Citywide Affordable Housing Loan Committee
San Francisco Mayor’s Office of Housing and Community Development
Department of Homelessness and Supportive Housing
Office of Community Investment and Infrastructure
San Francisco Housing Authority
Controller’s Office of Public Finance

Plaza East
$2,698,000
Emergency Repairs Loan

Evaluation of Request for: Funding
Loan Committee Date: April 16, 2021
Prepared By: Sarah Nusser and Lydia Ely
Source of Funds Recommended: Low and Moderate Income Housing Asset Fund (LMIHAF)
NOFA/PROGRAM/RFP: Public Housing Revitalization
Total Previous City Funds Committed: $0

Applicant/Sponsor Name: McCormack Baron Salazar (MBS)
EXECUTIVE SUMMARY

Sponsor Information:

Project Name: Plaza East
Sponsor(s): MBS
Project Address (w/ cross St): 1300 Buchanan @ Eddy St. San Francisco, CA 94115
Ultimate Borrower Entity: Plaza East Associates, L.P.

Project Summary:

Plaza East, a 193-unit HOPE VI public housing site built in 2000, serves very low-income families in the public housing program. The project improvements are co-owned and managed by McCormack, Baron, Salazar (MBS). Currently, the San Francisco Housing Authority (SFHA), the City’s Office of Economic and Workforce Development (OEWD), and the Mayor’s Office of Housing and Community Development (MOHCD) are in the preliminary stages of identifying, with MBS, a much-needed path forward to revitalize the property, which may include substantial rehabilitation and/or increased density. In the meantime, MBS requests $2.5M in funding from MOHCD to make targeted repairs that address immediate conditions at the site, including to sewer laterals, street lighting, and inside units, including fire alarm device upgrades. The repair project is expected to take one year to complete. MBS also requests an additional $198,000 in funding from MOHCD to support a services program onsite for a year, for a total funding request of $2.698M. This MOHCD funding will be repaid by MBS, with interest, from the proceeds of the future revitalization project construction closing.

Project Description:

Construction Type: Wood frame on slab  Project Type: Deferred Maintenance
Number of Stories: 2 and 3 story buildings Lot Size (acres and sf): 3.6 acres
Number of Units: 193 Architect: N/A
Total Residential Area: 205,343 GSF General Contractor: FineLine Construction
Total Commercial Area: 0 Property Manager: McCormack Baron Management, Inc.
Total Building Area: 205,343 GSF Supervisor and District: Dean Preston (District 5)
Land Owner: San Francisco Housing Authority
Total Development Cost (TDC): $2,858,000 Total Acquisition Cost: N/A
TDC/unit: $14,808 TDC less land cost/unit: N/A
Loan Amount Requested: $2,698,000 Request Amount / unit: $13,979
HOME Funds? No
PRINCIPAL DEVELOPMENT ISSUES

- Plaza East is in very poor condition. Preliminary exploration of revitalization options, by MBS, SFHA, OEWD, and MOHCD is underway. Any revitalization of Plaza East will result in the conversion of the public housing subsidy to the Housing Choice Voucher (HCV or Section 8) program, which aligns with SFHA’s goals to move all public housing units to HCV.

- The requested MOHCD Loan is proposed to be repaid by MBS from the proceeds of the Plaza East revitalization program’s construction closing. However, the details on what that program will be and when it will commence are not known. Without more certainty on what this program will look like, MOHCD risks not being repaid. See Section 6.3 for more information.

- Until the revitalization program is finalized, the current financial and operating structure of Plaza East will continue to result in inadequate resources for Plaza East. Furthermore, the management of the property is expected to transition to John Stewart Company (JSCo) in May (Plaza East will be the last of San Francisco’s properties managed by McCormack Baron Management Co. to make this transition). While JSCo’s presence on site should be a stabilizing one, JSCo will need to earn a management fee, further dwindling the property’s operating sources to address unit turn-over and unexpected repairs. The general lack of resources at Plaza East, and uncertainty around the commencement of the revitalization program, could result in unmet needs at the site and the erosion of resident trust in the affordable housing ecosystem and future revitalization program. See Section 1.1 for more information.

- Services are proposed to be funded by MOHCD for one year, which will help support the one-year emergency repairs project and residents during the process, in particular regarding communications, translation, and relocation. Thereafter, there are no known identified sources to support services staff onsite. See Section 7 for more information.
1. BACKGROUND

1.1. Project History Leading to This Request.

Although built only 21 years ago, Plaza East, like many other public housing and HOPE VI sites, was not well structured to ensure long-term financial feasibility. As a result, Housing Authority properties across the country are being repositioned out of public housing and into project-based voucher and mixed-income developments. Currently, MBS and SFHA have almost entirely drawn down all project reserves to assist with operational needs, and the property has operated with negative Net Operating Income (NOI) for the last four and a half (4.5) years. As a result, site security has been unfunded or underfunded and the maintenance program has become reactive instead of preventative. MBS is requesting funds from MOHCD to address the immediate conditions at the site.

