



MidPen
HOUSING

Building Communities. Changing Lives.

February 10, 2012

Katrina Ardina
Housing Programs Analyst
City of Sunnyvale Housing Division
456 W. Olive Ave.
Sunnyvale, CA 94086

RE: Garland Plaza – City of Sunnyvale HOME Application

Dear Ms. Ardina:

MidPen Housing Corporation is pleased to submit this application for \$1,500,000 in HOME funding from the City of Sunnyvale to support the substantial rehabilitation of a 20-unit property known as Garland Plaza, located at 662 Garland Avenue in Sunnyvale, CA.

First constructed in 1959 and then acquired by Mid-Peninsula Carroll-Street, Inc. in 2007 with financial assistance from the City of Sunnyvale, Garland Plaza is showing signs of advanced old age. When MidPen acquired the property in 2007 it was with the explicit intent to complete a substantial renovation of the property. However, the downturn in the tax credit market in 2008-2009 made this immediate goal challenging. Although the tax credit investment market quickly recovered, the competition for tax credits has been especially intense over the last two years. However, now with the dissolution of State Redevelopment Agencies, MidPen expects that competition for 9% tax credits will decline substantially enabling Garland Plaza to compete successfully for credits.

As a result, over the past year, MidPen has been working to craft a plan to renovate the property so that it might better serve the low-income individuals and families that call the property home while at the same time preserving the secure long-term affordability of the property by restricted rents at or below 60% AMI. In addition to a comprehensive interior and exterior renovation, MidPen will also add a new community building, replace all carports, and convert four existing two-bedroom units into three-bedroom units to better serve the large families that live there. The new community room will be a significant addition to the property enabling MidPen's Resident Services Corporation to offer various service programs at the property including educational classes, after school programs, community activities, and resident events.



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Thank you for your time and consideration. Should you have any questions about this request and application, please contact me by phone at (650) 356-2934 or email at rbaca@midpen-housing.org.

Sincerely,

Robert Baca
Project Manager

cc: Matthew O. Franklin

Backgrounder/Fact Sheet

January 2012

MidPen Housing was founded in 1970 by a small but influential coalition of Silicon Valley entrepreneurs, Stanford University faculty and other community leaders who were concerned over the lack of affordable housing on the San Francisco Bay Area peninsula. Since then, MidPen has greatly expanded its reach and is one of Northern California's leading non-profit developers and managers of affordable rental housing with a robust and diverse portfolio.

Mission

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

Organization

MidPen operates through three distinct companies that work closely together, to manage corporate activities and partnerships:

MidPen Housing Corporation drives all of the development efforts including property acquisition, planning, design, construction, historic renovation and existing property rehabilitation. It also serves as the corporate umbrella and houses all administrative functions: Finance, HR and IT.

MidPen Property Management Corporation provides professional property management for all of our own developments as well as fee-based management for other non-profit affordable housing communities.

MidPen Resident Services Corporation provides and coordinates onsite support programs to help our residents advance which include: computer and vocational training, tutoring and other afterschool programs, financial literacy classes, health and wellness programs and community referrals.

Key Facts

- > Developed or rehabbed nearly 6,800 affordable homes
- > An additional 1,497 affordable homes are in construction, entitlement or predevelopment
- > Manage 86 properties with a total of nearly 5,700 units providing homes for more than 14,250 Northern California residents
- > Manage affordable real estate assets with a market value worth over \$1 billion
- > Invest \$4 million annually in resident services and partner with 300 service providers
- > 66% of our units house families; 25% house seniors; 6% house single adults (in SRO housing) and 3% serve people with special needs
- > Work in 10 counties: Alameda, Contra Costa, Monterey, Napa, San Mateo, Santa Clara, Santa Cruz, Solano, Yuba and San Benito
- > Have received nearly 100 industry awards and honors for our work
- > Employ over 300 people



Building Communities. Changing Lives.

CDBG/HOME Capital Projects RFP

PROGRAM COVER SHEET

ORIGINAL COPY

Part 1 – General Information

Organization Name: MidPen Housing Corporation
 Tax ID Number: 23-7089977
 DUNS¹ Number: 060611992
 Project Name: Garland Plaza Rehab
 Contact Person: Robert Baca
 Mailing Address: 303 Vintage Park Drive, Suite 250
 City, State, Zip Code: Foster City, CA 94404
 Phone: 650-396-2934
 Fax: 650-356-2982
 Email: rbaca@midpen-housing.org

Part 2 – Program Funding

1) Requested Amount	\$1,500,000
2) Other Funding Sources	\$4,122,960
3) Total Project Cost <i>(Line 1 + Line 2)</i>	\$5,622,960
4) Percentage of City of Sunnyvale funds toward Total Project Cost <i>(Line 1 / Line 3)</i>	26.67%

Part 3 – Project Description

Please provide a **brief** description of the proposed project. The description should be no more than 5 sentences, describe the project (not the organization) and the number of unduplicated persons the project will serve and/or measurable objectives the project will meet during the contract period.

Garland Plaza is a 20-unit property built in 1959 that was acquired by a wholly-controlled affiliate of MidPen Housing, Mid-Peninsula Carroll-Street, Inc., in 2007. The property consists of one, two, and three bedroom units housing low-income families and individuals. The physical needs of Garland have been identified by MidPen Housing Corporation, a third party consultant, and two general contractors. The proposed renovations will address all existing exterior and interior conditions, upgrade the building and unit interiors to meet the owners' needs for the next 20 years, and install new green building features that help reduce energy consumption.

¹ The DUNS number is a unique nine-character number used by the federal government to identify your organization. If your organization does not have a DUNS number, use the Dun & Bradstreet (D&B) online registration to receive one free of charge, <http://fedgov.dnb.com/webform>.

Application Checklist

Applicant Name: MidPen Housing Corporation

Project Name: Garland Plaza Rehab

The original application must include all of the information listed below. Each of the two (2) additional copies must include the information in Tabs A, B, C, and D. Proposals that do **not** contain all of the required documents will not be considered and will be ineligible for funding.

- | | |
|--------------|--|
| Tab A | <input checked="" type="checkbox"/> Cover Letter on Letterhead |
| | <input checked="" type="checkbox"/> Program Cover Sheet* |
| | <input checked="" type="checkbox"/> Application Checklist* |
| | <input checked="" type="checkbox"/> Applicant Information* |
| Tab B | <input checked="" type="checkbox"/> Section 1: Organizational Capacity and Experience |
| | <input checked="" type="checkbox"/> Section 2: Evidence of Need for Project |
| | <input checked="" type="checkbox"/> Section 3: Statement of Work/Project Scope/Readiness |
| | <input checked="" type="checkbox"/> Section 4: Project Budget Information |
| Tab C | <input checked="" type="checkbox"/> Project Budget Form |
| | <input type="checkbox"/> Pro-forma (for construction or acquisition of community facility) NOT APPLICABLE |
| Tab D | <input checked="" type="checkbox"/> Project Service Area Map |
| | <input checked="" type="checkbox"/> Project-Specific Organizational Chart |
| | <input checked="" type="checkbox"/> Résumés of Applicant's key personnel |

Provide Applicable Documents in Original Application Only (mark N/A if not applicable)

- | | |
|--------------|---|
| Tab E | <input checked="" type="checkbox"/> Organizational Chart |
| | <input checked="" type="checkbox"/> Organizational Annual Budget and/or Financial Balance Sheet |
| | <input checked="" type="checkbox"/> Signature Authorization* |
| | <input checked="" type="checkbox"/> Environmental Review Form* and Attachments |
| | <input checked="" type="checkbox"/> Conflict of Interest Disclosure* |
| | <input checked="" type="checkbox"/> Administrative Checklist* |
| | <input checked="" type="checkbox"/> Accounting System Certification* |
| | <input checked="" type="checkbox"/> Letters of Commitment |
| | <input checked="" type="checkbox"/> Articles of Incorporation |
| | <input checked="" type="checkbox"/> 501(c)(3) documentation from IRS |
| | <input checked="" type="checkbox"/> Board Resolution authorizing submittal of proposal |
| | <input checked="" type="checkbox"/> Bylaws |
| | <input checked="" type="checkbox"/> Financial Audit |
| | <input checked="" type="checkbox"/> Director's and Officer's Liability & Errors and Omissions Insurance |
| | <input checked="" type="checkbox"/> Policies and procedures for employees including internal controls |

Tab F Acquisition Projects only

- | | |
|---|--|
| <input type="checkbox"/> Appraisal of Property | <input type="checkbox"/> Phase I: Environmental Site Assessment* |
| <input type="checkbox"/> Parcel Map | <input type="checkbox"/> Property Listing |
| <input checked="" type="checkbox"/> Relocation Plan (if project anticipates displacement) | |

Tab G Construction Projects only

- | | |
|--|--|
| <input checked="" type="checkbox"/> Construction Cost Estimate | <input checked="" type="checkbox"/> Phase I: Environmental Site Assessment |
| <input checked="" type="checkbox"/> Letters of Community Support | <input checked="" type="checkbox"/> Architectural Drawings/Plans |

*Note: Standard Forms provided in application packet.

