

Nyla Hill

Project Portfolio

Bay Area Housing Internship Program (BAHIP) – 2018-2019

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Introduction

In May of 2018, I, along with a group of 12 students was selected to intern in the Bay Area Housing Internship Program (BAHIP). This program was created to bring diversity and inclusivity to the Affordable Housing and Community Development industry by recruiting a diverse population of students to become the next generation of affordable housing advocates and professionals. Through this internship,

I and my cohort had the opportunity to bring representation into underrepresented spaces and become a part of positive development in our own communities. Throughout my internship, I attended in-depth trainings with my cohort that helped us better understand the fundamentals of Affordable Housing and Community Development. As we developed our understanding of project financing, financial proformas, loan closing, the design and project approval process, construction management, and our own professional development skills, we bonded through our desire to thoroughly understand the industry. Although this knowledge was quite overwhelming, our teachers were very supportive and emphasized that our understanding would become clearer through the year and with more experience. With the support of Matt, Peggy, our host agencies, and even our peers, we now have a greater understanding of the ins and outs of affordable housing and created deep bonds and friendships that will continue post-internship. We also now have an opportunity to stay in an industry that many of us never knew of or considered due to the lack of understanding and representation. The next pages of this project profile will give a glimpse of the major projects I participated in throughout my internship at The Housing Authority of the City of Alameda. I am very thankful that I had the opportunity to be a part of the first BAHIP cohort and become a part of the Housing Authority staff. Thank you, Matt, for giving such a great presentation at Cal State East Bay in 2018 that I became interested in a field that I had never considered and Peggy and for all the support and advice. Thank you, Kathleen, for being such a great supervisor and kind teacher throughout my internship, and for always making sure that I thoroughly understand any and every topic. Lastly, thank you Vanessa and the entire Housing Authority of the City of Alameda staff for welcoming me and never hesitating to help when I did not understand a process, policy or program. Everyone, including the entire BAHIP cohort's, kindness and support is greatly appreciated.

- Nyla

The Housing Authority of the City of Alameda developments I have toured:

The following properties are developments or co-developments owned by The Housing Authority of the City of Alameda that I have had the opportunity to tour. Littlejohn Commons and Everett Commons are newer developments that I saw complete construction and become fully leased.



Littlejohn Commons

Littlejohn Commons is a new construction, universal design property located adjacent to the historic Del Monte Warehouse at 1301 Buena Vista Avenue. The property includes 30 senior apartments, plus one manager's unit, in three-story building. The Housing Authority of the City of Alameda provided a long-term land lease to the developer, Island City Development, along with a permanent loan and project-based Section 8 vouchers.



Everett Commons

Everett and Eagle Family Housing is a new construction project located on a former school district site within the North Park Street residential district. The property includes 20 family apartments, including a manager's unit, in three residential style buildings. The Housing Authority of the City of Alameda provided a long-term land lease to the developer, Island City Development, along with a permanent loan and project-based Section 8 vouchers and Veterans Administration Supportive Housing (VASH) vouchers.



Independence Plaza

Built in 1990, Independence Plaza is a 186-unit secure senior complex spread out over five buildings at Atlantic and Constitution Avenues. Surrounded by busy streets on 3 sides, it is quite peaceful once you enter its gates. The buildings and grounds include an on-site resident manager, a community room with kitchen, two well-maintained courtyards that includes water features, a community barbecue in the main courtyard, plenty of natural lighting, gated entry way and parking lots with assigned parking, and a dedicated loading zone for Paratransit or other pick-ups. Each unit has a patio or balcony and is equipped with emergency pull cords to summon 911 help.



Stargell Commons

Stargell Commons is a new construction project located in the recently expanded Alameda Landing neighborhood. The property was completed in Spring 2017 and includes 32 family apartments in six two-story buildings. The Housing Authority of the City of Alameda provided a long-term land lease to the developer, along with seven project-based Section 8 vouchers.



Esperanza Plaza

Located just steps from several schools and bus stops, Esperanza is an ideal setting for families. Built in the early 1970's, it is a 120-unit complex for very-low income families. Most units are occupied by Housing Choice Voucher holders; some units are in the Section 8 project-based program. Both programs provide a subsidy from HUD. The building and grounds include an on-site resident manager, a community room with kitchen, the "Children of the World Reading Room", well-maintained landscaping

/ with playgrounds throughout the complex. Each unit has a patio or balcony or a full backyard.



Rosefield Village

In the heart of Alameda's Webster Street Shopping District, Rosefield Village is quietly nestled between two major thoroughfares (Constitution Way and Webster Street). It's across the street from Walgreen's, Starbuck's and several restaurants and gas stations. Major bus lines have stops one block away. The College of Alameda is also one block away. The Marina Village Shopping Center is within a quarter of a mile of this complex. The West End Library is within a half a mile of this complex. This complex features well-maintained and well-lit duplexes

for families of many sizes. There is plenty of off-street (assigned) and on-street parking. There is an on-site coin-operated community laundry room for residents only. This property has an on-site resident custodian. Professional landscaping services maintain all common area shrubbery once a week.

Project Profiles

During my internship at Alameda Housing Authority, I wrote project narrative descriptions for the following properties. These Project Profiles are available to the general public and were written to give a brief, but informative description of our properties.



**Housing
Authority of the City of Alameda**

701 Atlantic Avenue • Alameda, California 94501-2161

PHONE (510) 747-4300
FAX (510) 522-7848
TDD (510) 522-8367

Littlejohn Commons

Littlejohn Commons is a new construction, universal design project located adjacent to the historic Del Monte Warehouse at 1301 Buena Vista Avenue. The property includes 30 senior apartments, plus one manager's unit, in three-story building. The Housing Authority of the City of Alameda provided a long-term land lease to the developer, Island City Development, along with a permanent loan and project-based Section 8 vouchers.



PROJECT AMENITIES

This transit-oriented rental property includes on-site property management and resident services, car and bicycle parking, common laundry, security cameras, and green building design and construction techniques. Additionally, it is located within one block of the new Jean Sweeney Open Space Park and four blocks from the Matuck Senior Center. This is a non-smoking facility.