1.2. Borrower/Grantee Profile. (See Attachment B for Borrower Org Chart; See Attachment C for Developer Resumes)

The project owner, Plaza East Associates, L.P., will be the borrower of the MOHCD emergency repairs loan. The Development (ie. Administrative) General Partner of the LP is MBA Urban Development Company, whose sole member is MBA Properties, Inc., a corporate holding company. The co-General Partner and Limited Partner is Plaza East Housing Corporation, an SFHA-affiliated organization. The original equity partner has already exited the LP.
The emergency repairs project will be managed by Pauline Ul, Vice President (MBS), and Geoff Lowe, Director of Engineering and Procurement (MBS). Pauline will be overall project manager, working with services, property management staff, and residents to ensure progress of the overall work, including managing the relocation process. Jerry Johnson, Assistant Project Manager (MBS), will support Pauline. Geoff will oversee the construction work, working directly with the General Contractor. Additionally, Claudia Brodie will provide support as Senior Vice President.

2. SITE (See Attachment D for Site Map with Amenities)

<table>
<thead>
<tr>
<th>Site Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Zoning:</strong></td>
</tr>
<tr>
<td>Maximum units allowed by current zoning (N/A if rehab):</td>
</tr>
<tr>
<td>Number of units added or removed (rehab only, if applicable):</td>
</tr>
<tr>
<td>Seismic (if applicable):</td>
</tr>
<tr>
<td>Soil type:</td>
</tr>
<tr>
<td>Environmental Review:</td>
</tr>
<tr>
<td>Adjacent uses (North):</td>
</tr>
<tr>
<td>Adjacent uses (South):</td>
</tr>
<tr>
<td>Adjacent uses (East):</td>
</tr>
<tr>
<td>Adjacent uses (West):</td>
</tr>
<tr>
<td>Neighborhood Amenities within 0.5 miles:</td>
</tr>
<tr>
<td>Public Transportation within 0.5 miles:</td>
</tr>
<tr>
<td>Article 34:</td>
</tr>
<tr>
<td>Article 38:</td>
</tr>
<tr>
<td>Accessibility:</td>
</tr>
<tr>
<td>Green Building:</td>
</tr>
<tr>
<td>Recycled Water:</td>
</tr>
</tbody>
</table>
2.1. **Zoning.** N/A

2.2. **Probable Maximum Loss.** N/A

2.3. **Local/Federal Environmental Review.** N/A

2.4. **Environmental Issues.** No known environmental issues related to the repair scope of work.

2.5. **Adjacent uses and neighborhood amenities.** Park, school and retail appropriate for current population.

3. **ENTITLEMENTS ISSUES**

Community Support. Upon approval of this request, MBS, JSCo, and FRH (services provider), in collaboration with MOHCD’s Director of Resident Services, Helen Hale, will begin meeting with each resident household to discuss the scope of work in their unit and proposed relocation plans, if required. The relocation team will start with the residents of building 8, who need to relocate for 12 days in order for electrical meter work to take place in the building. Per the construction schedule in Attachment A, the project team will have about six weeks to meet with as many households as possible (while mobilization and the building 8 repair work takes place) and will do so in the order of each household’s phase on the schedule. After the building 8 repair work is complete, repair work will start in the next phase of units and the relocation team will continue to meet with any households that haven’t been reached while the overall repair project takes place. The project team will remain flexible in terms of re-orienting the schedule based on households’ relocation needs and any discovered schedule efficiencies. The team will be mindful of managing resident expectations, as the scope of the repairs is limited, while also supporting residents’ needs to feel safe during the repair, and potential relocation, process. Additionally, the relocation team will circle back with households as their phase approaches to ensure they are prepared for the repair work process. In parallel, the services team will provide additional support for residents, including COVID-safe community building, one-on-one resident support of life goals, and referrals to requested support services. For more information on the services plan, see Section 7.

4. **DEVELOPMENT PLAN**

4.1. **Site Control.** The LP owns the improvements and has a long-term Ground Lease with the San Francisco Housing Authority.

4.1.1. **Proposed Property Ownership Structure.** N/A

4.2. **Proposed Design.** N/A

4.3. **Proposed Rehab Scope.** MBS developed the scope of work based on FineLine’s February/March 2021 inspection of every unit except for 20 units that refused
entry to inspectors. Total hard costs come to $2.47M, including $222,500 in General Contractor overhead and profit (or 15%, when excluding $336,500 of hard costs which will be performed directly by a fire alarm contractor) and $48,000 in General Conditions to coordinate the fire alarm upgrade work. It also includes a 18.5% contingency. The proposed scope focuses on life/safety repairs and replacement of dilapidated in-unit fixtures and appliances. The budget includes the cost of the three permits required for the project – sewer, fire, and electrical panel replacement. The scope of work includes:

- Fire alarm device upgrade in every unit
- Street lighting improvements
- Repair of sewer laterals
- Replacement of electrical panel in building 8
- Repair or replacement of dilapidated in-unit items, such as flooring, appliances, windows, wall heaters, and entry railings
- Repair of 20 vacant units – 11 of which will be used for onsite hotel units, to be used for relocation during the renovation, and 9 of which will be immediately leased up
- Repair allowance for 20 no entry units

Most of the work will be performed by FineLine, with subcontractors being used as needed, for example, for the electrical work. The entire project is scheduled to take one year to complete, as MBS and FineLine will typically focus on two units at a time (with the exception of working on all 12 units in building 8 at the same time). FineLine hopes to find additional schedule efficiencies after MBS meets with each household and the repair work commences. The repair work for each unit will last from one day to one week (with the exception of building 8, which will necessitate a 12-day relocation of all tenants), depending on the scope.