Applicant Information

1. Type of Organization: Non-Profit Public Agency Faith-Based Non-Profit
 CHDO (HOME Applicants) Sunnyvale CBDO: _____
2. Name of Organization: MidPen Housing Corporation
3. Mailing Address: 303 Vintage Park Drive, Suite 250
 City, State, Zip Code: Foster City, CA 94404
4. Physical Address of Project: 662 Garland Avenue
 City, State, Zip Code: Sunnyvale, CA, 94086
 Contact Person: Robert Baca, Project Manager
5. Telephone: 650-396-2900
6. Fax: 650-356-2982
7. Email Address: rbaca@midpen-housing.org
8. Provide the following information for a **program contact person**, a **financial contact person**, the **person who wrote the application**, and an **authorized contact**. Include attachments of job descriptions and resumes for key staff.

	NAME	TITLE	PHONE/EMAIL
Program Contact Someone who works with the project on a daily basis and can answer questions	Robert Baca	Project Manager	(650) 356-2934; rbaca@midpen-housing.org
Finance Contact	DEENA SOULON	CHIEF FINANCIAL OFFICER	(650) 356-2988; dsoulon@midpen-housing.org
Application Contact Person who wrote this application	Robert Baca	Project Manager	(650) 356-2934; rbaca@midpen-housing.org
Authorized Contact Person authorized to make commitments on behalf of the organization	MATTHEW FRANKLIN	PRESIDENT	(650) 356-2903; mfranklin@midpen-housing.org

I certify that the information contained in this application is true and correct, and that it contains no falsifications, misrepresentations, intentional omissions, or concealment of material facts. I further certify that no contracts have been awarded, funds committed, tenants displaced, or construction begun on the proposed project and that none will be done prior to issuance of a release of funds by City of Sunnyvale.

	2-10-2012
SIGNATURE OF AUTHORIZED PERSON LISTED ABOVE	DATE
Matthew O. Franklin	President
PRINT NAME	TITLE

Section 1: Organizational Capacity and Experience

Use only the space provided.

- A. Provide an organizational overview of your agency, including:
- a description of the history and purpose of the organization,
 - years in operation,
 - years of direct experience in proposed project type,
 - staff experience in proposed project type,
 - federal grant management experience,
 - financial capacity, and
 - CBDO qualifications, if applying for a CBDO activity (See CFR 570.204)

Provide a project-specific organizational chart as an attachment to all copies of the proposal in Tab D and one copy only of the overall organizational chart in the original application (Tab E).

MidPen Housing is one of the largest, most trusted developers and owners of high-quality affordable rental housing in Northern California. MidPen and its affiliates play a leading role in the growth of the affordable housing industry in California, consistently setting new standards for best practices in development, property management, and resident services. Since its formation 40 years ago, it has developed over 6,600 affordable units in ten counties and has acquired/rehabilitated properties to maintain affordability. Despite uncertain economic and funding environments, MidPen has been successful and committed to engaging with local partners to create thriving communities. More importantly, it has helped it fulfill its mission: to provide safe, affordable housing of high quality to those in need; to establish stability and opportunity in the lives of our residents; and to foster diverse communities that allow people from all ethnic, social and economic backgrounds to live in dignity, harmony, and mutual respect. To fulfill this mission, the development team brings extensive and diversified experience to developing and managing affordable housing; some of whom specialize in acquisition/rehab projects. Alongside the development team, MidPen's Asset Management, Property Management, and Accounting Department have extensive federal grant management experience, managing millions in federal funding from a variety of government programs like HUD 202, HOME, CDGB, HUD Green Retrofit Program, Section 8, and ARRA funds. MidPen's solid financial position (**Refer to Financial Audit and Annual Budget in Tab E**) also allows it to deliver on its mission to develop and maintain quality affordable housing. These assets allow MidPen and affiliates to set aside sufficient operating reserves and provide discretionary working capital for asset management and new development.

- B. Previous experience using federal funds:

1. Does your organization have previous experience with capital projects involving federal funds?

Yes No If no, skip to question 4.

2. If yes, how many years of previous experience do you have with federally funded projects? Briefly describe your experience below.

MidPen Housing has over 20 years of experience with federally funded projects. In addition to the Development Department, MidPen's Asset Management, Property Management, and Accounting Department have extensive experience working with HUD, HUD 202, HOME, CDBG, Section 8, HUD Green Retrofit Program, and AARA funds. In additional, all departments have experience working with Davis Bacon requirements and monitoring, financial reporting, rental restrictions, and regulatory agreements.

3. If you have previous experience with federal projects, was your organization ever required to pay back funds, or found to have violated regulations, etc.?
 Yes No
If **yes**, indicate the actions cited.

Not applicable.

4. If your organization does not have experience with federally funded projects, how will you ensure adherence to federal requirements? List examples of related experience or your plan to hire additional staff/contractors.

Not applicable. MidPen Housing has a long history of using and managing federal funds.

C. Previous experience with City-funded projects

1. Do you have previous experience with City-funded projects?
 Yes No If **yes**, please describe below.

MidPen Housing has a long standing collaboration with the City of Sunnyvale to expand affordable housing and strengthen communities. Most recently, MidPen developed a city-funded senior affordable housing property called Fair Oaks Plaza. Prior to Fair Oaks Plaza, MidPen Housing also developed and /or renovated projects such as Carroll Inn, Moulton Plaza, Homestead Park, and Aster Park with city investments.

2. Has your organization received HUD funds previously from the City of Sunnyvale?
 Yes No If **yes**, please describe below. If no, skip to question 5.

MidPen Housing received HUD funds from the City of Sunnyvale for the following projects:

1. Homestead Park- CDBG funds, HUD 236, and Section 8
2. Fair Oaks Plaza- HOME funds
3. Moulton Plaza- CDBG and HOME funds
4. Carroll Inn- HOME funds.

3. If you are a prior recipient of City of Sunnyvale HUD funds, what was the date (mm/dd/yyyy) of your last City of Sunnyvale monitoring visit? 06/06/ 2011

4. Were there any findings and/or concerns in your last monitoring visit?

Yes No

If **yes**, indicate the findings and/or concerns cited, the corrective action taken, and the date the City of Sunnyvale cleared the findings and/or concerns.

Not applicable.

5. If your organization has not received funds from the City of Sunnyvale, describe your experience managing similar projects funded by other public sources (state, federal, other local government).

Not applicable. MidPen Housing has a long history working with numerous funding sources from the City of Sunnyvale.

D. Complete the table below for each current member of the applicant's Board of Directors. If your organization does not have a board of directors (e.g., governmental entity), include this page and an explanation of why this form is not applicable (NOTE: Font, margins, or table may be modified to fit information on one page, as long as information below is included.) Identify board office held as applicable. Board office is located at 303 Vintage Park Drive, Suite 250, Foster City, CA 94404.

Board Member	Sunnyvale Resident (yes or no)	Employer (if any)	Office Held on Board	Term ² of Office	Length of Service
C. Mark Battey	No	Director for Non Profit Boards	Chairman	10/1999-12/2014	16 years
Terry Freeman	No	Terry Freeman & Associates, LLC	Treasurer	5/1991-12/2012	21 years
Marl Tustin	No	John Stewart Company	Director	7/2005-12/2013	8 years
Dan Seubert	No	Heffeman Seubert & French LLP	Secretary	5/2006-12/2012	6 years
Beth Bartlett	No	Bartlett Ventures	Vice Chairperson	1/2006-12/2013	7 years
Paul Staley	No	Independent Real Estate Consultant And Developer	Vice Chairperson	1/2006-12/2014	8 years
Richard Slaton	No	Zcon Builders	Director	5/1989-12/2013	24 years
Caryn Kall	No	O'Brien Homes	Director	1/2008-12/2014	6 years
Monique Moyer	No	Port of SFO	Director	1/2008-12/2012	4 years
Charles Sandel	No	Levi Strauss & Co.	Director	5/2011-12/2013	2 years
Darius Kayhan	No	City and County of San Francisco	Director	5/2011-12/2013	2 years
Erik Doyle	No	Cornish & Carey Commercial, Newmark Knight Frank	Director	5/2011-12/2012	1.5 years

² Beginning and Ending Years

Section 2: Evidence of Need for Project

Complete this section accurately and completely. Use only the space provided.

Part 1 – Priority Activities

Program Priorities/Goals: Identify one or more Consolidated Plan goals the proposed project will address, and explain how your program will address these goals in Part 3 below.

For additional information, see the Sunnyvale Consolidated Plan online at:

<http://sunnyvale.ca.gov/Portals/0/Sunnyvale/CDD/Housing/HUD%20Programs/2010-2015%20Consolidated%20Plan.pdf>

City of Sunnyvale Consolidated Plan

- Goal A: Affordable Housing
- Goal B: Alleviation of Homelessness
- Goal C: Other Community Development Efforts
- Goal D: Expanding Economic Opportunities
- Goal E: Sustainability

Part 2 – National Objective and Beneficiaries

A. Identify the CDBG National Objective your project will meet and **provide an explanation in the box below**. See page 2 of this RFP for definitions of national objectives

1. Benefit low- to moderate-income persons
- Area benefit
- Limited Clientele Activity
- Job Creation

The Garland Plaza rehab project falls under the affordable housing/low income benefit objective. 100% of the units at Garland Plaza will be restricted at or below 60% AMI and house low and very low-income individuals and families. This level of affordability will enable low-income individuals and families to have adequate, safe, and quality housing.