UNIT MIX

One-Bedroom Apartments	30	580-750 sf
Two-Bedroom Apartments	1	880 sf

RESIDENTS AND AFFORDABILITY

This is a senior housing property. It is income restricted, in accordance with the Low-Income Housing Tax Credit, HOME, Section 8, and other affordable housing programs. Resident eligibility is open to households 62 years of age and older with incomes between 30%-60% AMI in Alameda County.

FUNDING PARTNERS

City of Alameda HOME	\$195,000
National Equity Fund	\$9,287,000
CCRC Bank	\$2,552,000
Housing Authority of the City of Alameda	\$3,600,000
Housing Authority of the City of Alameda Land Lease Loan	\$3,410,000
Total Development Cost	\$19,024,000

DEVELOPMENT TEAM

Developer	Island City Development
Property Manager	The John Stewart Company
Architect	SGPA Architecture and Planning
General Contractor	Brown Construction Inc.
Legal Counsel	Carl Mackie, Power & Ross LLP
Financial Consultant	Community Economics Inc.



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TDD (510) 522-8367

Everett and Eagle Family Housing

Everett and Eagle Family Housing is a new construction project located on a former school district site within the North Park Street residential district. The property includes 20 family apartments, including a manager's unit, in three residential style buildings. The Housing Authority of the City of Alameda provided a long-term land lease to the developer, Island City Development, along with a permanent loan and project-based Section 8 vouchers and Veterans Administration Supportive Housing (VASH) vouchers.



PROJECT AMENITIES

This transit-oriented rental property includes on-site property management and resident services, car and bicycle parking, common laundry, security cameras, and green building design and construction techniques. Additionally, it is located within one block of the Park Street commercial district. This is a non-smoking facility.

UNIT MIX

One-Bedroom Apartments	4	590 sf
Two-Bedroom Apartments	11	890-1160 sf
Three-Bedroom Apartments	5	1170-1450 sf

RESIDENTS AND AFFORDABILITY

This is a family housing property. It is income restricted, in accordance with the Low-Income Housing Tax Credit, HOME, Section 8, and other affordable housing programs. Resident eligibility is open to households between 30%-60% AMI in Alameda County.

FUNDING PARTNERS

City of Alameda HOME	\$153,000
Enterprise Community Investment	\$7,496,000
Chase Bank NA	\$3,330,000
Housing Authority of the City of Alameda	\$4,250,000
Alameda County Housing and Community Development (A1 bond)	\$1,000,000

DEVELOPMENT TEAM

Developer	Island City Development
Property Manager	The John Stewart Company
Architect	Amie Phillips Architecture
General Contractor	J.H. Fitzmaurice, Inc.
Legal Counsel	Down, Pham & Rose LLP
Financial Consultant	Community Economics Inc.



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701 Atlantic Avenue • Alameda, California 94501-2161 • Tel: (510) 747-4300 • Fax: (510) 522-7848 • TDD: (510) 522-8367

Independence Plaza

Independence Plaza is a project adjacent to the Alameda Housing Authority. The property was completed in 1990 and includes 186 senior apartments plus one manager's unit. The Housing Authority of the City of Alameda provided a long-term land lease to the developer and restricted this land as affordable.



PROJECT AMENITIES

This rental property includes on-site property management and resident services, car and bicycle parking, courtyards, and a community room. This is a non-smoking facility.

UNIT MIX

One-Bedroom Apartments	159	575 sf
Two-Bedroom Apartments	27	780-880 sf

RESIDENTS AND AFFORDABILITY

This is a senior housing property. It is income restricted, in accordance with the Low-Income Housing Tax Credit, HOME, and other affordable housing programs. Resident eligibility is open to households between 50%-80% AMI.

FUNDING PARTNERS

City of Alameda Redevelopment Agency	\$2,790,000
HUD Insured Mortgage	\$10,264,283
Total Development Cost	\$14,322,518

DEVELOPMENT TEAM

Developer	Bridge Housing
Partner	Housing Authority of the City of Alameda
Property Manager	Housing Authority of the City of Alameda
Architect	Kokoma Associates
General Contractor	L&D Construction Co. Inc.
Legal Counsel	Carl Mackie, Power & Ross LLP
Financial Consultant	T.R.I Capital Corporation



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Stargell Commons

Stargell Commons is a new construction project located in the recently expanded Alameda Landing neighborhood. The property was completed in Spring 2017 and includes 33 family apartments in six two-story buildings. The Housing Authority of the City of Alameda provided a long-term land lease to the developer, along with seven project-based Section 8 vouchers.



PROJECT AMENITIES

This property includes on-site property management and resident services, car and bicycle parking, common laundry, children's play area, and green building design and construction techniques. This is a non-smoking facility.

UNIT MIX

One-Bedroom Apartments	5	450-600 sf
Two-Bedroom Apartments	17	630-800 sf
Three-Bedroom Apartments	10	950-1,200 sf

RESIDENTS AND AFFORDABILITY

This is a family housing property. It is income restricted, in accordance with the Low-Income Housing Tax Credit, HOME, and other affordable housing programs. Resident eligibility is open to households between 30%-60% AMI.

FUNDING PARTNERS

City of Alameda	\$370,000
California Tax Credit Allocation Committee	\$12,000,000
Alameda County Housing and Community Development	\$1,670,000
Housing Authority of the City of Alameda	\$2,000,000
Resources for Community Development	\$88,000
Wells Fargo Bank	\$1,200,000
Total Development Cost	\$17,328,000

DEVELOPMENT TEAM

Developer	Resources for Community Development
Partner	Island City Development
Property Manager	The John Stewart Company
Architect	BKTI Architects
General Contractor	Brunn Construction Inc.
Legal Counsel	Carl Mackie, Power & Ross LLP
Financial Consultant	Community Economics Inc.

