



# TASSAFARONGA VILLAGE

OAKLAND HOUSING AUTHORITY

IN CONSIDERATION FOR THE  
2011 RUDY BRUNER AWARD  
FOR URBAN EXCELLENCE

  
**Tassafaronga**



**“Our goal is to get as close to utopia as possible.”**

*Bridget Galka  
Senior Development Program Manager  
Oakland Housing Authority*

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# 2011 RUDY BRUNER AWARD PROJECT DATA



# PROJECT DATA

Please answer questions in space provided. Answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

NOTE: This sheet and a selected image will be sent to the Committee in advance.

Project Name \_\_\_\_\_ Location \_\_\_\_\_

Owner \_\_\_\_\_

Project Use(s) \_\_\_\_\_

Project Size \_\_\_\_\_ Total Development Cost \_\_\_\_\_

Annual Operating Budget (if appropriate) \_\_\_\_\_

Date Initiated \_\_\_\_\_ Percent Completed by December 1, 2010 \_\_\_\_\_

Project Completion Date (if appropriate) \_\_\_\_\_

Attach, if you wish, a list of relevant project dates \_\_\_\_\_

**Application submitted by:**

Name \_\_\_\_\_ Title \_\_\_\_\_

Organization \_\_\_\_\_

Address \_\_\_\_\_ City/State/Zip \_\_\_\_\_

Telephone ( ) \_\_\_\_\_ Fax ( ) \_\_\_\_\_

E-mail \_\_\_\_\_ Weekend Contact Number (for notification): \_\_\_\_\_

**Perspective Sheets:**

Organization \_\_\_\_\_ Name \_\_\_\_\_ Telephone/e-mail \_\_\_\_\_

Public Agencies \_\_\_\_\_

Architect/Designer \_\_\_\_\_

Developer \_\_\_\_\_

Professional Consultant \_\_\_\_\_

Community Group \_\_\_\_\_

Other \_\_\_\_\_

Please indicate how you learned of the *Rudy Bruner Award for Urban Excellence*. (Check all that apply).

- Direct Mailing     Magazine Announcement     Previous Selection Committee member     Other (please specify)
- Professional Organization     Previous RBA entrant     Online Notice
- Bruner/Loeb Forum

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Signature \_\_\_\_\_ Date \_\_\_\_\_

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**2011**  
**RUDY BRUNER AWARD**  
**PROJECT**  
**AT-A-GLANCE**



# PROJECT AT-A-GLANCE

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*NOTE: This sheet and a selected image will be sent to the Committee in advance.*

Project Name \_\_\_\_\_

Address \_\_\_\_\_

City/State/ZIP \_\_\_\_\_

1. Give a brief overview of the project.

2. Why does the project merit the *Rudy Bruner Award for Urban Excellence*? (You may wish to consider such factors as: effect on the urban environment; innovative or unique approaches to any aspect of project development; new and creative approaches to urban issues; design quality.)

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**2011**  
**RUDY BRUNER AWARD**  
**PROJECT DESCRIPTION**



# PROJECT DESCRIPTION

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1. Describe the underlying values and goals of the project. What, if any, significant trade-offs were required to implement the project?

2. Briefly describe the project's urban context. How has the project impacted the local community? Who does the project serve? How many people are served by the project?



## **Tassafaronga Village: Relevant Project Dates**

May 2005: OHA started planning with residents

2005: OHA submitted HOPE VI applications

2007: OHA submitted HOPE VI applications

After the second HOPE VI application was unsuccessful, OHA board invested \$16 million and committed 99 Project-based Vouchers to fill financing gaps and maintain housing at the site for very low-income households.

Early 2008: Resident relocation begins

June 2008: Demolition and site remediation

October 2008: Construction of Phase 1 begins

April 2010: Construction of Phase 1 ends

August 2010: Phase 1 is 100% occupied

August 2010: Construction of Phase 2 begins

May 2010: Construction of Phase 2 ends

July 2010: Phase 2 is 100% occupied

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# 2011 RUDY BRUNER AWARD AWARD USE



# AWARD USE

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Please answer questions in space provided. Answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided.

Please separate this page from the rest of the application. Award Use should be submitted in a sealed envelope along with the application materials. It will not be used in judging entries or be seen by members of the Selection Committee.

Please describe how *Award* monies will be used to benefit the project. (The *Award* check will be made out to the Applicant unless otherwise specified.)

\*\* This statement should be signed by the applicant. Photocopies or facsimile copies of the statement with original signature is acceptable. Award Use statement should be submitted in a sealed envelope along with the application materials.

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Name and Title

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Date

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**2011**  
**RUDY BRUNER AWARD**  
**DEVELOPER**  
**PERSPECTIVE**



# DEVELOPER PERSPECTIVE

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This sheet is to be filled out by the person who took primary responsibility for project financing or is a representative of the group which did.

Name \_\_\_\_\_ Title \_\_\_\_\_

Organization \_\_\_\_\_ Telephone (       ) \_\_\_\_\_

Address \_\_\_\_\_ City/State/ZIP \_\_\_\_\_

Fax (       ) \_\_\_\_\_ E-mail \_\_\_\_\_

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**Signature** \_\_\_\_\_ **Date** \_\_\_\_\_

1. What role did you or your company play in the development of this project? Describe the scope of involvement.

2. What trade-offs or compromises were required during the development of the project?

3. How was the project financed? What, if any, innovative means of financing were used?

4. What do you consider to be the most and least successful aspects of the project?

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**2011**  
**RUDY BRUNER AWARD**  
**PROFESSIONAL**  
**CONSULTANT**  
**PERSPECTIVE**



# PROFESSIONAL CONSULTANT PERSPECTIVE

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This sheet is to be filled out by a professional who worked as a consultant on the project providing services other than physical design or planning (e.g., legal services).