B. Number of unduplicated households to be served by the proposed capital project.

Column A	Column B	Column C
Total number of unduplicated households served	Number of unduplicated lower income (LI) households to be served	*Percentage of LI households served (B/A=C)
Example: 500	350	70%
20	20	100%

Part 3 – Demonstrated Need for Project

In the space below, provide a brief summary of **current** statistical data documenting the need for your proposed capital project. Include local Sunnyvale data as well as any relevant statistics collected by applicant. Provide sources for the information. Briefly explain the target population for the project, including demographics, residence, and a typical client profile. Explain how your project's design will meet the needs you have described, and how it will achieve the Consolidated Plan goals you identified in Section 2, Part 1.

By preserving and deepening the affordability, Garland Plaza is providing opportunities for low-income individuals and families within the area to access affordable housing. According to the Silicon Valley/San Jose Business Journal, the average rent in the San Jose-Santa Clara Metropolitan area climbed 11.7 percent to \$1,783 at the end of 2011 compared to \$1,596 at the end of 2010. This was the highest rental increase of any other major metro market in the nation. HUD's 2012 Fair Market Rents for Santa Clara County documented at \$1,350 for one-bedroom, \$1,623 for two-bedrooms, and \$2,334 for three-bedroom units.

At these rental prices, most Sunnyvale housing continues to be out of reach for low-income households. Garland Plaza's affordability will target individuals and families who are earning at or less than 60% AMI. Currently, the average income for residents at Garland Plaza is approximately 40% of AMI, well below the county average and HUD's Fair Market Rents. The recapitalization and renovation of Garland Plaza will result in a deeper level of affordability and address the needs of a particular demographic – low and very low-income families and households. Garland Plaza will also address the need for housing to accommodate larger families. The proposed rehab scope will include the modification and expansion of 4 two-bedroom units into three-bedroom units.

In addition to the information provided in the City of Sunnyvale Consolidated Plan, there is other information that points to the need for additional affordable housing in the City of Sunnyvale. Collecting data from surrounding MidPen Housing properties, it is evident that this housing is deep and ongoing. Aster Park, a 96-unit multifamily and senior affordable housing property completed in 1975, currently has 479 applicants on the waitlist. Of those applicants, 225 are families and of those families, 145 have been waiting for over 2 years. Homestead Park is a multifamily and senior affordable housing property with 211 units. At Homestead Park, there are a total of 76 individuals and families who have been added to the waitlist within the past 3 years. Of those on the waitlist, 18 families are specifically looking for 3-bedroom units. Most recently, MidPen Housing completed Fair Oaks Plaza, a senior affordable housing property with 124 units. Soon after its opening, Fair Oaks had a waitlist of 1,116 seniors and now has 849 seniors on that waitlist. Although Fair Oaks is a property specifically servicing seniors, the waitlist demonstrate the high demand for affordable housing in the City of Sunnyvale. Collectively, MidPen's waitlist numbers exemplify the persistent need for affordable housing for various demographics, ranging from seniors to families.

MidPen is also proposing to add green building features at Garland Plaza. We are proposing photovoltaic and solar thermal water heating. We are also striving to improve energy efficiency by at least 20%. In combination of adding the green building features, we will also utilize fundamental improvements like adding wall insulation and installing new energy efficient vinyl window. We will also be installing energy efficient appliances, lighting fixtures, and water saving plumbing fixtures. With our proposed scope of work, Garland Plaza will become an extremely efficient building using less electricity and water.

Part 4 – Project Support from Additional Sources

A. Indicate the funding from other sources for this capital project in the following table. Add additional rows to the table if necessary.

Funding Source	Amount	Status – Approved, Pending or Denied	Award Date
Conversion of Existing City of Sunnyvale Acquisition Loan	\$2,100,000	1 year extension with a 55 year extension contingent on securing tax credits	1-26-2012
Tax Credit Equity	\$1,029,727	Will apply for TCAC March 2012. Remaining equity will repay acquisition loan.	Projected award date- June 20, 2012
Permanent Loan (Mortgage)	\$654,125	Convert after the completion of construction	October 2013
Affordable Housing Program (AHP)	\$269,148	Will apply spring 2012. Award will be made in fall 2012.	Project Award- Fall 2012
Property Reserves	\$69,960	Committed	
Total Rehab	\$4,122,960		

B. Identify commitments for ongoing operating funding *for this facility/site only* in the space provided below and include **letters of commitment** for these funds as **attachments**.

- ✓ All letters must be on the organization's letterhead and must include date, amount of match/leverage, and an authorized signature.
- ✓ Letters must be dated within 30 days of the application submission date.
- ✓ Letters must demonstrate that the funding is applicable to the project detailed in this application.
- ✓ Do not include letters of commitment unless financial support is provided by the person/organization and is detailed in the same letter.
- ✓ If the project will require formal approval of senior lienholders on the subject property, provide their letters of approval as attachments along with the letters of commitment.

Not applicable, Garland Plaza is an affordable housing rehab.

Section 3 – Statement of Work/Project Scope

Part 1 – Project Service Area

Identify the project location by providing the facility's street address and assessor's parcel number(s). Provide maps of the project location and the project service area, including zip codes and census tracts, as an attachment to this application in Tab D.

Garland Plaza is located on 662 Garland Avenue in Sunnyvale, CA. The assessor's parcel number for the property site is 211-03-001.

For maps of the project location, please see attachment in Tab D.

Part 2 – Project Development and Delivery (Use only the space provided.)

A. Work Plan / Project Readiness

Explain your project's work plan, including the activities you will undertake to achieve the project's goal. Describe how ready you are to begin the project by July 2012, and how you can expend the CDBG/HOME funds and complete the project within 12 months. Include the following:

- Planned capital project activities (design, permitting, construction, financial close-out)
- Client Recruitment/program marketing plan (for new/expanded programs in facility)
- Project evaluation plan

For Limited Clientele Facilities, provide information on procedures regarding recruitment and marketing plan for clients and/or volunteers, and intake and eligibility documentation.

Garland Plaza will be rehabilitated to address the physical needs of the property. The whole exterior of the building and have been inspected by MidPen, the project architect, a third party consultant, and two general contractors. All existing physical conditions were documented and a scope of work was developed based on the numerous inspections (**Refer to Tab G**). As a result, the exterior and roof will be replaced, all interior units will be renovated and updated, the site will be repaved, the carports will be demolished and replaced, the pool will be filled, a new community room and laundry room will be built, and green building features will be added to the property. During predevelopment, the project architect will develop a rehab scope of work as well as design details and plans. We anticipate city planning approval at the staff level in March. We will also apply for tax credits in March of this year, and plan to secure a building permit and start construction in late November 2012. Construction is expected to be completed in 8 months.

Once construction is completed and the building department has approved for re-occupancy, all residents who still qualify at Garland Plaza will return. For any new residents, MidPen will implement an affirmative marketing strategy to recruit potential residents. This strategy is designed to assure equal access to all apartments by eligible applicants in all categories protected by federal, state or local anti-discrimination laws. In an effort to ensure a diverse, ethnic composition of tenants, an outreach program will be initiated to reach underrepresented clientele. The project will be evaluated through the MidPen milestone meetings with different organizational departments. In those meetings, the project plan and progress will be evaluated and any necessary changes to the plan will be identified and addressed.

B. Implementation Schedule

Milestone	Projected Date
1) Contract Start Date	July 2012
2) Design and Permitting	October 2012
3) Initiation of Construction/Project	November 2012
4) Completion of Construction/Project	July 2013
7) 50% of Funds Expended and Drawn	April 2013
8) 100% of Funds Expended and Drawn	July 2013
9) Project Completion and Reporting	November 2013

C. Performance Measurement System: Complete the following tables with information about the outputs and outcomes of your proposed project.

1. HUD OBJECTIVE (select one)	2. HUD OUTCOME (select one)
<input type="checkbox"/> Creating a Suitable Living Environment	<input type="checkbox"/> Availability/Accessibility
<input checked="" type="checkbox"/> Providing Decent Affordable Housing	<input checked="" type="checkbox"/> Affordability
<input type="checkbox"/> Creating Economic Opportunities	<input type="checkbox"/> Sustainability

3. Client Data Identify the number of households your project will serve, in the following categories:

Type of Household	Residing in Sunnyvale	Residing outside of Sunnyvale	Total
Low Income (50%-80% AMI)	4		4
Very Low Income (<50% AMI)	16		16
Disabled Persons			
Female-Headed Households			
Elderly			
Youth			
Homeless Persons			
Other Special Needs: _____			

Part 3 – Construction Project Description

A. Does your project involve:

- | | | |
|------------------------|---|--|
| New construction? | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| Major rehabilitation?* | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |
| Minor rehabilitation? | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |

*Major rehabilitation is defined as rehabilitation that involves costs in excess of 25 percent of the value of the building before rehabilitation. The value of the building means the monetary value assigned to a building by a recent appraisal and/or property tax assessment.

B. Do you have site control – including any right-of-way, easements, or encroachment permits needed for the project?

- Yes No

If **yes**, provide date site control acquired: November 21, 2006.

If **no**, explain *how* you intend to secure site control prior to the start of this project. Include the anticipated acquisition date(s).