Independence Plaza
703 Atlantic Avenue, Alameda CA 94501



Stargell Commons
2700 Bette Street, Alameda CA 94501



Financial Proforma Competency

Throughout my internship at The City of Alameda Housing Authority I have had the opportunity to practice or demonstrate skills in Financial Proforma Competency in the following project(s):

Inputting a mock Proforma for Littlejohn Commons

After a meeting with our Financial Consultant, I was given a blank spreadsheet and instructed to fill it in with numbers from an updated Proforma for Littlejohn Commons. I was able to manipulate items listed in the Sources and Uses, Rent Schedule and Operating Budget. This assignment gave me the opportunity to learn the format and the ins and outs of a Financial Proforma.

FEASIBILITY FINANCIAL MODEL sample - Excel

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Summary Financing Plan Sources and Uses Rent Schedule Operating Budget Salary Data Cash Flow Acquisition Mortgage(s) Tax Credits

As we prepared ourselves for a 9% TCAC Application, we frequently received Proforma updates from our Financial Consultant. As a next step assignment, I was given the opportunity to populate our in-home Proforma for our project Rosefield Village. This assignment helped me better understand the items listed in a Financial Proforma. I was even able to spot minor cost tensions made in our original Proforma.

[illegible][illegible]

As the next assignment, I worked on the FFE start-up budget and reconciliation for Littlejohn Commons. This assignment required me to cross-reference and account for charges given by our Property Management Company.

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Chapter 8 Tax Default Property acquisition

Finally, I worked on two Chapter 8 Tax-defaulted property acquisitions. The Chapter 8 Tax Defaulted Property Agreement is an agreement that allows any eligible taxing agency or nonprofit to purchase a tax-defaulted property for public use which includes low-income housing. I researched the Chapter 8 Tax Defaulted Property Agreement, gave a mini-presentation, and contacted the Tax Collector to begin our acquisition of the two properties. Currently, we are waiting on the response of the Tax Collector; once we receive our response, I will work on the budget for rehabilitation and apply for funds. Below is a proposal letter I wrote and sent to the Tax Collector.



Development Financing Competency

During my time at The City of Alameda Housing Authority I have had the opportunity to develop skills and knowledge in Development Financing in the following project(s)

Writing the Resident Services Narrative for the A1 Funding Application

In October of 2018, The Housing and Community Development Department began working on an A1 Application. A1 bonds are funds set aside for the development of Affordable Housing.

Section 10- Resident and Supportive Services Plan Narrative-2 page maximum

Rosefield Village is an existing non-subsidized property owned by the Housing Authority of the City of Alameda and managed by the John Stewart Company. The Housing Authority and its non-profit affiliate Island City Development will redevelop Rosefield Village to include 91 units (78 new and 13 existing) for the purpose of primarily serving low and extremely low households, including those at 20% to 80% of the Area Median Income. This property will include service enriched housing targeted to workforce families, provided by LifeSteps. The project will designate private spaces to on-site social services for residents including service coordination, case management, after-school program, and educational services. Rosefield Village will also include amenities and services such as a computer center and multi-purpose community room for educational classes and workshops for residents to utilize.

Life Skills Training and Educational Programs, Inc. (LifeSTEPS), a California 501c3, was formed in 1996. LifeSTEPS is a statewide organization serving over 90,000 residents living in over 320 low-income family, senior and SRO communities throughout California, including LIHTC, affordable, supportive, section 8, MHSA, DHS, DMH, Shelter Plus Care, and HUD housing. LifeSTEPS regularly provides a variety of specialized services for particular housing agencies, including CTCAC, CDLAC, AHP, HCD, HUD, and many cities and counties across the state.

Rosefield Village will provide affordable housing for a mixed, family and workforce population of 91 units, with 18 units reserved for extremely low income residents, all of whom will meet standards for 20% or lower of AMI in the community. LifeSTEPS' on-site case manager ("CM," 0.75 FTE) will personally staff all social and supportive housing services described herein, on-site and at no cost to all residents, including the 20% AMI residents. These services will include case management services (CMS), including individual service plans, for the 20% AMI residents, and service coordination, educational classes, social events, and resource development for all residents at Rosefield Village. LifeSTEPS' After-School Coordinator ("ASC," 0.25 FTE) will provide an after-school program for all school age children at the property, five days a week, two hours a day. The CM will provide educational classes for adults, service coordination, and regular social activities for all residents. The CM will maintain regular, posted office hours for both scheduled meetings and drop in hours to address individual resident concerns. The CM will also provide property managers and all residents with a telephone number, so that during regular business hours, even when the CM is off-site, all residents can get prompt attention when issues arise.

The CM will focus on all residents with service coordination, educational classes for the adults, social events, and an after-school program for the children. The goal of these programs is to address any individual issues that arise for the resident parents and seniors, including assistance with crisis management, accessing governmental and non-profit assistance, eviction prevention, budgeting, and job searches; providing on-site educational opportunities with classes in computer training, parenting, financial literacy, fall prevention, resume writing, and health and nutrition; and sponsoring regular social events to bring the whole community together. These services will be available to all residents.

In early January, we were informed that we were awarded \$6.4 million towards our redevelopment of Rosefield Village.

Secondly, I wanted to let you know that our application to the County for **A1** funds for Rosefield has been recommended for funding of \$6.4M. This will go to the Board of Supervisors shortly. Coming so soon after the award of the AUSD funds in November, this is great news and will make for a competitive tax credit application on March 1. Congratulations to Kathleen and the whole HCD team for this. It was a team effort!