Name	Ben Golvin	Title	Principal
Organization	Equity Community Builders	Telephone	( 415 ) 561-6200 x203
Address	38 Keyes Avenue, Suite 201	City/State/ZIP	San Francisco, CA 94129
Fax	( 415 ) 561-6210	E-mail	ben@ecbsf.com

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Signature		Date	22 November, 2010
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1. What role did you or your organization play in the development of this project?

My company, Equity Community Builders, provide development consulting, effectively serving as adjunct staff to the project manager for the Oakland Housing Authority, the developer and owner of Tassafaronga Village. For certain development activities, I provided a strategic perspective on problem-solving, bringing to the team the experience gained from managing affordable housing developments for the past 27 years -- particularly in the coordination of entitlements, design, contracting and financing. For other activities I had primary responsibility for carrying out particular tasks, in some circumstances to ensure that the project manager had adequate time to attend to other activities, and in others because of the specific expertise I have developed. As the Housing Authority's project manager gained experience, the range of activities for which she required detailed consulting diminished; by the latter part of the project, she sought my assistance for fewer and more detailed aspects of the development process.

2. Describe the project's impact on its community. Please be as specific as possible.

The successful re-building of Tassafaronga Village replaced an outdated public housing project, built at a low density (for multi-family housing), the design of which magnified the most problematic aspects of a community of only very-low income families, with an architecturally innovative set of buildings that provides a high-quality living environment for a mix of lower-income households (at a much broader range of income levels) -- including an opportunity for home-ownership through sweat equity, and permanent housing for people living with HIV/AIDS. The development is also highly sustainable, incorporating intelligent design elements that reduce energy use and stormwater run-off to the local treatment plant -- and re-uses an existing concrete building that embodies a significant investment of resources. The development is also being managed by a private entity, enabling management to more effectively enforce the rules established for the community.

Positive impacts for both the internal and the broader community include:

- Higher quality living environment for many more residents (almost double the number of homes)
- Broader range of income levels among residents, providing greater diversity
- Significantly safer community, both within and in its interaction with its neighbors
- Significantly more sustainable and healthy physical environment
- Better "eyes on the park" for the neighborhood park adjacent to the community
- Less impact on the stormwater treatment system
- Supportive housing for people living with HIV/AIDS
- Effective connection between the new housing and new public improvements (school and library)



## PROFESSIONAL CONSULTANT PERSPECTIVE (CONT'D)

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### 3. How might this project be instructive to others in your profession?

The project is innovative in a number of ways that can serve as a model for other affordable housing developments:

**Financially:** public housing replacement without HOPE VI funding

**Sustainability:** green site development; broad range of green elements that, taken together, model an integrated intelligence in the approach to a range of elements (including re-use of an existing concrete building to create a quality living environment)

**Social equity:** providing supportive special needs housing well-integrated into a broader development; providing housing affordable to a broad range of households, from public housing to Section 8 to working families (in both rental and ownership housing)

**Public entrepreneurship:** how a well-managed public Housing Authority can leverage its own financial resources, using the range of financial mechanisms (and partnerships, as with Habitat for Humanity) used regularly by for-profit and non-profit housing developers to make more intense use of its existing land resources and thereby provide housing to almost twice the number of families.

**Community development:** by acquiring additional, strategically located property, the Housing Authority made an effective connection between the housing development and two new public amenities (school and library).

### 4. What do you consider to be the most and least successful aspects of this project?

**Most successful:**

Excellent, intelligent, thoughtful design, integrating a broad range of sustainability strategies (re: energy use, stormwater management, building re-use, and building materials)

Innovative financing approach, leveraging public agency resources (land, money and expertise)

Efficient use of consulting time by experienced development consultant to both ensure success of the project and support the learning curve of the project manager

Strategic acquisition of adjacent property, to both expand the housing opportunity to additional families and to make a physical connection to a redeveloped portion of the community, where a new school and library provide amenities to the residents.

**Least successful:**

Can't think of an element of the development that was not successful...

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2011  
RUDY BRUNER AWARD  
PUBLIC AGENCY  
PERSPECTIVE



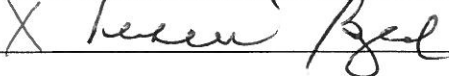
# PUBLIC AGENCY PERSPECTIVE

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This sheet is to be filled out by a staff representative of a public agency directly involved in the financing, design review, or public approvals that affected this project.

Name Michelle Byrd Title Deputy Director, Housing & Community Dev.  
Organization City of Oakland Telephone ( 510 ) 238-3716  
Address 250 Frank Ogawa Plaza City/State/ZIP Oakland, CA 94612  
Fax ( ) E-mail mbyrd@oaklandnet.com

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Signature X  Date 11/16/2010

1. What role did your agency play in the development of this project? Describe any requirements made of this project by your agency (e.g., zoning, public participation, public benefits, impact statements).

The City of Oakland (City), through its Redevelopment Agency, provided a \$3M zero interest, long-term loan to the Tassafaronga Project.

The City also granted and is enforcing the zoning, planning and entitlement approvals for the Project. The City also issued, inspected and signed off on the building, on- and off-site construction permits for the Project.

In addition a City of Oakland park and recreation facility is located adjacent to the Project. All of the community and resident planning meetings for the new development were held at the city-owned Tassafaronga recreation center.

2. How was this project intended to benefit your city? What trade-offs and compromises were required to implement the project? How did your agency participate in making them?

The Tassafaronga Project was intended to create well-designed, energy-efficient, effectively managed rental and for-sale housing opportunities for low and moderate-income households. The Tassafaronga Project was also intended to clean up hazardous soil, upgrade public infrastructure, eradicate blight and inspire neighborhood pride in an area of the city that struggled primarily due to the isolated nature of the original Tassafaronga site which shared a property line with a city-owned park and recreation center but was surrounded on its other three sides by industrial uses. The expanded Tassafaronga site effectively connects the new housing to the park, the residential neighborhood that lies beyond the park, two elementary schools and a new community library.