The budget includes Personal Protective Equipment for all onsite construction workers, and FineLine will employ best practices from the Department of Public Health’s Construction Site Safety Protocols, including maximizing circulation in units while repair work is underway. Surfaces in rooms where repair work has been conducted will be fully cleaned before residents re-occupy the unit.

Please see Attachment F for the full scope of work and Section 4.9 for more information on relocation.

4.4. Construction Representative’s Evaluation. The Plaza East Emergency Repairs project is designed to address significant deferred maintenance and life safety issues on 193 units. 172 units have been inspected to develop the scope of work budget. 20 units have not been inspected and the budget is based on assumptions of repairs observed in the 172 inspected units. In addition to interior repairs of the residential units, the project also includes repairs to HVAC in the laundry rooms and replacement of washers and dryers. Exterior repairs are limited to the sewer laterals, cleaning of gutters and exterior lighting improvements. The budget includes allowances for on-site and off-site relocation expenses, furniture rental and unit cleaning. The work is scheduled to commence on May 2021 with a target completion date of May 2022.
There are several concerns about the current project targets. The contractor is proposing working on just 2 units at a time on the majority of units. Most units have a 2-to-4-day completion target. Vacant units with known extensive work have a 15-day completion target. The 2 units at a time pace over a total project duration of 12 months seems generous. The contractor should explore increasing this pace to reduce the project duration. The project’s construction contingency is 18.5%, and while this is a more comfortable allocation than originally budgeted, the pace of completion, duration of the project and unknown condition of 20 units still presents notable budget risks. The City’s Department of Technology has provided an assessment of the requirements to provide high speed internet access to each resident however, the project budget cannot accommodate the scope of work. While this is not a livability or life safety issue it does present an equity issue related to parity with high speed internet access at other public housing/RAD rehabilitations. Providing new high speed internet through the future revitalization project will be a priority. The primary recommendation is that the contractor make diligent efforts to tighten the pace of completion of units per day to reduce the overall duration of the project. This an important project that addresses immediate livability and life safety issues and should move forward as proposed in light of the aforementioned concerns.

Although this project is focused on emergency repairs, the MOHCD Construction Representative will be closely monitoring the project, approving final scopes of work, and reviewing and approving draw requests.

4.5. Commercial Space, N/A

4.6. Service Space. Resident services have never been funded at Plaza East, and thus there is not an existing space for services at the site. There is an existing community room. MBS and FRH will work with MOHCD to identify new office space for services staff at the site, which all parties have experience doing at other public housing and RAD projects.

4.7. Target Population. Plaza East provides affordable housing for families through the Public Housing Program, and there will be no change in target population as a result of the emergency repairs project.

4.8. Marketing & Occupancy Preferences. All tenant households interested in living at Plaza East are referred to MBS by SFHA from SFHA’s public housing waitlist. The waitlist is governed by SFHA’s Admissions and Continued Occupancy Policy (ACOP).

4.9. Relocation. Relocation, which will be very short term, when necessary, will be managed by Pauline Ul and Jerry Johnson, in coordination with property management, services, and MOHCD’s Helen Hale. As discussed above, the repair work for each unit will last anywhere from one day to one week (with the exception of building 8). A benefit of working on just two units at a time (with the exception of building 8) is that concurrent relocation needs will be minimized as will COVID transmission risks. For units that need minimal work that can be completed in one to two days with little disruption, MBS will set up “comfort day stays” at the Plaza East community room and potentially other community
rooms near the property. These rooms will provide households safe places to relax, as well as high speed internet access to do distance learning. MBS will work with MOHCD to ensure these rooms meet San Francisco’s Department of Public Health COVID mitigation best practices. For the estimated 112 units that need multi-day and/or more disruptive repair, MBS will offer households onsite “hotel” units (i.e. the fully repaired and furnished vacant units). If households do not feel safe relocating onsite, MBS will work with the household to find a creative solution, including potentially relocating off-site. The relocation budget is $157,700, including a 18.5% contingency, which is appropriate given some of the uncertainties surrounding families’ relocation needs and the status of the no entry units. The relocation budget assumes:

- Furniture rental for 11 onsite hotel units and 2 community spaces
- Unit cleaning upon turnover of onsite hotel units and community spaces, in compliance with Department of Public Health best practices
- A fifteen-day offsite relocation stay for two households
- Allowance for moving necessary belongings to relocation units, and/or storage spaces, and back

MBS and JSCo have recent (and ongoing), in-depth experience implementing relocation efforts at other public housing developments, in partnership with MOHCD, and will utilize lessons learned from those experiences. See Section 3.1 for more information on the resident engagement process.