Vanessa M. Cooper
Executive Director
Alameda Housing Authority



ALAMEDA COUNTY COMMUNITY DEVELOPMENT AGENCY
HOUSING AND COMMUNITY DEVELOPMENT DEPARTMENT

Chris Bazar
Agency Director

December 28, 2018



Linda M. Gardner
Housing Director

Kathleen Mertz, HCD Director
Housing Authority of the City of Alameda/Island City Development
701 Atlantic Avenue
Alameda, California 94501
kmertz@alamedahsg.org
via email and U.S. Mail

224
West Winton Ave
Room 108
Hayward
California
94544-1215

Subject: Notice of Intent to Recommend Award Funds for the Measure A1
Housing Bond Rental Housing Development Fund Request for
Proposals (RFP)

phone
510.670.3404
fax
510.670.6378
TTY
510.265.0253

Dear Ms. Mertz:

www:
acgov.org/09

Thank you for your participation in the Measure A1 Housing Bond Rental Housing Development Fund Request for Proposals (RFP). Pending Board award and successful contract negotiations, the Housing and Community Development Department is pleased to recommend award of Measure A1 funds, subject to availability, to the Rosefield Village project. Approval is conditioned upon availability of bond funds, compliance with the requirements specified in the RFP, completion of successful contract negotiations, and adherence to the Measure A1 Implementation policies.

The evaluation abstract and redacted copies of all bid proposals received for all projects submitted for consideration for the RFP are available for review in our office. A notice of the Board meeting date will be sent to you.

An appeal of the recommendation for award notice by an applicant must be submitted in writing to Linda Gardner, Housing Director, 224 W. Winton Avenue, Room 108, Hayward CA 94544 before 5:00 pm of the FIFTH (5th) business day following the date of issuance of the Notice of Intent to Award by email, NOT the date received by the applicant of a hard copy mailed through the US postal service. An appeal received after 5:00 pm is considered received as of the next business day.

Respectfully yours,

Jennifer Pearce
Housing Development Manager

cc: Lisa Fitts, Management Analyst, City of Alameda (via email only)

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II. Drafting Cover Letter and Narrative, and gathering necessary documents for HOME Application

In early January, I attended a Notice of Funding Availability workshop to learn about the upcoming 2019 HOME funds. After this meeting, I drafted a complete HOME application for our redevelopment of Rosefield Village.



ISLAND CITY DEVELOPMENT
701 Atlantic Avenue
Alameda, CA 94501

January 23rd, 2019

Attn: Lisa Fitts
Director of Rent and Community Programs
Housing Authority of the City of Alameda
701 Atlantic Avenue
Alameda, CA 94501

RE: 727 Buena Vista Avenue, Alameda CA

Dear Ms. Fitts:

On behalf of Island City Development, please find enclosed our application in response to the Fiscal Year 19/20 RFP for the HOME Investment Partnership Program. Our application is for the Rosefield Apartments a 91 unit family development located at 727 Buena Vista Avenue in Alameda.

Should you have any questions regarding our application please contact me at 510-747-4343.

Sincerely,

Kathleen Mertz
Director of Housing and Community Development

Property Description

Rosefield Village

Rosefield Village is an existing 47 unit low-income multi-family complex on approximately 2 acres in the City of Alameda. It is located between Eagle and Buena Vista Avenues near Webster Street. It is owned and operated by the Housing Authority of the City of Alameda (AHA). The complex is comprised of nine buildings that were assembled in 1975 from modular/pre-fabricated components with 40 units. It also has three single family homes and a triplex with seven units built in the 1920s-1960s.

The modular units have experienced severe physical needs necessitating ongoing repairs. During the year 2015, AHA staff took two units out of service in order to assess and evaluate the need for structural repairs. Staff also engaged the services of a consultant to perform a Physical Needs Assessment (PNA). The PNA report was received in September and indicated the need for a more comprehensive structural assessment. Subsequent evaluations by several other structural engineering firms indicated that rehabilitation is infeasible. The Housing Authority plans to demolish these 40 modular units and replace them with 78 units of new construction.

Adjacent and bordering the Rosefield parcel to the west is an approximately 1/2 acre parcel that is part of the Eagle Village property also owned by AHA. This particular parcel has two buildings with six units and will be combined with the Rosefield complex. These six units were built with traditional wood frame construction and will undergo a substantial rehabilitation. The new complete project will include 91 total units.

The surrounding neighborhood is a mixture of commercial and residential buildings. Directly to the north and across Eagle Avenue is Eagle Village, a multi-family also owned by the Housing Authority. To the east and next door are small commercial buildings including a popular restaurant. Further east and across Constitution Avenue are multi-family residences. To the south and across Buena Vista Avenue are a marine supply business and single-family homes. Neighboring to the west are a gas station and fast food restaurant. Further west and across Webster Street are more small businesses including restaurants and shops. The site is an exceptional infill location with easy access to multi-modal transit, urban amenities, jobs and recreation.

The property now has five vacancies and new vacancies will not be filled. All current tenants participate in the Housing Choice Voucher Program (HCY) and all 35 tenants in the modular units will need to relocate due to the demolition of the project. AHA will offer vacant units in other AHA complexes as they come available and will assist

tenants with relocation. After new construction and rehabilitation, the property will again be available to eligible families including HCV participants.

AHA has applied or will in 2019 apply for HOME, AHP and County bond funds. The Housing Authority Board of Commissioners has already committed \$7.2 million including funds that are available through the former Redevelopment Agency. Once all funding is secured, construction is proposed to begin in late 2019 with completion in 2020. The completed development will have 42 one-bedroom, 26 two-bedroom, 21 three-bedroom units, and one four-bedroom unit along with one two-bedroom manager's unit. Amenities include on-site parking and a resident property manager. A community room, laundry room and social services will be added.

The property currently has no debt and no recorded regulatory restrictions. Funding will include Low Income Housing Tax Credits, Alameda County Bond funds, Alameda City HOME funds and Housing Authority loan funds, and AHP funds through the Federal Home Loan Bank. As required, rent and income restrictions will apply and be in effect for at least 55 years.

We were informed in Mid-March that our HOME Application for Rosefield Village was awarded up to \$150,000 of funding.

 Reply  Reply All  Forward



Mon 3/18/2019 2:15 PM

Lisa Fitts

HOME Funding Recommendation -- Rosefield Village

To Kathleen Mertz

Cc Nyla Hill; Danielle Thoe; Tony Weng; Stacey Wilson; Richard Yoshida

[Bing Maps](#)

+ Get more apps

Thank you for your application for FY 19-20 HOME Investment Partnership funds for the Rosefield Village Affordable Housing Project. I am writing to inform you that we have recommended this project to the City of Alameda as well as Alameda County for approval and funding up to \$150,000*. The Rosefield Village Affordable Housing Project will be presented to City Council at the May 7, 2019 Public Hearing.