A compromise that was made when planning and constructing the Tassafaronga Project was the inability to divert a portion of the capital resources raised to develop Tassafaronga to rehabilitate the adjacent city-owned recreation center. While the funding to rehabilitate the park buildings wasn't available the Tassafaronga site plan does improve the safety, aesthetic quality and functionality of the city-owned park by placing unit entrances facing the park, creating well-lit and landscaped paths around the park and replacing the park fencing. Additionally, the service provider at Tassafaronga has been working with staff at the city-owned recreation center to pool resources and co-develop programs in order to more effectively serve the Tassafaronga and neighborhood residents. This partnership is building the capacity of city staff and attracting new resources to the city's park facility.

3. Describe the project's impact on your city. Please be as specific as possible.

The Tassafaronga Project started construction in October 2008 during a deep recession at a time when many planned construction projects stalled as a result of the financial credit crisis. The \$75M spent to construct Tassafaronga maintained approximately 250 and created 119 critical construction jobs during a perilous economic time. 56 of the 119 new construction were filled by low-income Oakland residents. Additionally, the construction activity at Tassafaronga generated economic benefits for the businesses that surround and serve the site.

The Tassafaronga Project was the first large redevelopment project in the City of Oakland that had to comply with Alameda County's C3 requirements which mandate that all stormwater be treated prior to reaching the municipal drain system. Tassafaronga's innovative approach to treating stormwater entirely through bio-filtration will help alleviate flooding and improve water quality. The Tassafaronga Project serves as a model for stormwater treatment.

The Tassafaronga Project complements the city and state investment in two new public elementary schools and a new community library. The acquisition of a 2 acre parcel to expand the original Tassafaronga site greatly improved and increased pedestrian access to the public schools and library for residents of Tassafaronga and surrounding neighborhood.



4. Did this project result in new models of public/private partnerships? Are there aspects of this project that would be instructive to agencies like yours in other cities?

The City of Oakland partners with the Oakland Housing Authority to revitalize neighborhoods throughout the city.

City staff and leaders have been consistently impressed with the Housing Authority's commitment to providing the capital resources and leadership needed to replace severely distressed housing for very low-income households one-for-one within well-designed, energy efficient new communities. While the City of Oakland has contributed its own housing funds to all of the revitalization efforts spearheaded by the OHA in the case of Tassafaronga, due to the City's current budget issues, the City contributed less on a per unit basis than on any other OHA led revitalization effort.

5. What do you consider to be the most and least successful aspects of this project?

The Tassafaronga Project is an attractive new development that is a model of green building and energy efficient design. The Project greatly enhances nearby city-owned amenities such as the adjacent park and recreation center, two new public elementary schools and a new state-of-the-art community library. The Project was developed on schedule and under budget during a period of unprecedented economic uncertainty when the construction jobs created were more critical than usual. The Tassafaronga Project is 100% occupied and the new residents are showing a commitment to their community by starting a Neighborhood Watch Program. It is difficult to consider the Tassafaronga Project as anything other than a total success.

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**2011**  
**RUDY BRUNER AWARD**  
**ARCHITECT**  
**OR DESIGNER**  
**PERSPECTIVE**



# ARCHITECT OR DESIGNER PERSPECTIVE

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This sheet is to be filled out by a design professional who worked as a consultant on the project, providing design, planning, or other services.

Name	Title
Organization	Telephone (      )
Address	City/State/ZIP
Fax (      )	E-mail

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<b>Signature</b>	Date
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1. Describe the design concept of this project, including urban design considerations, choice of materials, scale, etc.

2. Describe the most important social and programmatic functions of the design.

## ARCHITECT OR DESIGNER PERSPECTIVE (CONT'D)

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3. Describe the major challenges of designing this project and any design trade-offs or compromises required to complete the project.

4. Describe the ways in which the design relates to its urban context.

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**2011**  
**RUDY BRUNER AWARD**  
**ARCHITECT**  
**OR DESIGNER**  
**PERSPECTIVE**





## ARCHITECT OR DESIGNER PERSPECTIVE (CONT'D)

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3. Describe the major challenges of designing this project and any design trade-offs or compromises required to complete the project.

4. Describe the ways in which the design relates to its urban context.

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**2011**  
**RUDY BRUNER AWARD**  
**PROFESSIONAL**  
**CONSULTANT**  
**PERSPECTIVE**



# PROFESSIONAL CONSULTANT PERSPECTIVE

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Organization	Telephone (      )
Address	City/State/ZIP
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<b>Signature</b>	Date
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1. What role did you or your organization play in the development of this project?

2. Describe the project's impact on its community. Please be as specific as possible.

## PROFESSIONAL CONSULTANT PERSPECTIVE (CONT'D)

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3. How might this project be instructive to others in your profession?

4. What do you consider to be the most and least successful aspects of this project?

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2011  
RUDY BRUNER AWARD  
OTHER  
PERSPECTIVE



## OTHER PERSPECTIVE

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Name AIDS Project East Bay Title Director of Clinic/Client Services  
Organization Wellness Center Telephone (570 ) 457-4029  
Address 1001 83<sup>rd</sup> Ave City/State/ZIP Oakland Ca 946  
Fax (510 ) 663-7983 E-mail DONEAL@APEB.ORG

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Signature Seborath O'Neal Date Nov 18, 2010

1. What role did you play in the development of this project?

AIDS Project of the East Bay (APEB) is one of the lead service providers at Tassafaronga. As lead service provider APEB operates a primary care clinic and access to emergency food, transportation assistance and case management. APEB also offers counseling services and facilitates various support groups for residents at Tassafaronga at its main office in downtown Oakland.

2. Describe the impact that this project has had on the your community. Please be as specific as possible.

The Tassafaronga Project has provided 19 units of critically needed well-designed, energy efficient, subsidized housing for our clients who have HIV/AIDS and are homeless (9 households) or at risk of homelessness (10 households). These households have convenient on-site access to medical care, emergency food and transportation resources and case management. Research has shown that stable housing is critical to HIV/AIDS treatment, allowing persons with HIV/AIDS to access comprehensive healthcare and adhere to complex HIV/AIDS drug therapies.

