

## Project Portfolio



Shiheng (Henry) Guan

Program Year: June 2018 – May 2019

Host Agency: Resources for Community Development (RCD)

## **Project Description**

- **Credit Union**

Resources for Community Development (RCD) plans to create 88 new affordable homes for low- and very low-income families and individuals at the corner of Ashby Avenue and Adeline Street. It will be a new mixed-use building with commercial spaces on the ground floor for the Berkeley-based nonprofit Healthy Black Families.



- **Coliseum Place**

Located across from the Coliseum BART Station, Coliseum Place will be a vibrant residential development with 59 new affordable family apartments. The building will include podium parking with five floors of residential units. A new sidewalk will replace the dirt roadside, creating safer pedestrian pathways to neighborhood amenities, including the park, schools, nearby bus stops, and BART. The one-, two-, and three-bedroom units will be affordable to individuals and families earning between 30 and 50 percent of the Area Median Income. Several units will be set aside for households with special needs, such as persons with HIV/AIDS or formerly homeless.



- **Fremont Islander**

RCD proposes to acquire the Islander Motel at 4103 Mowry Avenue in Fremont, to convert the property into much-needed affordable housing. Additionally, another new affordable multi-family development will be built on the vacant parcels adjacent to this property. Upon construction completion, this development will provide a total of 128 affordable rental studios, 1-bedrooms, 2-bedrooms, and 3-bedrooms units. Both buildings will include amenities such as community kitchen, spacious lobby, exercise room, laundry room, resident service and property management offices.



- **355 Sango Court**

Located near the new Milpitas BART Station, 355 Sango Court will be designed to enhance the newly extended neighborhood and will be built to high green standards. The building follows the city's plans to connect the currently dead-end street into neighboring streets providing direct access to BART, VTA light rail and future greenway and neighborhood park. This development will provide 102 new affordable family apartments, include studio, one-bedroom, two-bedroom, and three-bedroom apartments. It will also include an on-site property manager's office, a community room, a resident services' office, and outdoor courtyards for gathering and playing.



- **1313 Galindo**

The proposed affordable housing development at 1313-1321 Galindo Street will provide 62 new construction, affordable apartments for small families and households with special needs, including veterans and seniors, in an amenity and transit rich location. Its location at 1313 and 1321 Galindo Street is a central location near BART Concord Station and residents will have access to the amenities nearby including Downtown and Todos Santos Plaza. In addition, within a one-mile radius of the site, residents will be able to access an array of amenities including schools, parks, medical centers, retail, employment, grocery, and entertainment.



## **Community engagement**

- Community & Resident Meetings - Fremont Islander
  - Reserved meeting spaces
  - Updated FAQ(Frequently Asked Questions) for the project and affordable housing
  - Designed and sent meeting invitation cards to neighbors and residents (see a copy of the invite card on the next page)
  - Attended both meetings and took notes of feedback from attendees regarding the project and its design
- Newsletter – Fremont Islander
  - Designed the newsletter to be sent to residents and community members (see a copy of the newsletter on the next page)
- Community stakeholder meeting – Credit Union
  - Assisted PM with meeting arrangements and preparation
  - Attended the meeting and took notes of feedback given by the audience
  - Conducted further research to investigate questions raised by attendees



Please see below for a copy of invitation card for community meetings and FAQ

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Resources for Community Development invites residents of the Islander Motel to join us for a **Resident Meeting** to learn about our proposal to renovate the Islander Motel into Affordable Housing

RCD's mission is to create and preserve affordable housing for people with the fewest options, to build community and enrich lives. Since 1984, we have built more than 2,200 affordable apartments across Alameda, Contra Costa and Solano counties, providing housing to more than 4,000 families.

The renovation of will provide approximately 79 affordable studio, one-bedroom and two-bedroom apartments with on-site resident services at the Motel.

We also hope to build 49 new affordable units for families on the vacant land behind the motel. If our plans proceed, we hope that Construction might start in early 2020.

We will be hosting a **Resident Meeting** to hear from you . We welcome your feedback and will be there to answer questions about our proposal, design, timeline and relocation.



**Date:** WEDNESDAY, JULY 25th, 2018  
**Location:** Islander parking lot (near the car ports)  
**Time:** 6:30pm—7:30pm

***Your input is valuable &  
we look forward to meeting you!***

**Questions?**

Contact: Baker Lyon, RCD  
Phone: 510-841-4410 x331  
Email: [blyon@rcdhousing.org](mailto:blyon@rcdhousing.org)



# Islander Motel Revitalization

## Preserving and Enhancing Affordable Housing in the Bay Area

Resources for Community Development proposes to acquire the Islander Motel at 4103 Mowry Avenue in Fremont, to convert the property into much-needed affordable housing. In the near future, Islander Motel will be undergoing a transformation and substantial renovation to modernize and upgrade the existing structure and to construct a new affordable multi-family building on the vacant parcels immediately adjacent to this property, in an efficient use of urban infill development, prioritized for low-income residents.