The applicant, MidPen Housing Corporation, controls the site through its wholly-controlled affiliate Mid-Peninsula Carroll-Street, Inc. Mid-Peninsula Carroll-Street, Inc. currently owns the project site, and will transfer ownership to a newly formed Limited Partnership in order to secure tax credits.

C. **Operating Funds:**

For construction, expansion or acquisition of a community facility, will you have sufficient funds available for the operations of the facility?

- Yes No -Not applicable

Complete a Pro-Forma with detailed information about operating funds available for the facility and include as an attachment in Tab C.

D. Will your project involve temporary (less than 1 year) or permanent (more than 1 year) relocation of tenants from your proposed project site (residential or commercial tenants)?

- Yes: Temporary Yes: Permanent No Relocation needed

E. Provide a brief description of the following information.

- Property Analysis
 - Property Description, including amenities and features
 - Property Condition/Inspection
 - Appraisal Information. Provide most recent appraised value.
 - Unit Inspection Summary (for rehabilitation/expansion projects)
 - Improvements to Property

The subject property is located in a residential neighborhood primarily consisting of multi-family residential properties and a medical office building with a parking garage. The site area is approximately 0.708 acres. The property is a two-story apartment building with two wood-framed carport-parking structures with an attached common area laundry room. Site includes asphalt-paved drives, concrete-paved parking spaces, landscaping, concrete walkways, and a pool area. MidPen Housing, the project architect, a third party building consultant, and two general contractors have diligently inspected the site, building exterior, and all interiors identifying and documenting all physical needs for Garland. A scope of work (**refer to Tab G**) has been created based on the numerous inspections, which includes a full exterior and interior renovation, replacement of carports, repaving the site, eliminating the pool, and adding a 600 square foot community room and laundry room. We will also be pursuing green building upgrades such as photovoltaic as well as solar thermal water heating. The property is currently being appraised. The last appraised value was in December, 2006 for \$3,175,000.

F. Provide the following items as attachments to this application:

- ✓ Property Survey or Assessor's Parcel Map (**Included in Tab D**)
- ✓ Proposed Site and/or Architectural Plans (**Included in Tab G**)
- ✓ Infrastructure Plans (**Not Applicable**)
- ✓ Environmental Review (**See form in Standard Forms**)

G. Community Involvement

For new construction or expansion projects, include evidence of community support for the proposed project. Describe the measures your organization has taken to garner community support in the space below. Provide evidence of contact with local civic/homeowner association(s) or proof of public hearing. **Include letters of support as attachments to this application.**

Garland Plaza will be an exterior and interior renovation that will convert 4 two-bedroom units into three-bedroom units. We will also be adding a 600 square foot community and laundry facility for our residents. There will be a minimal amount of changes to the front of the building. As a result, Garland Plaza will not require a public hearing. However, Garland Plaza will meet with current residents during the design phase to gauge their interest and feedback on the proposed renovations. We are currently working closely with the City Planning Department for approval at the staff level, and will submit for a building permit prior to the start of construction.

Section 4: Project Budget Information and Financial Management

Part 1 – Budget Information

Provide a narrative explaining the total project budget, including major budget line items in the order in which they are listed on the budget form and primary sources of funding.

The total project capital cost is being estimated at \$5,622,960. The construction budget is for \$2,684,729 with a \$215,000 construction contingency, which will finance a comprehensive exterior and interior renovation, new roof, carports, site work, green building features, and a new community and laundry room. We anticipate temporary and permanent relocation cost to total \$500,000, design and engineering cost at \$386,500, legal at \$90,500, and financing cost at \$346,853. Additional cost includes developer fee, legal, permitting, and other project soft costs budgeted for \$1,249,378.

This capital cost will be funded by a Permanent Loan for \$654,125, Tax Credit Investor Equity for \$1,029,727, AHP for \$269,148, Property Reserves for \$69,960, conversion of the City of Sunnyvale loan for \$2,100,000, and a City of Sunnyvale HOME Loan for \$1,500,000. –

Part 2 – Fiscal Management

A. Describe the organization's fiscal management, including:

- financial reporting,
- record keeping,
- accounting systems,
- payment procedures, and
- audit requirements.

MidPen reports operations monthly with full quarterly review of budget to actual, forecasted results and trend analysis. Records are kept in accordance to US GAAP. All support to the records are housed at the corporate offices. The accounting system includes a full gi system (MRI) an accounts payable subledger and expense workflow manager (Avid), a rental and receivable subledger, (Boston Post), a fixed asset subledger (SAGE FAS) and a financial reporting and analysis database (Prophix). All modules are linked and fully functional. Payments of expense are managed through our automated expense workflow manager, which is set up to ensure controls, and reviews are in place throughout the process. Audits are performed annually in compliance with all regulatory and investor requirements by an independent third party audit firm.

Provide the most recent financial audit as an **attachment** to the original application in Tab E.

Project Budget Form

	a	+	b	+	c	=	d
ITEM	CDBG/HOME FUNDS REQUESTED (\$)		MATCHING FUNDS (OTHER \$)		IN-KIND SERVICES* (\$)		TOTAL PROJECT BUDGET
I. Capital Costs – Rehab Construction Budget							
Permits and Fees	\$150,000						\$150,000
Design (Architectural & Engineering)	\$250,000		\$136,500				\$386,500
Acquisition Costs (escrow fees, etc.)							
Other Soft Costs (e.g. Davis Bacon Monitoring (if applicable), Surveying, etc.)			\$1,249,378				\$1,249,378
Rehabilitation/Construction Costs (labor, materials)	\$1,100,000		\$1,584,729				\$2,684,729
Contingency (Construction)			\$215,000				\$215,000
Environmental Compliance (CEQA/NEPA/Phase I, lead testing as applicable)			Included in engineering				
Relocation Expenses			\$500,000				\$500,000
Legal			\$90,500				\$90,500
Construction & Permanent Financing			\$346,853				\$346,853
III. In-Kind Services							
Applicant's staff services for project management*							
Other In-kind services (name):							
Volunteer/Pro-bono services							
TOTAL PROGRAM BUDGET	\$1,500,000		\$4,122,960				\$5,622,960

* Provide your basis for estimating the dollar value of in-kind services in the space below. For applicant's staff services, use applicant's actual cost (hourly rates). For volunteer services, use \$10/hour, and for pro-bono professional services (architectural, etc), use firm's established hourly rates as charged to typical clients.

* Please identify the source and commitment status (e.g. funds received, committed, or otherwise guaranteed, with proof) of other non-City funding and in-kind contributions committed specifically to the project for which CDBG and/or HOME funding is requested.

Tab D
Resumes of Applicant's Key Personnel

Matthew O. Franklin

Matthew O. "Matt" Franklin joined MidPen Housing Corporation as President in July 2008. Matt is responsible for the strategic direction of MidPen and oversees all areas of the company including real estate development, property and asset management, corporate administration and resident services. Matt came to MidPen from an appointed post as Executive Director of the San Francisco's Mayor's Office of Housing where he coordinated all city housing policy and oversaw the financing for 3,500 new affordable rental units and the compliance monitoring for 24,000 existing affordable units.

Matt's previous roles include Director of California's Department of Housing and Community Development where he was the Governor's lead housing policy advisor; Vice President of Emerging Markets for Wells Fargo Home Mortgage where he managed multi-billion dollar programs producing more than 100,000 loans nationwide for low-moderate-income and minority customers; and senior positions at the U.S. Department of Housing and Urban Development (HUD) under President Clinton.

Matt currently serves on the Board of Directors for the National Housing Trust, the California Housing Consortium and the Non-Profit Housing Association of Northern California. He held previous board posts on the California Housing Finance Agency and the California Tax Credit Allocation Committee. Matt received his Masters of Public Policy from the John F. Kennedy School of Government at Harvard University and his Bachelors of Arts in Political Science from Colgate University. He also attended the London School of Economics and Political Sciences.

MATTHEW O. FRANKLIN

EXPERIENCE

July 2008–Present MidPen Housing Corporation, Foster City, California
President

Lead non-profit affordable housing development, property management and resident services corporations, serving ten Northern California counties with over 300 employees and combined assets worth more than \$1 billion. Responsible for overall organizational direction and administration, Board of Directors, lender, partner and inter-agency relationships, public relations, resource development, site acquisition, housing development finance, tax credit syndications, financial planning, program evaluation and all other aspects of affordable housing development and property management.

2004–June 2008 San Francisco Mayor's Office of Housing, San Francisco, California
Director

Coordinated all City housing policy including oversight of financing for approximately 3,500 new affordable housing units currently in predevelopment, compliance monitoring for approximately 24,000 existing affordable housing units with city financing, and management of several first-time homebuyer programs. Chaired citywide loan committee with approval authority for approximately \$160 million in annual capital financing for affordable housing development. Coordinated implementation of City's entire approximately \$220 million annual housing budget including housing counseling, on-site resident services, and multiple other programs. Directly managed 40 FTEs with \$5.8 million operating budget. Led effort to create 3,000 new supportive housing units as part of Mayor's 10-Year Plan to End Chronic Homelessness. Increased pipeline of City-financed new affordable housing units in predevelopment by more than 250%. Created HOPE SF Program, Mayor Newsom's plan to redevelop 2,500 distressed public housing units in mixed-income, mixed-use context. Corrected longstanding financial control and loan balance data deficiencies related to approximately \$750 million loan portfolio.