In addition to providing subsidized housing and healthcare we've found that many of our clients who are living at Tassafaronga are interested in building and contributing to the Tassafaronga community. Being a part of a community helps to break down the isolation that can arise from living with a chronic disability and contributes to higher emotional and physical stability.

3. What trade-offs and compromises were required during the development of the project? Did you participate in making them?

APEB staff worked closely with the project architect and Oakland Housing Authority staff to design and equip the 1,000 square foot on-site primary care clinic. The clinic space is well-equipped and functional. In addition to having a good layout the clinic waiting area and exam rooms have bright, vibrant colors that create a positive feeling for staff and clients.

APEB staff also worked closely with OHA staff and the property management staff to design a comprehensive supportive housing plan for Tassafaronga residents. The cornerstone of the supportive housing plan is providing convenient access to quality primary medical care, emergency food and transportation resources and case management services.

The only compromise is the concern over funding clinic operations. APEB staff is currently researching the possibility of expanding the clinic to serve more individuals. Expanding the clinic will help generate additional income, expand healthcare options for low-income individuals at Tassafaronga and more effectively utilize the clinic space & equipment.

4. What do you consider to be the the most and least successful aspects of this project?

Tassafaronga is a beautiful new development that has the potential to inspire people to overcome, with assistance, their personal issues and challenges. APEB is pleased to be a key contributor to the continued success of this new development. Even though finding the funds to provide critical services is more challenging than usual APEB staff and leadership is committed to working hard and being creative to meet the health and emotional needs of our clients fortunate enough to be living at Tassafaronga.

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**2011**  
**RUDY BRUNER AWARD**  
**DEVELOPER**  
**PERSPECTIVE**




# DEVELOPER PERSPECTIVE

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This sheet is to be filled out by the person who took primary responsibility for project financing or is a representative of the group which did.

Name	Natalie Monk	Title	Assistant Project Manager
Organization	Habitat for Humanity East Bay	Telephone ( 510 )	251-6304 x372
Address	2619 Broadway	City/State/ZIP	Oakland, CA 94612
Fax ( 510 )	251-6309	E-mail	NMonk@HabitatEB.org

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Signature		Date	12/10/2010
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1. What role did you or your company play in the development of this project? Describe the scope of involvement.

Founded in 1988, Habitat for Humanity East Bay was formed as an independent affiliate of Habitat for Humanity International serving Alameda and Contra Costa Counties. Our mission is to create successful homeownership opportunities for families with limited incomes by building sustainable housing and revitalizing neighborhoods. Now the largest Habitat affiliate in Northern California, Habitat East Bay envisions simple, decent affordable homes in safe neighborhoods for all families.

The Oakland Housing Authority donated two parcels of land at Tassafaronga Village to Habitat for the purpose of developing 22 new townhouses. As the developer of these two sites, we are responsible for designing, funding, constructing, and selling our homes to very low and low income purchasers. The Habitat sites are fully integrated within the surrounding Tassafaronga Village development's rental units, and help to create an economically balanced, mixed-income community.

2. What trade-offs or compromises were required during the development of the project?

Habitat strives to build homes which are simple, decent, and affordable. We worked with David Baker + Partners to match the architectural feel of Tassafaronga Village, while still designing a product type that is easy to build with volunteers and cost-efficient. Similar to previous Habitat developments, homes at Kinsell Commons are two stories with durable cement board siding, large windows, solar panels, and composition shingle roofs. Additional design details were added to the exterior of the homes and site to create an aesthetic which is modern, yet simple to build - in keeping with Tassafaronga Village. Examples include metal trim and semi-open fencing, trash enclosures, and utility screens, etc. Some trade-offs were made during design for cost-efficiency; for example, we were not able to match the design of the Oakland Housing Authority's prefabricated metal infiltration planters and the sites allowed us to provide only one parking space per home.

3. How was the project financed? What, if any, innovative means of financing were used?

Kinsell Commons was financed with a land donation from the Oakland Housing Authority and funds from the City of Oakland's Redevelopment Agency, the Federal Home Loan Bank of San Francisco's Affordable Housing Program, the State of California's Self-Help Housing Program (CSHHP), and funds from Habitat for Humanity. Major donors to this development included:

- Bank of America
- PMI Foundation
- Simpson Strong-Tie
- Cisco
- The North Face
- Thrivent Financial
- PG&E

4. What do you consider to be the most and least successful aspects of the project?

Tassafaronga Village is a compelling example of a successful partnership between a Housing Authority and a non-profit developer. This has helped the Oakland Housing Authority to achieve a strong community with a variety of housing types and income levels - the Oakland Housing Authority provided 157 high-end rental units and Habitat has provided 22 homes. The previous project of stark barrack buildings, imposing rusty garbage chutes, weed strewn landscape, and high black iron fences has been completely replaced by a new development which is able to address the deepest levels of affordability, while also providing stability and community investment through homeownership.

From Habitat's perspective, least successful aspect of Kinsell Commons may be the limited space of the sites. We were able to provide only one on-site parking space per home, and front and rear yards are smaller than is typical for new Habitat developments. However, the limited space available helped integrate Kinsell Commons into the higher density of the surrounding Tassafaronga Village.

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**2011**  
**RUDY BRUNER AWARD**  
**OTHER**  
**PERSPECTIVE**



## OTHER PERSPECTIVE

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Name	Francine Kakos	Title	Prospective Home Buyer
Organization	n/a	Telephone ( 510 )	325-6085
Address	1948 20th Avenue	City/State/ZIP	Oakland, CA 94606
Fax ( 510 )	482-1253	E-mail	francine@projectreconnect.net

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Signature  Date 12-10-2010

1. What role did you play in the development of this project?

I am a prospective home buyer at Kinsell Commons, currently going through the approval process at the City of Oakland.