* Until Congress adopts a final budget, the total amount of funds to be available will not be known.

Sincerely,

Lisa D. Fitts

Management Analyst

Housing Authority of the City of Alameda

701 Atlantic Ave.

Alameda, CA 94501

510.747.4349

lfitts@alamedahsg.org

Please Note: Beginning October 12, 2018 our office will be closed to the public every Friday. Please look on our website, www.alamedahsg.org, for a complete schedule of office closure dates.

The AHA will comply fully with all federal, state, and local nondiscrimination laws, and with rules and regulations governing fair housing and equal opportunity in housing and employment. AHA will provide reasonable accommodations upon request.

Drafting a Site Layout and Project Information Narrative for a 9% TCAC Application

Rosefield Village is a development owned by the Housing Authority of the City of Alameda that will be redeveloped in the near future. For this project, we prepared for a 9% competitive TCAC application. My assignment was to prepare a checklist, organize and download all necessary documents, and complete section 12 of the application. Below is a draft of the section narrative that I wrote.

Rosefield Village Family Housing

Site Layout and Project Information

Site and Neighborhood

Current Use: The site is an existing complex made of 15 buildings.

Adjacent property land uses and neighborhood description:

The proposed redevelopment site, 727 Buena Vista Avenue, is a 2.4 acre infill parcel located near Webster Street, (a commercial area and business district) in West Alameda. The existing development is a 53 unit, low income, multi-family complex, owned and operated by the Housing Authority of the City of Alameda.

The surrounding neighborhood is a mixture of commercial and residential buildings. Directly to the north and across Eagle Avenue is Eagle Village, a multi-family complex also owned by the Housing Authority. To the east and next door are small commercial buildings, including a popular restaurant. Further east and across Constitution Avenue are multi-family residences. To the south and across Buena Vista Avenue are a marine supply business and single-family homes. Neighboring to the west are a gas station and fast food restaurant. Further west and across Webster Street are more small businesses, including restaurants and retail shops.

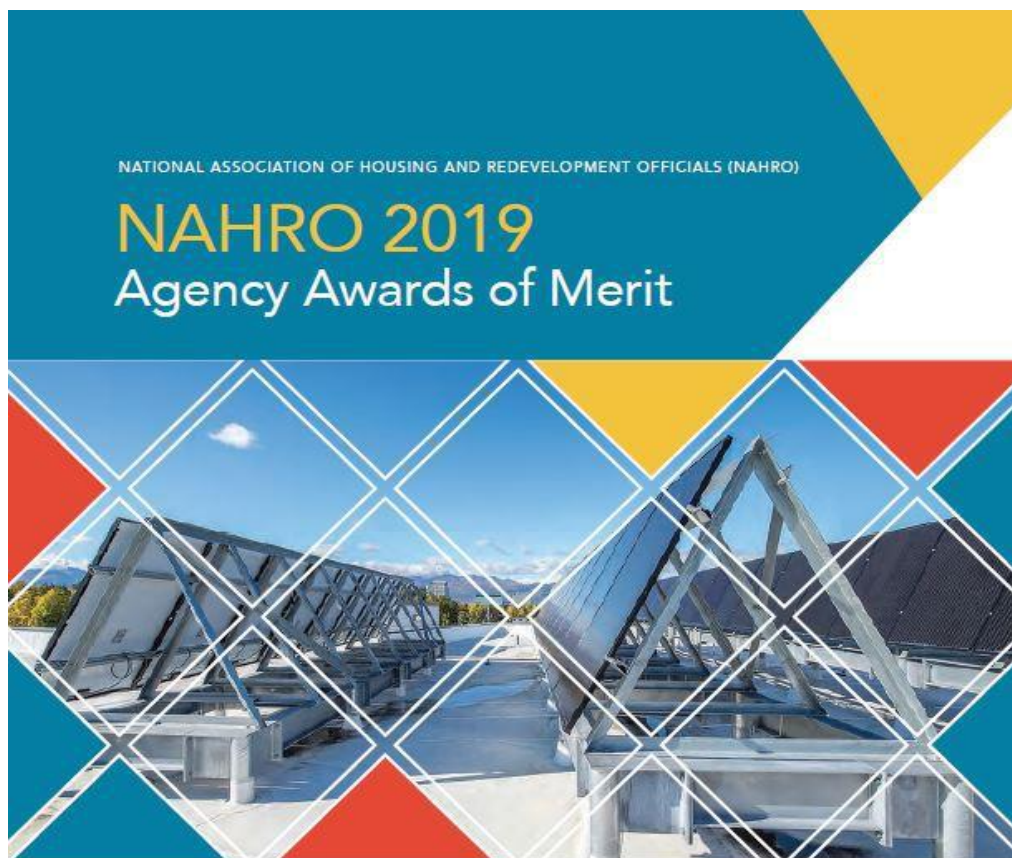
Rosefield Village is an ideal area for development as it is located one-half block off of Webster Street, one of Alameda's main attraction regions, after Park Street. Rosefield is located across the street from Walgreen's, Starbuck's and several restaurants and gas stations. In addition to this, it is one block away from The College of Alameda, and a quarter of a mile away from The Marina Village Shopping Center.

727 Buena Vista Avenue is located near AC Transit bus stops that provide service to San Francisco and to the Fruitvale Bart Station. Secure bicycle parking will be provided to all residents for their convenience and to encourage less use of cars and more opportunities to interact with their surrounding community.

Unfortunately, we restructured the project to a 4% LIHTC with MHP because there was no East Bay regional 9% allocation in 2019.

NAHRO Award Submission

In the middle of my internship, I was asked to submit an award application for our development, Littlejohn Commons. Littlejohn Commons is a senior living development that opened in October 2018 and is recognized as the Housing Authorities re-entry into property development, as the Housing Authority had not developed property in a significant amount of years. NAHRO is an awarding agency that recognizes Housing and Community Development projects throughout the country by providing public awareness of the award-winning entries. I, on behalf of the Housing Authority of the City of Alameda, submitted a 2019 NAHRO Application for our property Littlejohn Commons. Attached is a copy of the narrative that I wrote for our submission.