2003–2004 California Dept. of Housing and Community Development, Sacramento, California
Director

Served as Governor's lead housing policy advisor and guided investment of majority of State's investment in new affordable housing development, including 90 percent of all Proposition 46 funding. Led department with 480 employees and \$60 million annual operating budget. Implemented new underwriting guidelines for all multifamily rental development programs. Led State initiative to update the California Building Codes. Oversaw investment of \$770 million in new affordable housing development, the highest amount ever invested in a single year. Served as member of the Board of Directors of the California Housing Finance Agency, the California Debt Limit Allocation

Committee, the California Tax Credit Allocation Committee and the California Housing Partnership Corporation.

2001–2003

Wells Fargo Home Mortgage
Vice President for Emerging Markets

Acted as senior officer in national group responsible for developing strategies, services and initiatives to serve low-to-moderate income (LMI) and minority customers (28% of all WFHM customers in 2002). Created and implemented business development initiatives to drive LMI and minority loan production. Managed federal Community Reinvestment Act compliance risk, including setting LMI and minority loan production goals for the national sales force. Managed state housing bond programs, down payment assistance and mortgage credit certificate programs funded by state and local housing agencies in all 50 states. Developed strategic alliances with national affinity and corporate organizations.

1998–2001

US Department of Housing and Urban Development, Washington, DC
Deputy Chief of Staff to the Secretary

Served as second ranking official in the Office of the HUD Secretary. Responsible for oversight of federally-assisted housing programs, public and Congressional affairs and negotiation of HUD budget. Negotiated \$32 billion program funding for fiscal year 2001, the largest HUD appropriation since fiscal year 1981. Served as primary HUD spokesperson for national television and print media. Coordinated Congressional affairs, including hearing testimony and budget authorization.

Federal Housing Administration

Deputy Federal Housing Commissioner/Associate General Deputy Assistant Secretary for Housing

Served as third ranking officer of the Federal Housing Administration (FHA) (3,400 employees and \$510 billion mortgage insurance-in-force). Responsible for administering FHA single family insurance funds (\$470 billion mortgage insurance-in-force); operational oversight of four regional centers and 48 offices. Designed and implemented privatization of the REO property sales process (inventory of over 50,000 homes), including selling FHA homes in an e-commerce environment; privatization created \$270 million in increased sales revenue in first twelve months of operation. Instituted improvements in FHA's loss mitigation program resulting in 600 percent increase in foreclosure avoidance activity with related savings of approximately \$900 million over three-year period. Managed development and implementation of FHA's automated mortgage scorecard to be offered industry-wide through several partner lending institutions. Participated in regulation of Fannie Mae and Freddie Mac, including implementation of new requirement that 50 percent of all purchased loans must be loans to low- and moderate-income households.

Special Assistant to the Federal Housing Commissioner/Assistant Secretary of Housing

Served as primary housing policy advisor to FHA Commissioner responsible for designing and implementing program reforms, managing FHA congressional and public affairs and creating new policy initiatives.

1995 – 1998

Low Income Housing Fund
Loan/Program Officer

Loan/Program Officer for one of the nation's largest nonprofit community development finance institutions (CDFIs).

Responsible for structuring and underwriting predevelopment, acquisition, construction and permanent debt for new affordable housing development; Designed and managed housing development grant and debt financing programs for a variety of public agencies and foundations.

Served as Lead Underwriter for Sacramento Affordable Housing Loan Fund, initially capitalized with \$10 million from ten participating banks;

Managed \$12 million grant program targeted to preserving federally assisted affordable housing.

1994

Joint Center for Housing Studies, Harvard University
Research Assistant

Authored series of briefing papers on alternative programmatic and structural reforms to the Federal Housing Administration (FHA);

Planned and implemented eight public forums on strategic assessment of FHA, with more than eight hundred participants representing home builders, realtors, mortgage bankers and community advocates.

1990 – 1991

Planning Assistance, Inc.
Consultant

Planning and Management Consultant for nonprofit contractor of the United States Agency for International Development (USAID).

Assisted in designing and implementing a series of project management training courses to promote more efficient delivery of USAID-funded programs and services.

1987 – 1988

Clinton Reilly Campaigns
Consultant

EDUCATION

Harvard University, Cambridge, MA
MA, Public Policy, John F. Kennedy School of Government

Colgate University, Hamilton, NY
BA, Political Science

Deena Soulon

EXPERIENCE

December 2010-Present

Chief Financial Officer, MidPen Housing Corporation

Oversees financial administration and legal department of MidPen Housing Corporation and all wholly controlled affiliates. Responsible for operations and policy in areas of audit, tax and accounting, treasury management, systems analysis and development, asset management, budgeting and expense management associated with MidPen Housing, a non-profit corporation.

2005-2010

Chief Financial & Administration Officer, Jewish Community Center

Led highly competent staff of thirty-three finance, technology and building management; budget oversight of \$4.5 Million and managed five board committees—Audit, Finance, Investment, Information Technology and Building.

1996-2005

Financial Director, San Francisco Symphony

Led staff of forty in donor/ticket services, finance, accounting and technology. Budget oversight of \$5 million; managed five board committees: Audit, Finance, Investment, Retirement, Instrument Acquisition and Loan.

1991-1996

Controller, San Francisco Symphony

Managed staff of ten in finance, accounting and donor services; Reported to Finance Director and generated revenue and improved services through financing acoustical renovations to Davies Symphony Hall using bond financing.

1987-1991

Controller, Trammell Crow Company

1985-1987

Division Controller, Independent American Real Estate, Inc.

1984-1985

Tax Accountant, Arthur, Young & Company

1983-1984

Staff Auditor, Price Waterhouse & Company

EDUCATION

**Stanford University, Graduate School of Business
Executive Education**

**New Mexico State University, Las Cruces, New Mexico
Bachelor of Accountancy**

JAN LINDENTHAL

EXPERIENCE

2009-Present

MidPen Housing Corporation, Foster City, CA

Vice President Real Estate Development

- Responsible for management of 14 member real estate division
- Responsible for improving efficiency of entire department, including instituting standardized budget format, developing template schedule, job performance and productivity.
- Oversee more than 20 development projects totaling more than 1800 units in various stages from predevelopment to construction.
- Responsible for sourcing new projects, evaluating initial feasibility, negotiating terms of site control agreements and developing initial project concept.

1998 – 2009

1999 – 2009

South County Housing, Gilroy, CA

Vice President of Real Estate Development and Construction

- Responsible for management of 30+ member division of non profit affordable housing agency.
- Department includes development team, construction division as well as homeownership program team.
- Responsible for improving efficiency of entire department and all three division, including instituting standardized budget format, developing template schedule, preparation of Procedures Manuals, reorganization of construction division and homeownership program team to address staff morale, job performance and productivity.
- Oversee more than 24 development projects totaling more than 1600 units in various stages from predevelopment to construction.
- Responsible for sourcing new projects, evaluating initial feasibility, negotiating terms of site control agreements and developing initial project concept.

1998 – 1999

Senior Project Manager

- Responsible for managing multi-family and single family development projects including the conversion of two mobile home parks to affordable family rental projects.
- Responsible for all project feasibility analysis

1992 – 1997

Santa Clara County Housing Authority, Santa Clara, CA

Housing Development Officer

- Responsible for the development of affordable rental projects serving both seniors and families including Poco Way, winner of the best low income housing project in the nation in 1997 from the National Low Income Housing Tax Credit Coalition.
- Responsible for all new project feasibility analysis.

1988 – 1992 Central New York Regional Planning and Development Board, New York, NY

Principal Planner

- Served as staff to two non profit affordable housing developers in the Central NY region
- Secured funding for agencies first single family development projects through the State of New York's Affordable Housing Program
- Oversaw the CNY RPDB's Regional Data Center and led the agency's effort to complete a detailed analysis of regional labor issues under grant to the Regional Economic Development Strategy program. This research culminated in a regional conference attended by industry leaders, economic development professionals and elected officials where results were presented and used to develop a new economic strategy for the region.

1984 – 1986 Utica Neighborhood Housing Service, New York, NY

Community Organizer

- Prepared agency newsletter, conducted door to door surveys in target neighborhood to assess resident needs, development agency's homeownership counseling program, assisted in the implementation of the agency's resident leadership program.

EDUCATION

1988

Tufts University, Medford, MA
M.A., Center for Public Service

1985

Hamilton College, Clinton, NY
B.A. magna cum laude

LILLIAN LEW-HAILER

EXPERIENCE

**2009-Present: Senior Project Manager
MidPen Housing Corporation**

Evaluates feasibility of development projects in greater San Francisco Bay Area, including site identification and acquisition, financial analysis and planning. Prepares and submits loan applications to public and private lending agencies; secures permits and approvals; leads marketing and outreach strategies and serves as project liaison. Coordinates all aspects of development. Represents MPHCC at public hearings and meetings.

**2006-2009: Project Manager
New Boston Fund, Inc.; Urban Strategy America Fund**

Managed the entitlement and financing of 800+ units of mixed-income developments, including affordable rental, mixed income ownership, commercial, and infrastructure components. Financial modeling and budgeting for \$16M-\$125M TDC mixed-use and phased projects. Communications strategies including bilingual community charrettes, presentations, and elected official briefings on design, sustainability, financing, and zoning.