5. DEVELOPMENT TEAM –

<table>
<thead>
<tr>
<th>Consultant Type</th>
<th>Name</th>
<th>SBE/LBE</th>
<th>Outstanding Procurement Issues</th>
</tr>
</thead>
<tbody>
<tr>
<td>Architect</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Landscape Architect</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>General Contractor</td>
<td>FineLine Construction</td>
<td>Y</td>
<td>N</td>
</tr>
<tr>
<td>Fire Alarm Device Contractor</td>
<td>Crime Watch Security Systems, Inc.</td>
<td>Y</td>
<td>N</td>
</tr>
<tr>
<td>Services Provider</td>
<td>FRH Consulting</td>
<td>Y</td>
<td>N</td>
</tr>
</tbody>
</table>

5.1. Outstanding Procurement Issues. None. The City Compliance and Monitoring Division (CMD) has granted MBS a Request for Modification of Procurement Process, which will allow MBS to start the repair work, using FineLine as the General Contractor, immediately after Loan Committee approval and execution of Loan Documents. FineLine has recent experience conducting repair work and unit inspections at this site. CMD granted this request on account of the emergency nature of this funding request. CMD established a 20% LBE participation goal for FineLine for any needed subcontractors.

6. FINANCING PLAN (See Attachment E for Sources and Uses)
6.1. Prior MOHCD/OCII Funding (this project and historical for the project): N/A.

6.2. Disbursement Status. This project has not incurred any costs to date. However, MOHCD is working with MBS and FRH to execute the services contract as soon as possible in order to begin this important body of work at the site. Therefore, Loan Committee approves payment of project costs with the requested MOHCD funding as of April 1, 2021.

6.3. Project Sources Evaluation Narrative: The emergency repairs project has two proposed funding sources:

- SFHA loan - $160,000: This source has been committed by SFHA to ensure that the project contingency is sufficient for a repair/rehab project. This loan will be repaid in full, including accrued 3% simple interest, at its maturity date, most likely from construction closing sources for the larger revitalization project. This funding source will come into the project last, and will only be disbursed if the project needs it and upon SFHA Board approval.

- MOHCD loan - $2,698,000: This source consists of $2.5M in repair work, and the very short-term relocation necessary to conduct the repair work, and $198,000 in funding for services. This loan will be repaid in full, including accrued 3% simple interest, at its maturity date. It is expected to be repaid from construction closing sources from the larger revitalization project. Because affordability is already secured by existing HUD regulatory restrictions on the project, and because HUD will not typically subordinate its restrictions to the City’s, the City will not record affordability restrictions for this loan through a Declaration of Restrictions.

- The emergency repair project expenses will be structured as a non-eligible basis use in the revitalization project’s Phase I pro forma.

6.3.1. Project Uses Evaluation:

<table>
<thead>
<tr>
<th>Development Budget</th>
<th>Meets Standard? (Y/N)</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Hard Cost per unit are within standards</strong></td>
<td>N/A</td>
<td>Construction costs come to $11,985/unit include GC overhead and profit, general conditions, and a 18.5% contingency. This is reasonable given the emergency nature of the work.</td>
</tr>
<tr>
<td><strong>Construction Hard Cost Contingency is at least 5% (new construction) or 15% (rehab)</strong></td>
<td>Y</td>
<td>Hard Cost Contingency is 18.5%, which is appropriate given the small project size and the fact that 20 units were not inspected.</td>
</tr>
<tr>
<td><strong>Architecture and Engineering Fees are within standards</strong></td>
<td>N/A</td>
<td>There are no architecture fees proposed.</td>
</tr>
</tbody>
</table>
### Construction Management Fees
- **Status**: Within standards
- **Remark**: There are no construction management fees proposed.

### Developer Fee
- **Status**: Within standards, see also disbursement chart below
- **Remark**: There is no developer fee proposed.

### Soft Cost Contingency
- **Status**: 10% per standards
- **Remark**: All costs that are not hard costs are associated with relocation. The relocation contingency is 18.5%, which is appropriate given the complexity of implementing a relocation plan and the aforementioned uncertainties regarding relocation needs.

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### 7. SUPPORT SERVICES

#### 7.1. Services Plan
This request for MOHCD funding will bring supportive services to the site for the first time, a best practice established by the HOPE SF and RAD initiatives. FRH Consulting (FRH) will be the services provider at Plaza East. FRH has deep roots in the neighborhood and staff are already familiar with the site and many of its residents. This funding request will bring services support to the site for the first time in its history. FRH will dedicate 2 FTE services staff to carry out the activities in the chart below. This plan and budget will be codified in a services contract between MBS and MOHCD, which must be executed before these funds can be disbursed. MOHCD’s Helen Hale will be closely involved in the implementation of the services program at Plaza East.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Description</th>
<th>Annual Unique Client Output per activity (at minimum)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Connection</td>
<td>One-on-one connection for residents, including assessment, collaborative goal planning; referrals include back rent assistance, support for unit repairs.</td>
<td>50 households</td>
</tr>
<tr>
<td>Housing Retention</td>
<td>Weekly Meetings with property management focused on support and housing stability of all households</td>
<td>52 meetings / 193 Households</td>
</tr>
<tr>
<td>Meetings</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Building</td>
<td>Activities to engage households such as Holiday events, themed activities, games, clean up days</td>
<td>24 activities /100 households</td>
</tr>
<tr>
<td>Community Meetings</td>
<td>Educational meeting developed with community partners related to unit repairs and community change</td>
<td>12 meetings /50 households</td>
</tr>
</tbody>
</table>
7.2. Services Budget. The budget for one year of resident services expenses at Plaza East is detailed in the chart below. This request funds resident services for one year.