The Habitat approval process has been very smooth for us. Starting from day one when I attended the first informative meeting; where everyone who attended was given information about Habitat, qualifications, and the packet to be completed and turned in. Each step of the way I was treated friendly, respectfully, and received tremendous support from each person I have worked with in the different processes. Whenever I have had a question I quickly received an answer.

2. Describe the impact that this project has had on the your community. Please be as specific as possible.

Being low income owning a 3 bedroom home is a dream come true for us. I cannot tell you how excited both Brianna and Mikie are about having their own bedrooms (me too!). Our family is very happy and excited to be able to live in Kinsell Commons for many reasons. It is our desire for Kinsell Commons to grow into a family community where everyone is connected. We did drive around the area a few months ago and feel it is an up and coming community. We know Habitat for Humanity is giving the gift of homeownership to families like ours in a good area. We do not know too much about the greater Tassafaronga community, except it is new and offers services to the families who live there.

3. What trade-offs and compromises were required during the development of the project? Did you participate in making them?

n/a

4. What do you consider to be the the most and least successful aspects of this project?

We feel good about the up and coming Kinsell Commons development. I think this is an area that is changing for the better. Our family is totally grateful to Habitat for Humanity and the dedication demonstrated to help provide an opportunity for families like ours to own a home. Thank you!

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2011  
RUDY BRUNER AWARD  
OTHER  
PERSPECTIVE

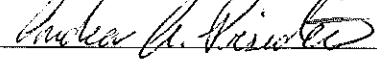


## OTHER PERSPECTIVE

Please answer questions in space provided. Answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

Name	Andrea A. President	Title	Resident
Organization	Tassafaronga Village	Telephone ( 510 )	830-8173
Address	930 84th Ave #210	City/State/ZIP	Oakland, Ca, 94621
Fax ( )		E-mail	andrea.president@gmail.com

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Signature  Date 11/18/2010

1. What role did you play in the development of this project?

I didn't have a role in the development of this project, but I was apart of the grand opening of Tassafaronga Village as a resident representative.

2. Describe the impact that this project has had on the your community. Please be as specific as possible.

The impact from Tassa in my community has been tremendous. The building itself is so beautiful. It's like a breath of fresh air when you turn down the street. Not only does it look beautiful, but beautiful opportunities have come from this place. For instance, it gave people like me the opportunity to live in an incredible apartment at an affordable price. There is free internet in every apartment and there is a computer lab on site that helps with creating resumes, completing G.E.D's, and general computer use. Although I do not have any children, the free back to school backpack program, plus supplies for the families, is wonderful. In our Community Room there have been activities for the children and frequent community meetings for the residents.

## OTHER PERSPECTIVE (CONT'D)

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3. What trade-offs and compromises were required during the development of the project? Did you participate in making them?

I was not apart of the development.

4. What do you consider to be the the most and least successful aspects of this project?

Everything about Tassaforanga is great; however, I have witnessed only one flaw about this place. The flaw has nothing to do with the building itself or the employees. As beautiful as this place is, not every resident views it as I do. As a result some people don't take care of their homes. They leave trash on the ground and break the building rules. Rules to which they agreed to when signing the lease agreement. I know I can't expect everyone to act as they should, but sometimes it's sad to see the lack of pride that some residents have in this building (their home); but most of all, it's sad to see lack of pride in themselves

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**2011**  
**RUDY BRUNER AWARD**  
**COMMUNITY**  
**REPRESENTATIVE**  
**PERSPECTIVE**



## COMMUNITY REPRESENTATIVE PERSPECTIVE

Please answer questions in space provided. Answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

This sheet is to be filled out by someone who was involved, or who represents an organization that was involved, in helping the project respond to neighborhood issues.

Name <b>Michael J. Johnson</b>	Title <b>Pastor</b>
Organization <b>Calvary Temple Church</b>	Telephone ( <b>510</b> ) <b>632-0694</b>
Address <b>1000 82nd Avenue</b>	City/State/ZIP <b>Oakland, California 94621</b>
Fax (      )	E-mail

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Signature <i>Michael J. Johnson</i>	Date <b>12/7/2010</b>
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1. How did you, or the organization you represent, become involved in this project? What role did you play?

We became involved from the beginning of the project in the following areas:

1. Attending and voicing our concerns and opinions during the through community meetings held with the City of Oakland Housing Authority and Design Firm David Baker.
2. We furthered our involvement by supplying commercial space for the building contractor Cahill for the total length of the project. We also supplied commercial space to the Management Company John Steward allowing thousands of applicants to apply for residency.

2. From the community's point of view, what were the major issues concerning this project?

- Relocating the existing residents within the community
- The fair offering of completed housing units to the public at large
- The project design blending within the and upgrading the community.

## COMMUNITY REPRESENTATIVE PERSPECTIVE (CONT'D)

---

3. Has this project made the community a better place to live or work? If so, how?

The project has transformed the community in overall positive ways:

1. Creation of needed multiple low income housing units.
2. Retrofitting of the Merlino Pasta Factory into housing units designated for a specific designated use.
3. Green build and environmental friendly place
4. Creation of new streets and needed lighting
5. Creation of a more diverse community
6. Crime and violence has greatly decreased in the immediate area

4. Would you change anything about this project or the development process you went through?

If it had been possible, the only thing I would change seeing the actual end result of the project would have been to expand it by purchasing more land for housing units. But unfortunately the area was and still is limited in its available land for such use.