### ***Who Is Resources for Community Development?***

Resources for Community Development's (RCD) mission is to create and preserve affordable housing for people with the fewest options, to build community and enrich lives. Founded by Berkeley community members in 1984, RCD has built a portfolio of over 2,200 completed affordable units and has nearly 350 additional affordable units in pre-development. RCD continues to grow geographically and now operates in communities throughout Alameda, Contra Costa and Solano counties. Over more than 30 years, RCD has grown from a Berkeley-based special needs housing developer to being named as one of the top 50 affordable housing developers in the country by Affordable Housing Finance magazine five times.



### ***Who Is The John Stewart Company/Property Manager?***

Each building will have an onsite property manager from the John Stewart Company (JSCo.). JSCo is an invaluable partner in managing all of RCD's properties. Founded in 1978, San Francisco-based JSCo is one of the leading property management companies in California and works with many Bay Area nonprofit, affordable housing developers, public agencies, and private sector clients. JSCo manages over 10,000 units in 120 projects throughout the state, including family rentals, condominiums, special needs/SRO units, cooperatives, and senior rentals. A highly professional and well-respected company, JSCo is committed to providing a secure, service-oriented, and well-maintained housing environment to the residents of the buildings it manages.

### ***What's being built at the Islander Motel?***

Phase I of the project will renovate the existing motel into an affordable housing development. The renovation will include the addition of a third story to the existing building, as well as an elevator, and a bridge to connect the two buildings at the 2nd and 3rd levels. All units will be upgraded to include kitchens, new windows, siding, insulation, wiring, plumbing and fixtures throughout the building. The building will include amenities such as onsite property management and resident services offices, community room, outdoor courtyard and laundry. Phase I will result in a total of 79 affordable rental studios, 1-bedrooms and 2-bedrooms units.

Phase II will construct a new 4-story building on the two vacant parcels behind the motel. This will provide 49 affordable 1-bedroom, 2-bedroom and 3-bedroom units serving low-income families. This building will include amenities such as community kitchen, spacious lobby, exercise room, laundry room, resident service and property management offices.

### ***What about parking Spaces?***

The new construction will provide 42 new parking spaces on-site, with additional 50 spaces at the original Islander Motel, resulting in 92 parking spaces total. This development also has secure bike storage in each building and is conveniently located within Fremont's urban core, making BART and bus routes 99 & 200 within walking distance of the Islander Motel.

### ***How will the application process work? How much will rent be?***

Applications to live at the proposed development will be available on RCD's website six-months before construction is complete. All eligible applicants will be entered into a lottery to form the waitlist. From this list, applicants will be interviewed,

income verified, and complete background and credit check screening. The table below shows example rents, subject to change:

Unit Size	Monthly Rent	Maximum Income
Studio	\$407 – \$1,221	\$55,800
1-Bedroom	\$436 - \$1,308	\$62,760
2-Bedroom	\$523 - \$1,569	\$75,300
3-Bedroom	\$1,510 - \$1,812	\$86,460

***How do you ensure you lease to stable residents? What services are provided?***

Property management performs background checks, calls references, and conducts family interviews for all potential residents. Applicants with a negative credit rating, criminal background or any other grounds for denial will receive a denial letter. Through operations, RCD and JSCo work together so that housing and services are tailored to meet the needs of the resident population.

Each building will have a staffed resident services office to assist residents. The goal of RCD's resident services program is to assist residents in maintaining and enhancing self-sufficiency within a caring community. On-site resident services will be offered to assist residents in obtaining access to local social services, organizing community meetings and events, and providing classes on topics, such as financial literacy, resume writing, and nutrition. In addition to providing direct services, RCD's Resident Services Department has productive working relationships with local community-based partners in fulfilling the program's goals.

***How do you ensure quality building maintenance over the long term?***

RCD does not just develop properties; we own them for the long-term. We have a vested interest in ensuring the social, physical, and financial aspects of our properties remain sound for many years. RCD's Asset Management team oversees the day-to-day property management at all of our sites by the John Stewart Company. RCD's long-standing partnership with JSCo has resulted in high standards in management, operations, and coordination with the services providers. Each building will include an onsite property manager and maintenance staff.