<table>
<thead>
<tr>
<th>Title (salary &amp; Benefits)</th>
<th>FTE</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Connector</td>
<td>1.0</td>
<td>$80,000</td>
</tr>
<tr>
<td>Service Connector</td>
<td>1.0</td>
<td>$80,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other Expenses</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Supplies</td>
<td>$15,000</td>
</tr>
<tr>
<td>Office Supplies/ Phone</td>
<td>$6,000</td>
</tr>
<tr>
<td>Parking/ Transportation</td>
<td>$2,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Indirect</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Expenses</td>
<td>$15,000</td>
</tr>
</tbody>
</table>

Total: $198,000

8. STAFF RECOMMENDATIONS
8.1. Proposed Loan/Grant Terms

**Financial Description of Proposed Loan**

| Loan Amount:                | $2,698,000 |
| Loan Term:                 | 3 years, with an extension up to 5 years if Borrower can demonstrate meaningful progress towards revitalization project construction closing as determined by the MOHCD Director |
| Loan Maturity Date:        | 2024, or 2026 if needed and Borrower can demonstrate meaningful progress towards revitalization project construction closing as determined by the MOHCD Director |
8.2. Recommended loan conditions

- Sponsor must enter into a services contract with MOHCD for the disbursement of $198,000 in funding for resident services.
- Sponsor must work with the MOHCD Construction Representative and Director of Resident Services to increase the pace of the emergency repair work and decrease the overall duration of the emergency repair project.
- Sponsor must work with the MOHCD Construction Representative to get approval for the final Scope of Work in each unit (or each external area of the property) before the work commences. Sponsor must also submit before- and after- photographs of each unit (or each external area of the property) along with each Draw Request in order to receive reimbursement for that scope of work.
- Sponsor must submit a monthly report for the duration of the emergency repairs project to the MOHCD Project Manager, Construction Representative, and the Director of Resident Services in the form of the RAD Monthly Report.

9. LOAN COMMITTEE MODIFICATIONS
LOAN COMMITTEE RECOMMENDATION

Approval indicates approval with modifications, when so determined by the Committee.

[ ] APPROVE.  [ ] DISAPPROVE.  [ ] TAKE NO ACTION.

________________________________________
Date: ___________________
Eric D. Shaw, Director
Mayor’s Office of Housing

[ ] APPROVE.  [ ] DISAPPROVE.  [ ] TAKE NO ACTION.

________________________________________
Date: ___________________
Salvador Menjivar, Director of Housing
Department of Homelessness and Supportive Housing

[ ] APPROVE.  [ ] DISAPPROVE.  [ ] TAKE NO ACTION.

________________________________________
Date: ___________________
Sally Oerth, Acting Executive Director
Office of Community Investment and Infrastructure

[ ] APPROVE.  [ ] DISAPPROVE.  [ ] TAKE NO ACTION.

________________________________________
Date: ___________________
Anna Van Degna, Director
Controller’s Office of Public Finance

[ ] APPROVE.  [ ] DISAPPROVE.  [ ] TAKE NO ACTION.

________________________________________
Date: ___________________
Tonia Lediju, Acting Executive Director
Housing Authority of the City and County of San Francisco

Attachments:  A. Construction Schedule
B. Borrower Org Chart
C. Developer Resumes
D. Site Map with Amenities
E. Sources and Uses
F. Project Scope of Work
I approve

Eric D. Shaw
Director

Mayor's Office of Housing and Community Development
City and County of San Francisco
1 South Van Ness Avenue, 5th Floor
Hi Rosanna,

On behalf of Salvador Menjivar, I am voting YES to the Plaza East proposal.

In partnership,

Alan

---

Alan Guttirez (he/him)
Housing Subsidy Team Manager
San Francisco Department of Homelessness and Supportive Housing
alan.guttirez@sfgov.org | #: 415.933.0586

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I approve the funding request for repairs at Plaza East, as presented at the 4.16.21 Loan Committee.
approved

Anna Van Degna  
Director, Controller’s Office of Public Finance  
City & County of San Francisco  
1 Dr. Carlton B. Goodlett Place  
City Hall, Room 336  
San Francisco, CA 94102  
Phone: (415) 554-5956  
Email: anna.vandegna@sfgov.org
Chavez, Rosanna (MYR)

From: Tonia Lediju, PhD <ledijut@SFHA.ORG>
Sent: Friday, April 16, 2021 11:42 AM
To: Chavez, Rosanna (MYR)
Cc: Shaw, Eric (MYR)
Subject: Approve both loan requests for Plaza East Emergency Repairs and Sunnydale 1A3Block/3AB

Rosanna

Thank you for all of your support.

Respectfully,

Tonia Lediju, PhD
Chief Executive Officer
Housing Authority of the City & County of San Francisco
(650) 356-8401
(415) 619-1936

Clear is kind. Unclear is unkind -- Brene' Brown, PhD
Dear Loan Committee, MOHCD staff and community partners,

Attached are the agenda and materials for this week’s meeting, which will be held Friday, April 16, 2021 at 11:15 am via Microsoft Teams.

You can join via the link or the phone number below. Within Teams you will have the option to mute your microphone and hide your video. If this will be your first time using Teams, please sign into the meeting a few minutes early.