**2003-2005: Project Administrator
BRIDGE Housing Corporation**

Assisted in the planning, design, and construction of over 1,000 units of housing. Secured City, State, and Federal tax credit, bond, and debt financing. Specialized in HOPE VI and child care center development.

OTHER: LEED AP
Urban Land Institute
Non-Profit Housing Association of Northern California
San Francisco Planning and Urban Research Association

EDUCATION: Massachusetts Institute of Technology, Master of City Planning and
Master of the Science of Real Estate, 2007

Harvard University, Bachelor of Arts, 1999

ROBERT A. BACA

EXPERIENCE

2010-Present **MidPen Housing Corporation, Foster City, CA**
Project Manager

- Manage rehab projects of existing properties in MidPen's portfolio
- Manage HUD GRP rehab project for a 125 unit apartment community
- Work closely with asset management team to identify properties in the MidPen portfolio in need of major renovations

2007 – 2010 **PATH Ventures, Los Angeles, CA**
Project Manager

- Developed and implemented an acquisition campaign, analyzed potential development sites, conducted financial analysis, negotiated price and terms, and secured acquisition financing
- Managed all predevelopment activities including design, entitlements, LEED planning, pre-construction services, estimating, scheduling, and coordinating 3rd party studies
- Reviewed and maintained the construction budget, contracts, records, change orders, and payments

2005 – 2007 **US Triple Net Investment / SPF Associates, Tiburon, CA**
Program Director

- Developed a triple-net lease, 1031 exchange, and TIC acquisition program for seasoned investors, and owners of under-performing residential properties
- Developed and worked closely with a network of lenders, brokers, city officials, and real estate equity partner's nationwide that created a system of information's, leads, and due diligence resources
- Executed the acquisition process, financial analysis, short and long-term financing, tenant and contract due diligence

EDUCATION

2010 **CMAA University- Construction Management Association of America**
Construction Management Standards of Practice

2009 **Novogradac Training**
Tax Credit Workshops

2009 **University of California, Los Angeles**
PDCM, Construction Management
Professional Designation in Construction Management

2007 **San Francisco State University**
B.A., Urban Studies & Planning

Tab D

Job Description of Key Staff



MIDPEN HOUSING COALITION JOB DESCRIPTION

JOB TITLE: PRESIDENT
SUPERVISOR: BOARD OF DIRECTORS
FLSA STATUS: EXEMPT
PREPARED DATE: JANUARY 2008

THE ORGANIZATION:

MidPen Housing is a non-profit organization that develops high-quality affordable housing communities, professionally manages the properties in those communities, and provides services to residents. The three affiliated corporations are MidPen Housing Coalition, MidPen Housing Management Corporation and MidPen Housing Services Corporation.

Since its inception in 1970, MidPen Housing has earned a reputation as one of Northern California's leading non-profit sponsors and developers of assisted rental housing for low- and moderate-income families, seniors, single adults, and persons with special needs. MidPen has completed 94 projects to supply over 6000 units of affordable housing across the greater Bay Area.

As a developer in one of the nation's most expensive real estate markets, MidPen has also made it a priority to acquire and rehabilitate properties to ensure that they remain affordable for the long term. MidPen has acquired and rehabilitated more than 20 complexes, including several HUD-assisted developments that were in danger of conversion to market-rate rental housing. MidPen acquired and rehabilitated these properties in order to guarantee that these units would remain affordable forever.

MidPen has built a reputation as a secure, socially responsible vehicle for both public and private investors. MidPen's developments are subsidized by the federal, state and local governments through several programs. The Department of Housing and Urban Development ("HUD"), the California Housing Finance Agency ("CalHFA") and the Affordable Housing Program of the Federal Home Loan Bank have all funded MidPen developments. The Low-Income Housing Tax Credit Program, which provides tax incentives to encourage private investment in low-income housing, has been a vital source of development funding in recent years. Many private lenders, the State of California Housing and Community Development Department and local governments provide financing. MidPen also receives grants from Foundations and corporations. Private individuals and corporate investors provide essential capital for many of MidPen's developments through limited partnerships.

MPHMC has a long-term commitment to the quality of life of the residents, the physical appearance and safety of the properties, and the well-being of the communities. On-site property managers and maintenance staff ensure that MPHMC's standards continue to exceed those of the industry. MidPen Housing Services Corporation ("MPHSC") is the

MidPen Housing affiliate that provides on-site service coordination, computer education programs for students, seniors and persons with special needs, summer youth programs, arranges for on-site child care, and provides a broad range of services and support for MidPen residents.

Information on MidPen can be found online at www.mipen-housing.org.

THE POSTION

Under the general direction of the Board of Directors, the Presidents shall serve as Chief executive officer of the corporations, having responsibility for and authority to manage the corporations' affairs, executive contracts, oversee the financial accounts and direct the staffs' activities. The President shall be an *ex officio* member of the Board of Directors.

Though an employee of the Housing Development Corporation, the President shall serve in that capacity for all MidPen Coalition entities and carry the nominal title President, MidPen Housing Coalition and Management Corp. ("MPHMC"). MPHMC is a MidPen Housing Affiliate that manages 85 properties in 32 cities and towns in the San Francisco and Monterey Bay region. MPHMC has provided professional property management services for more than 25 years.

The President will have overall responsibility for the efficient and professional execution of MidPen's internal operating functions. These include Property Acquisition and Development, Property Management and Compliance, Resident Service, Finance and Asset Management, and Human Resources and Organizational Development.

The President will lead the development, deployment, and communication of the organization's Strategic Plan to both create and implement a future vision and direction for the organization.

The President shall be a leader and champion for affordable housing in general, and for the mission of MidPen Housing specifically to influence and support both existing as well as future needs in this area.

The President will be a knowledgeable, influential, and articulate "face of the Organization" to numerous external constituencies, including the political, regulatory, media, nonprofit investment, and construction communities, as well as to people in the community.

The President will work in a highly collaborative and Professional Manner with the Organization's Board of Directors. The Board will receive consistent information MidPen's tactical performance, business metrics, and strategic initiatives. The President will solicit Board support and involvement on issues or initiatives as needed or necessary.

The President will be the leader and primary custodian of the organization's morale, culture and external reputation. This will require consistent and effective two-way communication with staff both at headquarters and in the field, and the ability to make the mission of MidPen a day-to-day commitment for staff.

The President, in concert with the CFO, will be responsible for the financial stability and sustainability of MOHC by assuring there is sufficient earned revenue, i.e., developer fee income and property management fees, and property level financial management, to support annual operating and capital budgets. The President will also maintain critical oversight on longer term investments and assets.

The President will be responsible for leading and developing the MidPen Executive Team, both collectively and individually, to assure they operate and interface collaboratively, with agreed upon objectives and priorities.

The executive shall have responsibility for this large and complex organization, encompassing the management of more than 5,800 units of housing, the three companies described above, 300-plus employees, \$1 billion in assets and \$70 million in revenue. The operating budget is a combined \$13 million and capital projects, including new construction and rehabilitation, average approximately \$100 million a year. Key objectives for the president include inspirational leadership, the professional development and empowerment of the executive team and staff, expand the network of MidPen's clients, communities, and stakeholders and increasing the visibility of the organization.

Responsibilities

The role of the President for MidPen will focus on five key areas of responsibilities: 1) strategic and organizational planning; 2) management of operating procedures, staff, fundraising, and budget; 3) board meeting preparation and participation; 4) active communication with the board of finances, organizational issues and planning; and, 5) external relations to ensure the organization is meeting the needs of the people it serves and stakeholders.

Specifically, this shall include:

- Act as the principal liaison between the Boards and the staff, other agencies and the community, expressing accurately and consistently the philosophy, policies and actions of the Boards.
- Provide leadership, creativity, professional guidance and stimulation to the staff and the Board.
- Relate well to the Directors, and utilize their services for assistance when appropriate.
- Administer and direct the long-range and day-to-day activities of the staff by planning, organizing, supervising, reviewing and assessing all of the company's operations, housing management and development functions, to assure effective performance and compliance with policy.

- Be personally involved in detailed activity where appropriate, while delegating functions in so far as feasible to other staff personnel.
- Have personal responsibility for the creation and identification of development opportunities for housing to accommodate those with low and moderate incomes as the primary object of the Corporation, through active pursuit of all available and potential avenues, including professional governmental, commercial and community.
- Have a working knowledge of the basics of housing finance, including syndication.
- Be effective in relations with governmental agencies (Particularly **HUD and CalHFA**), officers and staff of political subdivisions (county and city), community leaders and other non-profit and for-profit developers and housing organizations.
- Be acquainted with the Peninsula area as a whole, and be sensitive to differing community attitudes towards the Corporation's housing objectives.
- Have a primary responsibility for the public relations of the Corporation, working closely with the media and representing the Corporation's organizational entities, responsible for official minutes and corporate documents and executing such documents when required in the absence of the Secretary.
- Have the capacity, imagination and flexibility to recommend re-definition of this job description.

CANDIDATE QUALIFICATIONS / EXPERIENCE

Experience: Minimum of 15 years of progressive experience in a leadership and management role, with a preference for experience in real estate finance and/or development. Relevant experience and a successful track record of highly effective leadership in other industries or sectors are highly desirable and will also be considered.