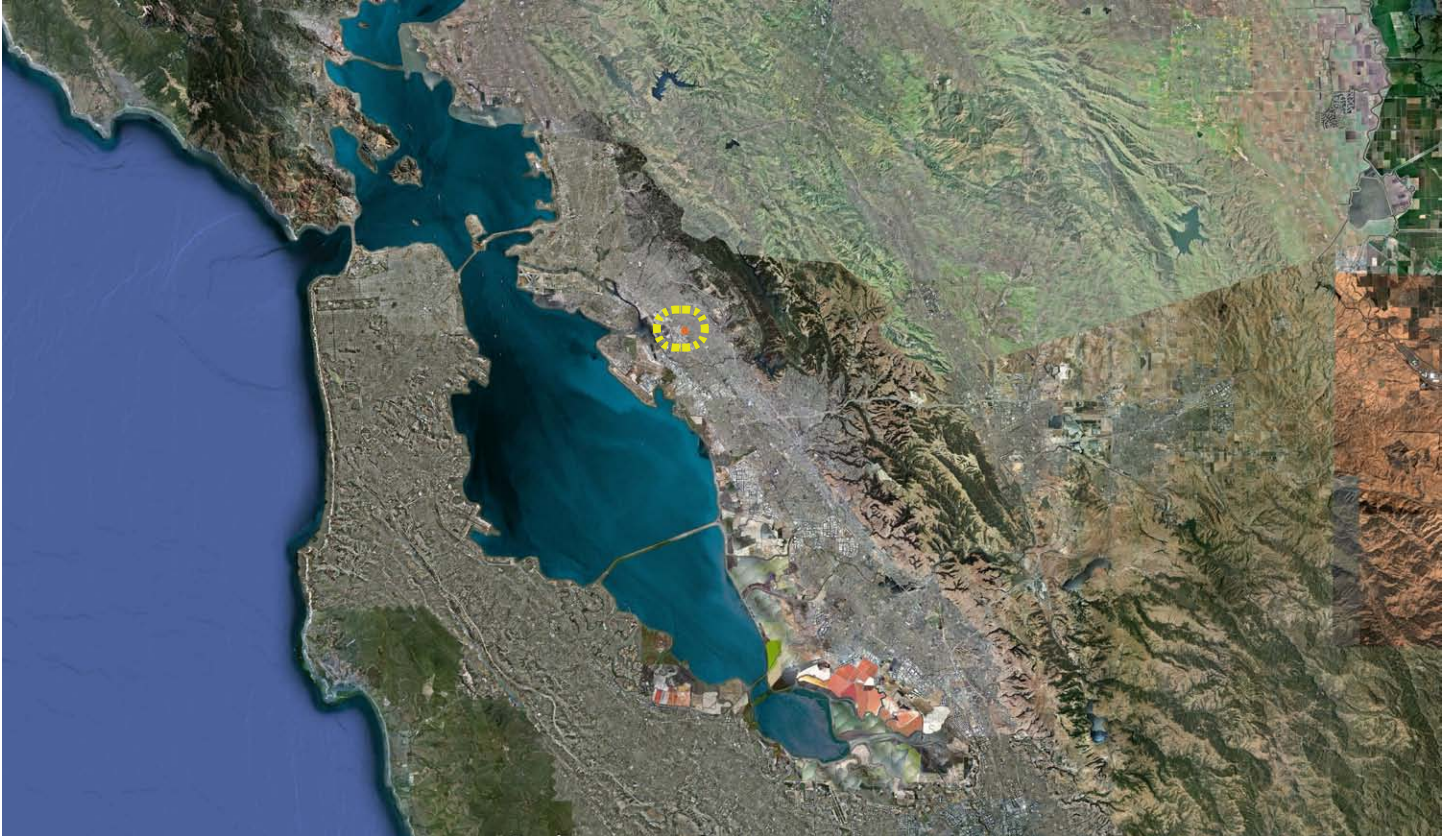


**TASSAFARONGA VILLAGE** is an innovative new green neighborhood that brings a diversity of affordable housing to an under-served area of Oakland, California, and repairs the deteriorated urban fabric.

Previously home to decrepit public housing, an abandoned factory, and unused train tracks, the 7.5 acre site had become an unhealthy living environment inviting to criminal activity.

The bright new village knits seamlessly into its surroundings and reconnects the broken city via new amenities and roads, and repaired roads and pathways.

The project is a model of sustainable development, having achieved the first LEED Neighborhood Gold Certified Plan in California.



**CONTEXT** Tassafaronga Village is in the City of Oakland in the San Francisco Bay Area. It lies on the border between residential and industrial uses in an urban zone where the neighborhood fabric had unravelled.



*INDUSTRIAL | RESIDENTIAL*

## INDUSTRIAL



## RESIDENTIAL



**CONCEPT** The goals were to soften the industrial edge, bring density to the development, and create safe, convenient homes and linkages.



**NEW** Typologically appropriate, modern and diverse housing allows the new development to repair the neighborhood.

**“If you visit the neighborhood now, you  
will see a transformed neighborhood with  
a renewed sense of pride.”**

*Blair Allison  
Project Executive  
Cahill Contractors*



*HABITAT FOR HUMANITY TOWNHOMES*

*NEW CLINIC + SUPPORTIVE APARTMENTS*

*NEW STREETS*

*AFFORDABLE OHA TOWNHOMES*

*HABITAT FOR HUMANITY TOWNHOMES*

*AFFORDABLE OHA APARTMENTS*

**TASSAFARONGA VILLAGE** The new 7.5-acre urban neighborhood bridges the area's industrial-residential divide, integrates with the landscape, and connects previously isolated community amenities.