Named after Elector Littlejohn, a well-known housing justice activist in Alameda, Littlejohn Commons is Alameda's newest affordable living community developed by the Housing Authority of the City of Alameda. This infill property was developed in partnership between the Housing Authority of the City of Alameda, Island City Development, and a private developer to provide deeply affordable housing for seniors in the City of Alameda. The Housing Authority and its nonprofit affiliate Island City Development developed 30 new units and provided Project-Based Section 8 vouchers thereby fulfilling a need for permanent rental housing for senior households.

The City of Alameda has produced minimal multifamily, affordable housing over the past seven decades despite the ever increasing need in the Bay Area. In response to affordable senior housing being identified as one of the City's highest priorities, The Housing Authority of the City of Alameda developed Littlejohn Commons for the primary purpose of serving low income seniors, including those at 30%-60% of the Area Median Income. This property was developed on the historic Del Monte Warehouses' surrounding site, which had been recognized as an underutilized, yet feasible land to redevelop. Tim Lewis Communities (TLC), the Master Developer, was required to build affordable housing as a part of a \$125 million development deal, as part of the City's Inclusionary Housing Ordinance. Through an innovative partnership with TLC, the Housing Authority developed the affordable housing portion on the site. The development of Littlejohn Commons began in early 2014 and concluded in summer 2018, moving faster than the private development, which is still in the financing stage. Littlejohn Commons is a testament that the development of deeply affordable senior housing on an infill site is financially viable and can even move faster than development by market rate developers.

The Housing Authority of the City of Alameda, through its nonprofit affiliate Island City Development, developed Littlejohn Commons in partnership with the private developer Tim Lewis Communities, and provided a long term land lease at \$3.4 million, along with a \$3.6 million permanent loan. In addition to providing a permanent loan and land lease, the Housing Authority provided Project Based Section 8 vouchers for this property. Island City Development was created in 2014 to serve as a nonprofit affiliate to the developer for various affordable housing projects undertaken by the Housing Authority.

Littlejohn Commons is now home to 30 seniors in the City of Alameda. This property successfully met its objective of providing affordable housing and services to low seniors. This objective was also met through the Housing Authority's ability to contribute Project Based Section 8 vouchers to 25 of the 30 units in this property, meaning that many residents only pay 30% of their total rent. This property was fully leased up by the end of August 2018, just after receiving its Certificate of Occupancy. Green Building technologies and techniques used during the construction helped lower the operating costs of the property. These techniques will help the longevity of the building, keep operating expenses low, and create a healthy, environmentally friendly home for residents.

Throughout the development of Littlejohn Commons, the Housing Authority overcame challenges that could have delayed or interrupted the completion of the property. During the construction of this property, heavy rain resulted in the delay of construction days, making the meeting of deadlines more difficult. In addition to this, the Housing Authority collaborated with a third party developer to complete this project, where the third party was responsible for site cleanup and providing infrastructure. Although this property was part of a larger private master development, Littlejohn commons is the only portion built to date of the public/private partnership.

property by taking an infill site to maximum opportunity upon planning approval process, with the additional density bonus. Through a public/private partnership with Tim Lew Communities, The Housing Authority made sure that the private developer met its affordable housing obligations under the Inclusionary Housing Ordinance. The Housing Authority applied for 9% Low Income Housing Tax Credits, an extremely competitive application process, to fund the development of Low Income Housing, and successfully won funding in the first round. Using in-house development capacity, Littlejohn Commons was completed ahead of the neighboring private development.

The development of Littlejohn Commons serves as the Housing Authority's re-entry into property development. The Housing Authority will continue to develop housing on the island through its nonprofit affiliate Island City development. The development of Littlejohn Common can be replicated by another agency in a different locale through a public and private developer collaboration. The public developer, The Housing Authority, agreed to build the affordable housing portion for the Master Developer, Tim Lewis Communities. Through this partnership, the Housing Authority was able to obtain the land and develop the property through its nonprofit affiliate Island City Development. The Housing Authority plans to continue to use Island City Development for new development opportunities and to renovate and recapitalize its existing portfolio.

Although the development of Littlejohn Commons had its challenging moments, the process can be easily replicated by another organization or agency. The partnership between a public and private entity successfully helped the private developer meet its inclusionary housing requirements and gave the public entity the site to develop. Though a partnership between a public and private developer is less common and can appear to be difficult, a collaboration between the two can result in a successful development. The Housing Authority developed Littlejohn Commons through its nonprofit affiliate Island City Development, and provided its affiliate with a permanent loan and land lease. Using a nonprofit affiliate to develop is a replicable process. Lastly, the leveraging of Low Income Housing Tax Credits played an essential role in the development of Littlejohn Commons. Island City Development applied for 9% Low Income Housing Tax Credits, and successfully won funding in the first round. Although winning funding in the first round is difficult, another organization can do the same by creating a well-developed and cohesive development plan, and by making their application as competitive as possible.

The lack of affordable housing development and rising rental costs is a significant issue in the Bay Area. Affordable senior housing in particular was identified as being one of the city's highest priorities. The Housing Authority created Island City Development to solve the housing crisis. The nonprofit developer has access to programs and funding as well as flexibility that the agency doesn't. Island City Development will continue to be the Housing Authority's creative solution to expanding the affordable housing supply in Alameda.

The total cost of development for Littlejohn Commons was approximately \$19.2 million. The Housing Authority of the City of Alameda provided a permanent loan at \$3.6 million and a \$3.4 million land lease loan. The City of Alameda HOME Fund put \$195,700 towards the development of this project and CCRC Bank loaned \$2.5 million. The leveraging of Low Income Housing Tax Credits was essential to the development of Littlejohn Commons, and the National Equity contributed \$9.2 million of tax credit equity investment.

