storage and prep space for modules and additional security, if stored off-site
5. Lenders required underwriting of modular manufacturer
6. Funders require proof of insurance for modules during transport and at local storage facility



Additional Projects:

Betty Anne Gardens After School Program Visit

Additional Projects:
General Development Research

Closing Remarks



Leafaitulagi Tevaseu, BAHIP Intern

Leafaitulagi joined First Community Housing through a Bay Area Internship Program that is facilitated and carried out by the Non-Profit Housing Association of Northern California. She currently attends San Jose State University as an undergraduate student pursuing a BA in Sociology with a minor in Public Administration and Public Policy. While at FCH, Leafaitulagi is responsible for supporting the project managers with financial pro formas, development financing, understanding the design and project approval process and loan/fund closing. Leafaitulagi hopes to utilize her immense passion for social justice and social equity to assist FCH with their mission to provide sustainable affordable housing for various low-income and vulnerable communities.

Being a part of the inaugural cohort of the Bay Area Internship Program (BAHIP) has been a true blessing. The structure and the mission of the program allowed students from marginalized and underrepresented populations, such as myself, to learn about and thrive in the affordable housing field. From the insightful trainings to the weeklong summer retreat, the program served as a critical foundation to our early professional development careers. As a part of an initiative around diversity, equity, and inclusion, the BAHIP program created momentum and structure around real solutions to address the lack of all three areas.

My host agency, First Community Housing, also played a critical and invaluable role. They provided an extremely welcoming and collaborative environment that empowered me to prosper in ways that I couldn't have imagined elsewhere. I felt that every staff member was invested in my personal growth journey as a new affordable housing development professional. I am grateful for this amazing opportunity and am excited to build off the experience as a BAHIP intern.

Thank you for your interest,

Leafaitulagi Fulu Tevaseu

Housing Development Intern

First Community Housing

75 East Santa Clara St. Suite 1300

San Jose, CA 95113

e: lagit@firsthousing.org

o: 408.291.8650 x 26