**“The buildings are imbued with an adventurous urbanism attuned to larger social and environmental concerns—traits that should be commonplace, but are all too rare.”**

*John King  
Urban Design Writer  
The San Francisco Chronicle*



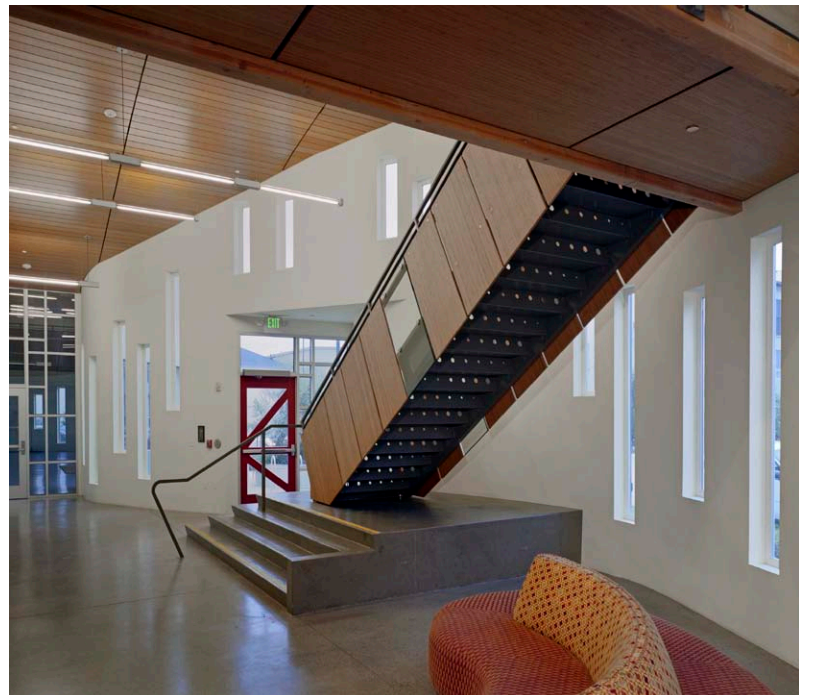
**APARTMENTS** The village is anchored by a 60-unit three-story affordable rental apartment building that creates a defined residential edge.







**RESPONSIBILITY** Through a wide variety of complementary sustainable strategies—including a 93 kW solar array and a living roof—the apartment building surpasses California’s strict energy standards by 47.5%.



**COMMUNITY** The rolling roof caps a double-height lobby and community room with a waved wooden ceiling that creates a chapel-like quality.



**ACTIVE EDGES** Residential units wrap the embedded parking garage, hiding it from view and maintaining a pedestrian-friendly streetscape.



**PRACTICAL PARKING** Placing parking in one embedded garage and along the streets eliminates parking lots, freeing land for additional housing and allowing homes to connect directly to the street.



**COURTYARD** The podium courtyard, overlooked by private stoops and balconies, tops the garage. Deep planter beds can accommodate full-grown trees.





**VILLAGE SQUARE** Each housing area has a semi-private gathering space, the largest of which—the Village Square—can host neighborhood events.



**“Being a part of a community helps to break down the isolation that can arise from living with a chronic disability and contributes to higher emotional and physical stability.”**

*Debra Wyatt-O’Neal  
Director of Clinic/Client Services  
AIDS Project East Bay*



**PASTA FACTORY** A defunct pasta factory and parcel of unused industrial land were acquired and reclaimed for supportive housing and a medical clinic.



**REVITALIZE** The abandoned industrial building and lot had become a crime hot-spot, but now welcome people to the new village.



**REUSE** 93% of the existing pasta factory building was reused; 94% of all demolition and construction waste was recycled, and the remainder was salvaged for other uses. All of the housing is slated for LEED for Homes Platinum certification.



**“The impact from Tassa in my community has been tremendous. It’s like a breath of fresh air when you turn down the street.”**

*Andrea A. President  
Tassafaronga Resident*



**TOWNHOUSES** Affordable rental family townhouses—77 in 13 buildings—are arranged throughout the site along pathways and pocket parks to create a rich and varied neighborhood fabric.





**FAMILIES** The townhouses are two-, three-, and four-bedroom homes that can accommodate growing and extended families and multiple generations. More than 500 people live in Tassafaronga's 157 units.

**“The Habitat sites are fully integrated within  
Tassafaronga Village’s rental units, and help to create  
an economically balanced, mixed-income community.”**

*Natalie Monk  
Assistant Project Manager  
Habitat for Humanity East Bay*



**KINSELL COMMONS** 22 affordable for-sale townhouses in 9 buildings will contribute to economic and social diversity of the new neighborhood.





**CONTRIBUTE** Oakland Housing Authority provided the land and David Baker + Partners provided the design for the Habitat for Humanity first-time-buyer townhomes that complete the Village.

**It is difficult to consider the Tassafaronga Project as anything other than a total success.”**

*Michelle Byrd  
Deputy Director  
Housing and Community Development  
City of Oakland*



**CONNECT** New private roads and landscaped paths now link homes with the park, new library, and elementary schools.



**CONNECT** Despite concerns, successful negotiations with the City allowed the low-income housing development to remain ungated and visually and physically connected to the adjacent City-owned park.



# LEED FOR NEIGHBORHOOD DEVELOPMENT PILOT

*The U.S. GREEN BUILDING COUNCIL, the NATURAL RESOURCES DEFENSE COUNCIL,  
and the CONGRESS FOR THE NEW URBANISM hereby certify that*

## TASSAFARONGA VILLAGE

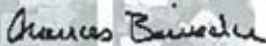
Oakland, CA

HAS ACHIEVED THE DESIGNATION OF

### STAGE 2, GOLD

BY SUCCESSFULLY MEETING THE GREEN BUILDING AND PLANNING STANDARDS REQUIRED FOR CERTIFICATION UNDER  
THE LEADERSHIP IN ENERGY AND ENVIRONMENTAL DESIGN (LEED®) RATING SYSTEM.™

OCTOBER 2008



Frances Beinecke, President, NDWC



S. Richard Pedraza, President, CEO, and Founding  
Chairman, USGBC



John O. Norquist, President and CEO, CNU

**GREEN** The development team persisted in their commitment to high sustainability standards throughout, and created an affordable, supportive earth- and human-friendly project on time and on budget.



**A NEW STANDARD** Green housing is not a luxury, but a necessity. Everyone deserves beautiful, sustainable, responsible homes.