FUNDING PARTNERS

City of Alameda HOME

\$195,700

National Equity Fund

\$9,267,000

CCRC Bank

\$2,429,000

Housing Authority of the City of Alameda

\$3,600,000

Housing Authority of the City of Alameda Land Lease Loan

\$3,410,000

GP Equity

\$250,000

Deferred Developer Fee

\$118,000

Total Development Cost

\$19,281,000

The City of Alameda has a unique geography as it is an island adjacent to Oakland and near San Francisco. As a result of its location and surroundings, there is limited area for growth and development on the island. Prior to the development of Littlejohn Commons, The Housing Authority of the City of Alameda had not built any new housing in over 20 years. The development of this property ultimately serves as the Housing Authority's reentry into property development. This was made possible by creating a nonprofit affiliate that serves as a developer and has access to affordable housing financing solutions. The development of Littlejohn Commons also serves as the Housing Authority's response to the need of affordable senior development in the city. The Housing Authority was able to develop this

Understanding Design and Project Approval Competency

Reviewing and Filing Building Records

As a part of a yearlong project/assignment, I reviewed and filed building records for our properties. Through doing this, I was able to see firsthand and learn how building plans for plumbing, electrical, and even flooring differ.

Organize ▾

Burn

New folder

★ Favorites

Downloads

Desktop

Recent Places

Libraries

Documents

Music

Pictures

Videos











































Computer

Local Disk (C:)

Shares (\\AHAFILE1) (S:)

nhill (\\AHAFILE1\Users) (U:)

Network

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Punch List for Everett Commons

Everett Punch List 12/27/2018:

- Painting of 3x6 stain at end of awnings
- Rust stains on roof gutter of 203
- Perimeter fence staining
- Bike storage door for cleanliness and sticker
- Bio soil next to driveway
- Extra material storage
- Electrical room cleanup
- Services door window
- Metal base under stair by laundry

Once Everett Commons was complete, we walked through the property one last time to note any minor flaws or safety hazards. As we determined what needed improvement, I created a punch list for the development and sent it to our architect and construction team.

Tracking Subcontractor preliminary notice letters and sending out Notices of Completion:

As subcontractors sent preliminary notices for Littlejohn Commons and Everett Commons, I updated a log tracking every letter we received. Once construction for each property was complete, I sent out letters to every subcontractor or supplier on the list to inform them that we received a letter from their company and update them on the status of our developments. To the left is a portion of the spreadsheet I updated and on the next page is a letter I sent to one of our subcontractors.

DATE	SUBCONTRACTOR OR SUPPLIER NAME	ADDRESS	CITY_ST_ZIP	LIEN RELEASE DATE
8/1/2017	Air Treatment Corporation	640 N. Puente	Brea, CA 92821	
3/24/2017	Alamillo Rebar, Inc.	325 West Channel Road	Benicia, CA 94510	
8/31/2017	Allied Building Products dba: AMS (Petersen-Dean Inc)	15 East Union Ave.	Rutherford, NJ 07073	
9/6/2017	Allied Building Products dba: AMS (RJP Framing)	15 East Union Ave.	Rutherford, NJ 07073	
1/16/2017	AUS Decking, Inc.	2999 Promenade St., Ste 100	West Sacramento, CA 95691	
2/1/2017	Canyon Insulation, Inc.	645 East Harrison St., Ste 100	Corona, CA 92879	
9/15/2017	CED / Greentech - Canoga Park	PO Box 339	Rancho Cucamonga, CA 91729	
7/31/2017	CED/All Phase Electric	PO Box 980246	West Sacramento, CA 95798	
2/2/2017	Citizen Corporation	340 Spenser Ave	Modesto, CA 95354	
1/12/2017	Concrete North, Inc.	10274 Iron Rock Way	Elk Grove, CA 95624	
3/3/2017	DC Tile Co	22118 Trotter Road	Grass Valley, CA 95949	
3/15/2017	DFS Flooring	15651 Saticoy St.	Van Nuys, CA 91406	
11/9/2017	Dolan's of concord	2231 Monument Blvd	Concord, CA 94520	
1/19/2017	Dynamic Iron Works	7330 Washburn Works	North Highlands, CA 95660	



EVERETT AND EAGLE L.P.
701 Atlantic Avenue
Alameda, CA 94501

December 26, 2018

Blue Line Rental, LLC
123 Loomis Street
San Francisco, CA 94124

RE: 2437 Eagle Ave, Alameda CA: Everett Commons

Dear Blue Line Rental, LLC:

This letter is to inform you that we have recorded a Notice of Completion for the above referenced development. According to our records, we received a preliminary notice from you on 7/19/2017.

A copy of the Notice is enclosed for your information.

Sincerely,

Kathleen Mertz
Director of Housing and Community Development

Enclosure

North Housing Architect Interviews

During Mid-March I was asked to interview potential architects for our upcoming development North Housing which will be permanent supportive housing, serving formerly homeless populations. Therefore, we had to ensure the architecture company that we chose had clear examples of permanent supportive housing developments they designed and that services would best serve our future residents. Attached is one of my interview response sheets.

90 Units PSH Architecture Proposal Review
Questions for Firm Interviews

HKIT

Monday, 3/18/19

Reviewer: Nylen

1. Can you provide examples of design interventions you have implemented for permanent supportive housing communities?
 - Homeless housing, 55, Veterans housing
 - understand that homeless and formerly homeless housing need extra services
 - durable materials
2. What do you know about Alameda that would specifically inform this project?
 - designed Stargell Commons, experience working with housing authority and building req, familiar with soil conditions, successful design review meeting
3. Can you tell us more about the assumptions that guide your cost estimate?
 - Approval process similar to Stargell Commons
 - 14 mo construction?
 - modular
4. How do you approach cost efficiencies to avoid value engineering?
 - Prelet negotiated contract, over cost bid,
 - Contractor early in project and then subs can do MEP design
5. How do you manage change orders during construction administration?
 - Set O&P docs, work w/ contractor early on
 - responsiveness, considering subs early on
6. What safeguards do you employ to ensure consistency of project knowledge if different staff are involved through the life of the project?

principles - full team participation
person who is on project early on and then complete so nothing gets missed

90 Units PSH Architecture Proposal Review
Questions for Firm Interviews

7. What is your experience with modular construction? Please include experience with:
labor unions, transportation, cost, and storage.