Education: Undergraduate degree is required. A graduate degree in a relevant area, such as business administration, planning, public policy, etc. is preferred.

Competencies / Attributes:

- Outstanding leadership, management and communication skills, including oral presentations.
- Collaborative and collegial professional style and approach to working with others.
- Ability to provide management leadership internally while externally communicating the mission of MidPen.
- Ability to naturally promote and create awareness of MidPen through embodiment of the organization's values and mission.
- An appreciation of and respect for the working expertise of the executive team.
- Capable of gaining confidence and credibility among many constituencies. One who can establish rapport and build relationships with a wide range of individuals from residents to high-level stakeholders.
- Interested in engaging in healthy debate as it relates to the day-to-day working at MidPen. A lively intellect and style that encourages professional growth.
- Unquestionable integrity.

- Demonstrated maturity, judgment and self-awareness. Ability to maintain professional decorum under stress.
- High energy level and entrepreneurial mindset.

Employee Signature

Date

MID-PENINSULA HOUSING COALITION JOB DESCRIPTION

JOB TITLE: CHIEF FINANCIAL OFFICER
DEPARTMENT: ADMINISTRATION
SUPERVISOR: PRESIDENT
FLSA STATUS: EXEMPT

THE ORGANIZATION

Mid-Peninsula Housing Coalition ("Mid-Pen Housing") is a non-profit organization that develops high-quality affordable housing communities, professionally manages the properties in those communities, and provides services to residents. The three affiliated corporations are Mid-Peninsula Housing Coalition, Mid-Peninsula Housing Management Corporation and Mid-Peninsula Housing Services Corporation.

Since its inception in 1970, Mid-Pen Housing has earned a reputation as one of Northern California's leading non-profit sponsors and developers of assisted rental housing for low- and moderate-income families, seniors, single adults, and persons with special needs. Mid-Pen Housing has completed 94 projects to supply over 6,400 units of affordable housing across the greater Bay Area. In the nonprofit sector, Mid-Pen Housing was recently ranked the seventh (7th) largest portfolio of units under management and is the ninth (9th) largest producer of units. Mid-Pen Housing leads the industry in terms of investment in on-site resident services and the quality of programming provided.

MISSION/VALUES:

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

We have established a list of core values which guide our work and culture: how we treat one another, our residents and our partners. We believe that upholding these values will help Mid-Pen achieve operational excellence and will create an environment where employees feel valued and inspired to their best work. Our values are Integrity, Collaboration, Accountability, Respect, Excellence (I CARE)

Information on Mid-Pen Housing can be found online at www.midpen-housing.org.

WORKING RELATIONSHIPS:

Internal: Reports to the President; Supervises Corporate Controller, Property Controller, Manager of Information Technology, Office Manager, Manager of Business Systems, and General Counsel

External: Participates in management of all external financial relationships.

ESSENTIAL JOB FUNCTIONS:

Leadership: CFO is a member of the Executive Team and is a key leader in the organization.

- Supports and provides leadership to the Executive Team on all matters pertaining to finance, accounting, information technology, business systems and office management. Consistently evaluates levels of customer satisfaction in these areas from Executive Team members
- Assures the CFO team is well trained, motivated and developed and consistently maintains the highest levels of collaboration, teamwork and partnership with other functions within the organization

Accounting/Finance: CFO has total oversight responsibility for finance and accounting functions of MidPen. This includes preparation of the consolidated corporate audit, individual audits for approximately 65 partnerships and management and oversight of the operating budget with combined revenue of approximately \$60 million annually.

- Represents Mid-Pen Housing to outside lending institutions, insurance organizations, regulatory agencies and other non-profits. May be required to speak at public hearings or forums
- Oversight responsibility for the finance and accounting functions of Mid-Pen Housing, both at the headquarters as well as the field locations. Assures policies, procedures and processes in are place to execute or report on any financial transactions or information
- Ensures that Mid-Pen Housing is in full compliance with any Mid-Pen Housing partnership agreements
- Coordinates, prepares for, and oversees organizational audits
- Responsible for the strategy, communication and execution of the yearly Mid-Pen Housing operating budgets. Informs the Executive Team leaders about the actual performance of their organization compared to the budget and supports any required action to control or change the budgets.
- Creates financial forecasts, models or analyses as needed or required to support both short term decision making or longer term strategic planning
- Responsible for the integrity, training and use of all internal and external reporting templates and statements. Provides written communication or analysis to support or explain financial data or information as required

- Manages and monitors the organization's cash flow and working capital needs to assure funds are deployed at optimum levels. Manages the investment of available funds to deliver maximum returns in accordance with investment strategy of Mid-Pen Housing
- Assures any financial instruments that Mid-Pen Housing has in place or considers (e.g., debt instruments, loans, letters of credit) are comprehensively negotiated and consistently monitored for compliance
- Responsible for the coordination of the overall risk evaluation and risk protection strategy and risk investment strategies for the organization.
- Responsible for staffing Finance Committee of the Mid-Pen Board of Directors, including making regular presentations to the Board.

Business Systems/Information Technology: Responsible for the overall Information Technology and Business Systems strategy for the organization to include both evaluation and deployment of information systems.

- Oversees management of systems steering committee
- Responsible for assessment of information technology and business systems needs of all Mid-Pen Housing teams, based on input from users
- Responsible for preparation of annual and long term technology plan and budget
- Provides support to internal partners in developing information systems, databases and reporting capabilities necessary for performance management benchmarking and monitoring
- Leads and updates the disaster recovery plan for Mid-Pen Housing
- Assures financial transaction or reporting systems in use or planned within the organization have full and consistent user training and are periodically audited for their use and integrity

General Counsel: Oversees in-house general counsel responsible for wide range of legal work.

- Confer with senior management and staff on matters involving legal interpretation and decisions related to organizational activities, policies and operating issues
- Direct the research of local, state and federal legislation and administrative agency or court decisions and provide legal advice on contractual obligations, regulatory requirements and applicable laws
- Oversee general counsel's legal representation of, the organization, in judicial, quasi-judicial or administrative matters before courts or regulatory agencies

Office Management: Oversees management of the office operations.

- Assures there are appropriate processes and procedures to evaluate, select, and manage vendors for all organization purchasing: including purchasing done by the property management and IT department areas
- Procure major office equipment such as copiers, printers, and fax machines and negotiate service contracts including those for the security system, telephone system, cellular phones, and pagers. Serve as main contact for company wide printer, cell phones, and pager needs

- Oversee Central Files ensuring staff is updating and maintaining required records and sending appropriate information to offsite storage per retention policies

QUALIFICATIONS:

- A strong interest in Mid-Peninsula Housing's mission or strong social values in common with the mission, is highly desirable
- The ability to be collaborative and influential across all levels of the organization, including the Board of Directors, is required
- A proven track record of ten years or more as a financial leader (e.g., Chief Financial Officer, Controller, Senior Director of Finance) both technically and managerially, is required
- A working knowledge of information technology, both existing and emerging, is required
- A degree in finance or accounting or significant comparable experience is required. An advanced degree (e.g., MBA or CPA) is highly desirable
- Knowledge of the financial processes and requirements in the construction, real estate development, property management, construction financing, low income housing, or closely related fields, is highly desirable
- A proven ability to operate at the strategic level (e.g., strategic forecasting, planning and decision making) in an enterprise, is required
- Accomplished written and oral communication skills, are required
- A high comfort level of working effectively with a diverse organizational population, is required
- A proven ability to develop, execute and monitor both organizational and department level plans and strategies, is required
- A demonstrated ability to motivate, coach and develop staff, is required



MIDPEN HOUSING
JOB DESCRIPTION

JOB TITLE: Vice President, Real Estate Development
DEPARTMENT: Central Office, Foster City, CA.
SUPERVISOR: President, MidPen Housing

Summary: The V.P., Real Estate Development is a member of the MidPen Housing Executive Team reporting directly to the President. He/she will work in concert and collaboration with the other members of the Executive Team including the V.P., Services, VP/CFO, V.P., Property Management, and V.P., Human Resources. The V.P., Real Estate Development will assure functional continuity and connection with the aforementioned key functions at MidPen. The V.P., Real Estate Development will also participate in longer term organizational Strategic Planning with the Board, President, Executive Team, and other key organization resources.