***When will construction start?***

RCD is still in the predevelopment and financing stages. Current target for construction groundbreaking will be March 2020. Prior to the start of construction, RCD will continue to advance the design, secure planning approvals, assemble financing, and apply for permits. Construction will take approximately 16 months.

***Who will oversee construction? Will local workers be hired?***

RCD will hire a General Contractor to build the property and oversee the construction progress. RCD and the Contractor will follow City of Fremont and Alameda County guidelines to recruit small and minority-owned businesses for labor contracts and to pay prevailing wages.

***How will this benefit the neighborhood?***

Housing affordability and homelessness are increasing challenges in the City of Fremont. The City has a median rent of \$3,400 and an average home price of \$1.19 million. This lack of affordability impacts small businesses, city employees, young families, seniors and the disabled. Renovation of the Motel will create an inclusive neighborhood, providing quality homes in close proximity to the Fremont HUB and downtown employment, and improve the aging motel property. Transfer to nonprofit ownership provides stable housing with on-site services to low-income residents, reducing the likelihood of neighborhood crime and displacement.

***Who should I contact with questions?***

During predevelopment, questions should be directed to RCD:

Baker Lyon, Project Manager  
(510) 841-4410 x 331 or [blyon@rcdhousing.org](mailto:blyon@rcdhousing.org)

## **Policy and advocacy**

In December, RCD completed a facilitated six-month Diversity, Equity, and Inclusion (DEI) process. Through this process, RCD's staff and Board affirmed that equity, inclusion, and justice are critical values for our organization, and that they will explicitly inform RCD's strategy, planning, and practices as we continue to grow and meet our mission to create and preserve affordable housing, to build communities and enrich lives.

RCD's initial DEI process consisted of a series of educational workshops focusing on inclusion, race and equity. We learned about structural racism, examined our personal cultural competencies, and focused on RCD as an organization, looking at our current situation and how we can change and improve in the DEI arena. From gender to race to ability to sexuality, we started to define our vision for an organization that is proactive about creating an equitable, inclusive workplace.

We conducted a visioning and planning process in work groups to research, brainstorm, and suggest potential DEI activities and efforts that RCD could undertake over the next 1 to 3 years. These range from learning opportunities and changes to RCD's workplace culture to potential changes in our employment, contracting, governance, and other practices to increase equity, inclusion, and diversity at RCD.

I Participated in DEI (Diversity, Equity and Inclusion) group to improve RCD internal policies on hiring, retention and promotion. Since we wrapped up the DEI process in December 2018, RCD has created two staff committees to work with the Board and Management team to guide our work on DEI effort. I will be part of the Leadership and Planning Committee, which is responsible for writing RCD's DEI Work Plan and providing staff leadership to execute towards the Plan's goals.

## **Funding application**

Please see below for the list of funding applications I've assisted with:

- HOME Investment Partnerships Program – Sango Court
- National Housing Trust Fund – Coliseum Place
- Supportive Housing Multifamily Housing Program – Quetzal Garden
- City of Berkeley Predevelopment Application – Credit Union
- Joint 4% Tax Credit & CDLAC Application – Coliseum Place
- Alameda County Measure A1 Application – Fremont Islander
- Affordable Housing Program – Sango Court
- Enterprise grant report – Credit Union
- City of Milpitas CDBG Funds Report – Sango Court



### **Trainings and workshops**

Please see below for the list of trainings and workshops I've attended:

- Monthly BAHIP Trainings
- BAHIP Summer Retreat + Training @ UC Davis
- Monthly RCD Development Team meetings/trainings
- NPH Conference
- Housing California Conference
- RCD's DEI (Diversity, Equity and Inclusion) Workshops

### **Other Activities**

Please see below for the list of activities I've completed:

- Reviewed and revised MHP Service Plan
- Meet with city officials to discuss project milestones and entitlement process
- Prepare Request for Proposals (RFP/Q), Vendor Selection and Negotiation
  - RFP to recruit broker to sell two vacant lots behind a new construction development
  - Phase I & II consultants
  - NEPA & CEQA consultants
  - Landscape architect
  - Joint trench consultant
  - Electrical
  - Structural
  - Civil engineering
  - Architect
  - General Contractors
  - Trash Management consultant
  - Surveyors
- Worked with attorney to finalize GC contract templates and architectural contracts
- Prepared resolutions for property acquisition and L.P. formation
- Finalized RCD internal AIA GC contract templates and architectural contract templates
- RCD's Housing Development Team
  - Drafted, reviewed and finalize internal project summary form
  - Worked with IT team to explore options to develop internal database
  - Created budget comparison sheet to evaluate and analyze the trends of development costs
  - Updated vendor database regularly
  - Prepared draw requests and reimbursement for different projects