Lotschrock
Havent built a modular multi-family housing dev yet
working on two currently

8. The Housing Authority anticipates using SB 35 for entitlements. Please explain any understanding you have of this process.

2 current projects using SB 35,
dev does app, but familiar w/ process

9. How would you approach design differently than at Stargell, if at all?

L Similar Design Guidelines
L more w/ master plan speed.
- would approach modern housing differently because it's supportive housing, work w/ developer to make sure

10. Other comments:

Loan Closing Competency

As an opportunity to practice my skills in loan closing competency, I worked on the Everett Commons and Littlejohn Commons Placed in Service Applications. I made a checklist for the Housing and Community Development Department to assign sections and check our progress as we completed the application. I created organizational folders, then gathered all the necessary documents for each section of the applications.

SECTION 1_PLACED IN SERVICE DATE, DOCUMENTATION, AND SITE CONTROL	4/11/2019 4:29 PM	File folder	
SECTION 2_TCAC APPLICATION AND UTILITY ALLOWANCE	4/16/2019 3:46 PM	File folder	
SECTION 3_ FINANCIALS, FORM B, LIMITED PARTNERSHIP	4/17/2019 1:51 PM	File folder	
SECTION 4_CERTIFICATIONS	2/28/2019 3:20 PM	File folder	
SECTION 5_ENERGY EFFICIENCY_SUSTAINABLE BUILDING METHODS	2/28/2019 3:20 PM	File folder	
SECTION 6_POINTS AND FINAL TIE BREAKER	2/28/2019 3:20 PM	File folder	
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0.2A - AHA Utility Allowance Certification Letter 2016-02 and HUD Form 52667 Utility S...	2/20/2019 11:43 AM	Adobe Acrobat D...	67 KB
0.2A - C Del Monte Senior Housing E-Application - for PIS (3)	4/17/2019 10:27 AM	Microsoft Excel 97...	3,538 KB
0.3A - Sherman & Buena Vista cost cert - FINAL	2/25/2019 1:56 PM	Adobe Acrobat D...	460 KB
0.3B - CEI Statement of Equity Investment	2/25/2019 1:53 PM	Adobe Acrobat D...	46 KB
0.3C - Deed of Trust AHA	2/25/2019 1:29 PM	Adobe Acrobat D...	1,092 KB
0.3C - Signed CCRC Promissory Note	2/25/2019 2:03 PM	Adobe Acrobat D...	282 KB
0.3E - Del Monte - A&R LPA	12/12/2018 3:44 PM	Adobe Acrobat D...	9,199 KB
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0.4B - Community Room	2/25/2019 9:11 AM	JPEG image	123 KB
0.4B - Littlejohn Commons Full view	2/25/2019 10:19 AM	JPEG image	182 KB
0.4B - Lobby	2/25/2019 9:10 AM	JPEG image	122 KB
0.4B - Outdoor Patio	2/25/2019 9:12 AM	JPEG image	189 KB
0.4B - Sideview 2	2/25/2019 9:13 AM	JPEG image	152 KB
0.4B - Sideview	2/25/2019 9:25 AM	JPEG image	205 KB
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Community Garden L3.1 from Del Monte Senior As Built FINAL	4/12/2019 9:17 AM	Adobe Acrobat D...	1,445 KB

Leadership Shadowing Competency

During my time at the Housing Authority of the City of Alameda, I had the opportunity to meet with most of the Housing Authority's staff. Below is a list of department directors and Housing and Community Development members that I have met with individually.

Vanessa Cooper: Executive Director

Kathleen Mertz: Director of Housing and Community Development

Tonya Schuler-Cummins: Senior Management Analyst

Lynette Jordan: Director of Housing Programs

Tony Weng: Senior Project Manager

Lisa Caldwell: Director of Property Management

Kara Korbel: Housing Programs Supervisor: HCV, Inspections, And Family Self-Sufficiency Program

Greg Kats: Rent Stabilization Program Director

Lisa Fitts: Housing and Community Development Management Analyst

Danielle Thoe: Housing and Community Development Management Analyst

Richard Yoshida: Housing and Community Development Project Manager

During my time at The City of Alameda Housing Authority, I attended the following meetings and events:

- Housing and Community Development Biweekly Departmental Meetings
- Monthly General Staff Meetings
- Biweekly Director Check in Meetings
- Brown Bag Biweekly Informational Sessions
- Operations Training at Littlejohn Commons
- Littlejohn Commons and Eagle Commons Deal Structure Overview Meeting
- Littlejohn Commons Construction Meeting
- Everett Commons Construction Meeting
- Independence Plaza Town Hall Meeting
- Contractor Meeting
- Punch list walkthrough of Mulberry Townhome and Everett Commons
- Littlejohn Commons Grand Opening
- North Housing Community Meetings
- A1 Application Meetings
- Rosefield Village Proforma Review
- Fair Housing Training
- Rosefield Village Design Development Meetings
- HOME Funding RFQ Workshop
- Debt Service Coverage Ratio and Stabilization Occupancy Overview
- Littlejohn Place in Service Check in
- Everett Commons Placed in Service Check in
- Architect Interviews for North Housing
- Construction Management
- CDBG/HOME NOFA Workshop
- Down Payment Assistance Workshop

Conclusion

I would like to once again thank Matt for giving me the opportunity to be a part of this amazing internship. Thank you, Peggy, for all of the kindness, support, and advice through my entire internship. Lastly, thank you Kathleen for being an amazing, kind and supportive teacher, thank you Vanessa for inviting me to meetings and always offering support and help, to the Housing and Community Development department for always including me on every project and making me feel a part of the team, and to all of AHA staff for being so kind and welcoming. Below are pictures of events and trainings I participated in during my BAHIP experience.