**Join Microsoft Teams Meeting**

+1 415-906-4659 United States, San Francisco (Toll)

Conference ID: 515 148 769#

Thank you,

Rosie Chavez

Assistant Housing Loan Administrator
Mayor’s Office of Housing and Community Development
1 South Van Ness, 5th Floor, San Francisco, CA 94103
Attachment A: Construction Schedule

See attached.
<table>
<thead>
<tr>
<th>ID</th>
<th>Task Name</th>
<th>Duration</th>
<th>Start</th>
<th>Finish</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>NTP measure up for long lead items to get started.</td>
<td>1 day</td>
<td>Mon 5/3/21</td>
<td>Mon 5/3/21</td>
</tr>
<tr>
<td>2</td>
<td>Cabinets and Windows</td>
<td>3 days</td>
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Project: Plaza East maintenance  
Date: Wed 3/17/21  
Prepared by: FineLine Construction  
Page 5
Attachment B: Borrower Org Chart
Attachment C: Developer Resumes

See attached.
Pauline S. Ul
Vice President

EXPERIENCE
McCormack Baron Salazar
Vice President
2020–Present
Project Manager
2016–2020

EDUCATION
University of California, Santa Cruz
Bachelor of Arts, Sociology

BOARDS AND AFFILIATIONS
Devata Giving Circle
Executive Council
2010–Present

Brooklyn Borough President’s Office Housing Task Force
Board Secretary
2009–2010

Manhattan Borough President’s Office Housing Task Force
Member
2008–2009

Pauline Ul leads the development of mixed-income and mixed-use projects, leveraging and securing project financing and coordinating the efforts of public and private partners. Ms. Ul’s current projects include the Alice Griffith Choice Neighborhood transformation and the Bernal Dwellings rehabilitation in San Francisco, CA. Alice Griffith is a multi-phase, mixed-finance redevelopment that aims to transform a previously isolated and deteriorated public housing site into a sustainable, vibrant, and connected mixed-income community for families and seniors. Bernal Dwellings is a substantial rehab of a 160-unit public housing development located in the Mission neighborhood. Once completed, Bernal Dwellings will have an upgraded community spaces, improved site work, and newly designed apartment units.

As a project manager, Ms. Ul is responsible for all aspects of the development process, from predevelopment and site acquisition through to permanent loan conversion and turnover to operations. She leads a multi-disciplinary team of finance, design, construction and legal professionals, external partners, and community stakeholders, and she works to leverage public, private and philanthropic resources to bring transformative projects to fruition. Ms. Ul has special experience in community engagement and stakeholder management and in negotiating community benefit packages.

Prior to joining McCormack Baron Salazar, Ms. Ul worked for a non-profit development and management firm specializing in affordable communities for seniors. Her affordable housing career encompasses experience in housing programs, policy, and development in both the public and private sectors. In addition to her housing work, Ms. Ul is passionate about philanthropy and community development. She serves on the Executive Council of the Devata Giving Circle and is a former member of the Brooklyn Borough President’s Office Housing Task Force supporting the Mitchell-Lama Housing Coalition. Ms. Ul has a Bachelor of Arts in Sociology from the University of California, Santa Cruz.
Professional engineer with 25+ years’ experience managing the planning, design, construction and maintenance of multimillion dollar development and capital improvement projects. Well-rounded detail-oriented professional with experience in mixed-finance development of multifamily rental communities, mixed-use buildings, senior living properties, community facilities and related public infrastructure. Experience with managing annual capital budgets, strategic planning for capital improvements, HUD REAC site inspections, property condition assessments, construction plan and contract document review for both new construction projects and comprehensive rehab/reconfiguration of existing buildings and environmental site assessments. Key member of senior management team responsible for transformation of a federally funded organization from “troubled” to “high-performer” designation, making it eligible to receive a higher allocation of capital funds. Key strengths include:

- PERSONNEL MANAGEMENT
- PROJECT MANAGEMENT
- STRATEGIC PLANNING
- BUDGET MANAGEMENT
- QUALITY IMPROVEMENT
- REGULATORY COMPLIANCE

PROFESSIONAL EXPERIENCE and ACCOMPLISHMENTS

Multi-Family Housing

- *McCormack Baron Management, Inc, St. Louis, MO* 2015-Present
  
  Director of Engineering and Procurement

- *St. Louis Housing Authority, St. Louis, MO* 2000-2015
  
  VP / Director of Development 2004-2015
  Modernization Manager 2000-2004
  Project Manager 2000

PERSONNEL MANAGEMENT

- Effectively lead team of professional staff responsible for project planning, budgeting, procurement, contracting, and construction contract administration of development of mixed-finance affordable housing properties and related commercial and community facilities.
- Conducted regular team meetings and periodic training on topics related to effective performance, contract document and plan review, cost estimating, scheduling, and construction quality.