Key Areas of Responsibility:

- Stay current with political and financial developments which effect MidPen
- Represent the organization as member of appropriate groups or organizations that align with the development activity
- Represent the organization at speaking engagements, public hearings, and other public forums
- Participate in advocacy and policy matters related to the MidPen Mission
- Identify and evaluate potential project sites and properties
- Negotiate acquisition of potential sites and properties
- Identify and evaluate potential partnerships with other organizations
- Negotiate and approve terms of new developments or acquisitions
- Supervise, train, and mentor development staff
- Coordinate in-depth feasibility analyses of potential developments
- Review and approve all funding proposals, applications, and investor proformas
- Monitor progress of developments against proforma budgets and schedules
- Evaluate risks, and make recommendations to the President, CFO, and Board of Directors
- Approve contracts with attorneys, architects, engineers, and other professionals
- Approve and manage Development budgets including any significant changes to existing developments
- Approve all proposed lenders and underwriters
- Coordinate with Asset Management to assure any changes in funding or investment strategy is managed proactively
- Assure excellent inter-departmental communications to ensure smooth transition to operations

Candidate Requirements:

- A four year college degree is required, with an advanced degree preferable. At least eight years of demonstrated successful experience in affordable housing development, is required, or more comprehensive experience in a closely related real estate development environment
- Experience in closing the permanent financing of at least ten developments for which the candidate had primary responsibility during all phases of development, and which in part involved the syndication of affordable housing tax credits, is highly desirable
- Demonstrated creativity and ability to be a visionary thinker in a challenging financial and political environment, is required
- Proven skill and results in supervising, training, and developing project managers, is required
- Demonstrated resourcefulness and strategic thinking to overcome obstacles to secure appropriate resources, is required
- Excellent written and oral communication skills, including demonstrated skill in making effective presentations at public forums, is required
- Strong negotiating and external collaboration skills, as well as sound political judgment, are required
- General knowledge of real estate and land use law as it pertains to the development of affordable housing, is required
- Proven ability to work effectively with lenders, investors, public officials, and low-income tenants, is required
- Thorough knowledge of federal, state, local, and private sources of financing for affordable housing and familiarity with their respective underwriting requirements, is required
- Strong computer skills, including the ability to develop standard internal tax credit proformas and to train other staff in their use, is required
- Familiarity with standard architectural and construction practices and demonstrated ability to coordinate a Real Estate Development team effectively, is required
- Demonstrated commitment to the goals of the organization and to non-profit philosophy, is required
- Experience in the development and implementation of long term Strategic Plans, is highly desirable
- Unquestioned ethics and personal integrity, are required

Employee Signature

Date



**MIDPEN HOUSING
JOB DESCRIPTION**

JOB TITLE: SENIOR PROJECT MANAGER
DEPARTMENT: DEVELOPMENT
SUPERVISOR: VICE PRESIDENT OF REAL ESTATE
FLSA STATUS: EXEMPT

Summary/Purpose

The Senior Project Manager is responsible for managing all aspects of the development process for new construction and/or acquisition/rehabilitation projects, ensuring a financially and operationally viable development in a timely and cost-efficient manner. The Senior Project Manager is also responsible for training and mentoring interns and junior members of the Development Team.

Supervision

This position requires a high degree of autonomy and good judgment. The position reports to the Vice President of Real Estate.

ESSENTIAL JOB FUNCTIONS

Site Identification & Acquisition

- Identify sites for potential housing developments
- Assist in site acquisition negotiations with property owners

Project Conceptualization & Feasibility Analysis

- Assist in completion of site feasibility analysis
- Procure and review of due diligence reports for potential sites.
- Prepare conceptual financial analysis for potential sites.
- Prepare a preliminary critical path schedule showing timing of key project milestones

Internal Coordination:

- Initiate and maintain coordination with all internal stakeholder departments including property management and services
- Ensure that the building program, financing plan, and operating budget/reserves meet MidPen standards
- Maintain accurate budget and schedule for review by the Vice President of Real Estate and other internal partners.
- Schedule and budget changes are communicated in a timely manner
- Prepare reports to the Board of Directors regarding project status as requested

Project Financing

- Obtain and close financing for the development, including taking the lead in negotiations
 - Prepare and submit financing packages
 - Clearly document loan and partnership terms for file and for approval
 - Create and maintain up-to-date proformas that accurately reflect the project budget, expenses to date and financing plan

Manage Entitlements & Permit Process

- Apply for and obtain required government permits and approvals
 - Manage a team of design consultants through the process of obtaining planning approvals
 - Manage the community acceptance process

- Manage the building permit process

Lead Project Development Team

- Lead a development team, including architects, engineers, contractors, attorneys, and other consultants through the development process
 - Lead the design process
 - Solicit, evaluate, negotiate, and monitor contracts
 - Monitor project costs and schedule through construction, in consultation with Asset Management & Facilities Dept.

Represent MidPen

- Represent the corporation before public bodies as needed
- Network with appropriate groups and individuals
- Develop and maintain positive relationships with all internal and external entities
- Provide technical assistance to other non-profit organizations
- Represent the organization at public hearings and other speaking engagements

Project Close-out & Transition to Operations

- Prepare project summary and execute file transfer to central files

Mentoring and Management

- Mentor and train interns and less experienced project management staff
 - Be available for advice, meetings and consultations
 - Review work of subordinate team members weekly including review of budget and schedule
 - Conduct formal group trainings as requested
 - Work with VP of Real Estate to develop systems and written procedures for the department, as requested

Other

- Perform related duties as assigned

QUALIFICATIONS

To perform this job successfully, an individual must be entrepreneurial and be able to perform each essential function satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

- Graduate or Professional degree in Urban Planning, Community Development, Architecture or related fields with an emphasis on real estate development or commensurate experience.
- At least five years prior development experience.
- Experience managing personnel
- Thorough knowledge of Federal, State, Local, and Private sources of financing for low-income housing.
- Excellent written and oral communication skills, including demonstrated skill in making effective presentations at public forums and facilitating community group discussions.
- Strong negotiating skills and sound political judgment.
- Excellent organizational and project management skills
- Ability to prepare in-depth financial feasibility analyses, conduct research, and prepare narrative reports and proposals
- Knowledge of real estate and tax law as it pertains to the development of low income housing
- Proven ability to work effectively with lenders, investors, public officials, and low-income tenants.

- Familiarity with standard architectural and construction practices and demonstrated ability to supervise effectively the design and construction of at least two low income housing developments in coordination with the Construction Manager.
- Strong computer skills, including Excel, Word, Power point, and Project and the ability to develop standard internal tax credit proformas and to train other staff in their use.
- Ability to work in fast-moving, flexible environment.
- Commitment to the goals and mission of the organization.

Related experience, education and/or training may be substituted for the specific qualifications described above.

WORK ENVIRONMENT:

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Employee Signature: _____

Date: _____



MIDPEN HOUSING
JOB DESCRIPTION

Job Title: Project Manager
Department: Development
Supervisor: Senior Project Manager
FLSA Status: Exempt
Updated: September 2011

Mission and Values

MidPen Housing is a non-profit organization that develops high-quality affordable housing communities, professionally manages the properties in those communities, and provides services to residents. The three affiliated corporations are MidPen Housing, MidPen Housing Management Corporation and MidPen Housing Services Corporation.

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

We have established a list of core values which guide our work and culture: how we treat one another, our residents and our partners. We believe that upholding these values will help MidPen achieve operational excellence and will create an environment where employees feel valued and inspired to their best work. Our values are Integrity, Collaboration, Accountability, Respect and Excellence (ICARE).

Summary:

The Project Manager is responsible for managing all aspects of the development process for new construction, acquisition and rehabilitation projects. Under the supervision of the Vice President of Real Estate and Senior Project Manager, the Project Manager is responsible for ensuring a financially and operationally viable development in a timely and cost-efficient manner.

Job Description:

- Identify sites for potential housing developments
- Assist in site acquisition negotiations with property owners
- Assist in completion of site feasibility analysis
- Procure and review of due diligence reports for potential sites.
- Prepare conceptual financial analysis for potential sites.
- Prepare a preliminary critical path schedule showing timing of key project milestones
- Initiate and maintain coordination with all internal stakeholder departments including property management and services

- Ensure that the building program, financing plan, and operating budget/reserves meet MidPen standards
- Maintain accurate budget and schedule for review by the Vice President of Real Estate and other internal partners.
- Schedule and budget changes are communicated in a timely manner
- Prepare reports to the Board of Directors regarding project status as requested
- Obtain and close financing for the development, including taking the lead in negotiations
 - Prepare and submit financing packages
 - Clearly document loan and partnership terms for file and for approval
 - Create and maintain up-to-date proformas that accurately reflect the project budget, expenses to date and financing plan
- Apply for and obtain required government permits and approvals
 - Manage a team of design consultants through the process of obtaining planning approvals
 - Manage the community acceptance process
 - Manage the building permit process
- Lead a development team, including architects, engineers, contractors, attorneys, and other consultants through the development process
 - Lead the design process
 - Solicit, evaluate, negotiate, and monitor contracts
 - Monitor project costs, materials and schedule through construction, in consultation with Asset Management & Facilities Dept.
- Prepare project summary and execute file transfer to central files
- Represent the corporation before public bodies as needed
- Network with appropriate groups and individuals
- Develop and maintain positive relationships with all internal and external entities

Performs other assignments as requested.

Qualifications:

- Masters Degree in Urban Planning, Community Development, Architecture or related fields with an emphasis on real estate development or commensurate experience
- Minimum of two years experience in low-income housing development
- Experience securing entitlements and financing for at least one development for which the person had primary responsibility during all phases of development
- Proficient in Microsoft Office, including Excel, Word, PowerPoint, and Project.
- Knowledge of Federal, State, Local and Private sources of financing for low income housing
- Excellent written and oral communication skills
- Demonstrate good political instincts and judgment
- Ability to prepare financial feasibility analysis, conduct research and prepare narrative reports and proposals
- Ability to work in fast-moving, flexible environment and maintain priorities and project management skills

- Commitment to the goals and mission of the organization
- Must possess a valid California Driver's License, auto insurance and reliable transportation

My signature states that I have read and understand the requirements of this position.

Signature _____

Date _____