The background of the cover is a photograph of an outdoor dining area at dusk. The scene is lit with warm interior and exterior lights, creating a cozy atmosphere. Several people are seated at tables, and the architecture features wooden pillars and a corrugated metal roof. The sky is a deep blue, and a boat is visible in the distance.

**THE POWER OF**

# PRO BONO

**40 Stories about Design for  
the Public Good by Architects  
and Their Clients**

*Edited by John Cary and Public Architecture*

# Tassafaronga

## Tassafaronga Village

**Location** Oakland, California **Date** 2010 **Client** Habitat for Humanity East Bay **Client liaison** Janice Jensen  
**Design firm** David Baker + Partners **Design team** David Baker, Mark Hogan, Peter MacKenzie, Sara Mae Martens, Amit Price Patel, Daniel Simons, Angela Thomasen **Area** 27,350 sq. ft. **Cost** \$5.45 million  
**Estimated value of pro bono design services** \$22,000 **Websites** www.habitat.org, www.dbarchitect.com

David Baker  
Principal, David Baker +  
Partners,  
San Francisco, California

ARCHITECT Looking back at the history of public housing in the U.S., much of it was built as cheaply and haphazardly as possible, and it ended up destroying communities in the process. If an area was identified as “blighted,” it was torn down and rebuilt. The planning theories employed were based on having large, common, open spaces with segregated uses and lots of parking. Over time, we’ve learned that doesn’t really work.

Tassafaronga is on the site of an isolated, poorly maintained public housing project that had deteriorated. It had been neglected for a long time and most of the units weren’t even occupied, so the OHA took the opportunity to start over and create more appropriate building types. Tassafaronga is part of a larger redevelopment effort. There’s a new school nearby, as well as a community center. ▶

Janice Jensen  
President and CEO, Habitat for Humanity East Bay,  
Oakland, California

CLIENT The Tassafaronga Village site was originally a public housing project, which was home to the poorest of the poor in Oakland. The Oakland Housing Authority (OHA) decided to tear it down and make it a more diverse project for different income levels, and they brought in our Habitat for Humanity affiliate to provide a home-ownership component. Part of our organization’s mission is to revitalize neighborhoods, and this was a perfect project to do that.

We try to design our homes to match the neighborhoods in which they will be located. Often that means we come up with a traditional look. This was a unique opportunity, since the neighborhood that OHA was developing is designed to look very modern and chic. In terms of materials, colors, and details, I think our project and the OHA units are very similar, but the massing of ours looks much more like a traditional house. Our decision to organize things that way was part of our attempt to create something sustainable for the community members. We want these houses to look different, but we also want them to fit in—it was a fine line to walk. In the end, we want our homes to have a look of permanence, like someone owns them.

David Baker + Partners brought extensive expertise in affordable housing to the table. The breadth of experience that the firm has and its ability to give examples of what other developers have done in the past was really helpful. The architects that we normally work with typically come from a single-family residential background, as we usually build single-family homes and duplexes. This was our first time building triplexes.

The firm’s pro bono contribution made the partnership possible for us. We wouldn’t have been able to do this without them. It’s been a genuinely happy marriage. In the past, we have had to bring architects up to speed on what our goals are and what we are trying to accomplish. In this case, they already knew and understood our mission and methods. ▶

When we got the program from Habitat for Humanity, it simply asked us to provide a certain number of units, with a certain amount of parking, and a certain unit mix. The larger, three-unit buildings we developed were beyond what Habitat was used to; the whole site was tight, and there wasn't as much parking as many of the organization's other sites have.

This is dense, urban housing, and we got a lot more bang for our buck in this project by having common spaces, rather than trying to maximize private open space. The common spaces are not completely open to the public; residents have some ownership over them. That was one of the problems with the previous site, where there was a lot of indefensible space. We also took a lot of care to make sure that the sidewalks are good, that there's plenty of planting, and that front doors face the street. We didn't want to design something that, when people saw it, they thought, "There's that housing project with all the weird buildings."

Habitat for Humanity does energy and materially efficient building, and this project would probably qualify for LEED gold or platinum certification. The organization has a lot of sustainability targets built into the guidelines that it gives all of its architects and engineers when they start a new project. We took those goals even further with Tas-safaronga. The leaders at Habitat made a deal with Pacific Gas & Electric on photovoltaic ▶

Tassafaronga is slightly more modern than other projects we've done. It was the first time that we did an open plan on the first floor, for example. We have very specific guidelines from Habitat for Humanity International that call for a simple, decent home, which translates as "not too large," so it was really nice to have an open first floor with an efficient kitchen. It overlaps with the living areas and creates spaces where people can meet and gather.

We mandate that our homes must be simple to build. Working with architects can be a challenge because we primarily use volunteer labor for construction. That is our main motivation for adhering to the design criteria. It's something we articulate to the design consultants, and it is something we tell our applicants, so they know what they are getting when they buy a Habitat home. Our project architect at David Baker's office paid special attention to these constraints, while still coming up with some creative detailing.

Our design team was especially helpful in the LEED Neighborhood Development process; we had never done it before. We have a pretty high standard for green construction already, but we didn't have experience with the planning process. There are three different building types in Tassafaronga, and our plan right now is to certify one of each type for LEED for Homes. All of them are going to get Green Point and Energy Star certifications, making this one of our greenest developments to date.

solar panels, so we're using solar thermal arrays for hot water.

In addition to its green building principles, Habitat for Humanity has a very systematic way of putting its buildings together. There are a limited number of window sizes, and there are constraints on framing. This is partly to make the building as efficient as possible but also because the organization needs to make construction simple. Lay people, including the families who will live in the houses, provide most of the labor, almost all on a volunteer basis. We had a lot of discussion about developing our techniques to work better within that system.

One advantage to this kind of work is that it broadens your horizons. You tend to get very specialized in architecture; not that it is boring, but it can get stale. The 1% program of Public Architecture and pro bono design work generally are good ways of working around that.