PROJECT MANAGEMENT

- Facilitated creation of new mixed-income communities through grants from HUD and leveraged funds from public-private partnerships. Leveraged $100 million in public funds with $180 million of private investment for total development costs of $280 million.
- Managed procurement and agreements with developer for design and construction of over 1300 new rental units in multi-phased development projects on over 60 acres of urban property.
- Managed development of 37,000 sf energy-efficient office building with leased bank and cafe spaces.
- Transformed communities by demolishing obsolete high-rise public housing and redeveloping existing and acquired parcels into award-winning, high-quality, energy-efficient mixed-income properties.
- Prepared and monitored comprehensive project schedules.
- Represented the Housing Authority in maintaining relationships with resident leaders, various local and federal officials, contractors, architects and engineers.
- Managed seven concurrent construction contracts encompassing modernization work at 11 developments.
- Developed long-term relationships with contractors resulting in projects being delivered on time and with consistent quality.

STRATEGIC PLANNING

- Coordinated efforts of consultant team to conduct market analysis, physical needs assessments, energy analysis, cost estimates and 20-year strategic plan for capital improvements for approximately 3000 unit public housing portfolio. Prioritized projects to ensure long-term viability of properties.
- Facilitated strategic planning meetings with stakeholders to update the Housing Authority’s goals and objectives.
- Developed comprehensive renovation program to maximize quality while minimizing cost and disruption to residents. Completed in-place strategic renovations and consolidated multiple properties into single construction contracts to capitalize on economies of scale.
BUDGET MANAGEMENT / CONSTRUCTION MONITORING

- Completed detailed construction document review including plans, specifications, contracts and budgets.
- Monitored construction quality and progress payment requests.
- Approved construction disbursements for completed work.
- Prepared spreadsheets and reports of project budgets and expenses.
- Implemented value engineering negotiations with construction contractors to deliver guaranteed maximum price contracts within budget without sacrificing quality.

QUALITY IMPROVEMENT INITIATIVES

- Key member of leadership team challenged with moving the agency from “deeply troubled” to “high performer” designation in HUD’s Public Housing Assessment System (PHAS), with responsibility for improving Physical Condition and Capital Fund Program indicator scores. The Housing Authority’s PHAS score improved from 14 to 94 since 2000.
- Developed written procedures to ensure the Housing Authority’s compliance with requirements for HUD Capital Fund grant administration activities.

REGULATORY COMPLIANCE

- Consistently met obligation and expenditure deadlines for HUD Capital Fund and Replacement Housing Factor Fund Grants, ensuring continued annual funding and expanding opportunities for competitive funding awards (HOPE VI, ARRA, and CFCF Grants).
- Ensured timely submission of applications to HUD for approval of demolition, disposition, acquisition, and replacement housing development activities.
- Ensured accurate completion of NEPA Environmental Review documentation.

PREVIOUS EXPERIENCE

  Senior Project Engineer, Resident Engineer, Design Engineer, Construction Inspector
  PROJECT MANAGEMENT / CONSTRUCTION MONITORING
  - Coordinated multi-disciplined teams in study, design, construction and startup phases of civil and environmental projects for public and private clients.
  - Managed nationwide programs for two Top 500 companies to upgrade facilities in nine states to meet federal environmental regulations. Used state-of-the-art technology to deliver cost-effective solutions to remediate environmentally impacted sites with minimal disturbance to facility operations.
  - Resident Engineer on a $350M Industrial construction project encompassing a $20M Design/Build contract for 465,000 sf of manufacturing buildings. Performed structural design and implemented QA/QC plan for construction activities.

EDUCATION

Bachelor of Science, Civil & Environmental Engineering
Clarkson University, Potsdam, NY

Continuing Education:

Masters Level Courses in Construction Law, Construction Estimating, Light Frame Construction
Syracuse University, Syracuse, NY

PROFESSIONAL AFFILIATIONS/COMMUNITY INVOLVEMENT

Professional Engineer - State of New York, State of Missouri
Envision Sustainability Professional – Institute for Sustainable Infrastructure
Appalachia Service Project - Construction Leader on home repair summer mission trips 1994-2015
Boy Scouts of America - Troop Leader 2004-2014
Jerry Johnson  
Associate Project Manager

As an Associate Project Manager, Mr. Johnson assists in the development of transformative mixed-income, mixed-use and transit-oriented communities in the San Francisco Bay area. In this role, he aids in all aspects of project management, including collaborating with public and private partners, securing and leveraging project financing, master planning, stakeholder engagement, management of third party consultants, the coordination of financial closings and the oversight of construction and close-out.

Prior to joining McCormack Baron Salazar, Mr. Johnson was Project Administrator for Treasure Island Development Group. He was also previously a Mayoral Fellow for the City and County of San Francisco, where he focused particularly on issues of equity in development and where he worked closely with McCormack Baron Salazar staff on the Alice Griffith Choice Neighborhood effort.

Mr. Johnson has a Bachelor of Arts in Black Studies from University of California Santa Barbara.
Claudia Brodie
Senior Vice President

EXPERIENCE
McCormack Baron Salazar
Senior Vice President
2011 – Present
McCormack Baron Management
Vice President
1990 – 2011
McCormack Baron Salazar
McCormack Baron Management
Various positions
1980 – 1990

EDUCATION & QUALIFICATIONS
St. Louis University
Juris Doctorate
Washington University in St. Louis
B.A. Economics

AFFILIATIONS
Missouri Bar Association
Illinois Bar Association
Salvation Army – Midland Division
Emeritus Member of Advisory Board of Directors
Salvation Army Family Haven
Past Advisory Council Chair
St. Louis Apartment Association
Past President

PUBLICATIONS
Federal Funds in the Hands of Local Communities: The Cranston-Gonzalez National Affordable Housing Act
St. Louis University Public Law Review
1999

AWARDS
Mel Friedman Fellowship
St. Louis University School of Law

Ms. Brodie provides intra-corporate strategy and policy to support long term sustainability and continued growth for the companies. In particular, she focuses on strategies that improve the fiscal, physical and human capital assets for all of the McCormack Baron Salazar companies. She also coordinates all company divisions on pre-development and development activities in order to create standards that more effectively facilitate sustainable community revitalization.

During her 35 year tenure with the firm, Ms. Brodie has been involved in all facets of urban housing development and operations including property management, development, marketing, and grant and proposal writing. Management efforts included the establishment of management operations in new cities for newly-developed properties and takeover of existing management operations. In addition, Ms. Brodie’s experience includes involvement in HOPE VI/mixed-financed communities during and beyond the grant period. This involvement includes pre-development negotiations with government and resident groups, interim management of public housing site during relocation efforts, as well as monitoring activities after development and through recapitalization.

Ms. Brodie is a member of the Missouri and the Illinois Bar Associations, is an emeritus Advisory Board Member of the Salvation Army Midland Division. She holds a Bachelor’s in Economics from Washington University in St. Louis and received her J.D. from St. Louis University School of Law.
Attachment D: Site Map with Amenities
Attachment E: Sources and Uses

See attached.
## MOHCD/OCII SFHA

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1300 Buchanan St

### Project Address:
Plaza East Emergency Repairs Loan

### Project Name:
ACQUISITION

### Application Date:

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- **Construction Loan Term (in months):** N/A
- **Construction Bond Amount:** N/A
- **Tax Credit Equity Pricing:** N/A

### Acquisition Costs

- **Possible non-eligible GO Bond/COP Amount:** 1,974,862

### Construction Costs

<table>
<thead>
<tr>
<th>Source</th>
<th>Name of Source</th>
<th>Total Sources</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction Cost (inc Const Contingency)/SF</td>
<td>11.26</td>
<td>0.78</td>
<td>0.00</td>
</tr>
<tr>
<td>Construction Cost (inc Const Contingency)/Unit By Source</td>
<td>11,985</td>
<td>829</td>
<td>0.00</td>
</tr>
<tr>
<td>Acquisition Cost/Unit by Source</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

### Other Costs

- **Total Other Development Costs:** 157,766

### MOHCD Proforma - Permanent Financing Sources

- **Total Sources Comments:**
  - **Hard Cost Construction Contingency:** 225,656
  - **Total sub-total Construction Contingencies:** 225,656
  - **Total Construction Costs:** 2,087,431
  - **Total Architecture & Design:** 0
  - **Total Sub-total Architect Contract:** 0
  - **Total Financing Costs:** 0
  - **Sub-total Perm. Financing Costs:** 0
  - **Total Development Cost/Unit as % of TDC by Source:**
    - 94.4%
    - 5.6%
    - 0.0%
    - 0.0%
    - 0.0%
    - 100.0%
  - **Development Cost/Unit by Source:**
    - 13,979
    - 829
    - 0.00
    - 0.00
    - 14,808

### Source of Funds

- **City Subsidy/Unit:** 13,979
- **Possible non-eligible GO Bond/COP Amount:** 1,974,862

### Notes

- *Possible non-eligible GO Bond/COP Amount: 1,974,862
- Source: http://sfmohcd.org/documents-reports-and-forms
- Construction Cost (inc Const Contingency)/SF: Includes fire, electrical panel, and sewer permits
- **CG General Conditions:** 48,246
- **GC Overhead & Profit:** 222,089
- **GC Bond Premium/GC Insurance/GC Taxes:** 0
- **Parking:** 0
- **Infrastructure Improvements:** 0
- **Offsite Improvements:** 0
- **Onsite Improvements/Landscaping:** 0
- **Environmental Remediation:** 0
- **Demolition:** 0
- **Commercial Shell Construction:** 0
- **Unit Construction/Rehab:** 1,817,096
- **Replacement Reserves:** 0
- **Resident Services:** 198,000
- **Development Consultant Fees:** 0
- **Developer Fee - Deferred:**
  - Cash-out At Risk
  - Cash-out Paid at Milestones
  - GP Equity
  - Deferred

### Financial Information

- **Total Sources Comments:**
  - Total sources: 2,858,000
  - City Subsidy/Unit: 13,979
  - Total construction: 2,087,431
  - Add: Identifiable Construction Contingency: 225,656
  - Total Construction Costs: 2,313,087
  - Add: Identifiable Construction Contingency: 160,000
  - Total Construction Costs: 2,473,087
  - Add: Total Identified Financing Costs: 0
  - Add: Permanent Financing Costs: 0
  - Add: Total Identified Financing Costs: 0
  - Add: Total Identified Financing Costs: 0
  - Add: Total Identified Financing Costs: 0
  - Total Identified Financing Costs: 0

### Remarks

- Source: http://sfmohcd.org/documents-reports-and-forms
Attachment F: Project Scope of Work

See attached.