



Proposal From:

Eleos Ventures, LLC

Redevelopment of 11029 Washington Boulevard

May 2025

RFP #2626

Proposal Date: August 28, 2025

"Building foundations for a better future."

hello@eleos.la

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310.961.5400



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ELEOS

Executive Summary



ELEOS VENTURES is pleased to provide this proposal for the redevelopment of 11029 Washington Blvd. We propose to develop a 100% affordable, 68-unit apartment building offering one and two bedroom units to households earning 50% - 80% of area median income. This project is thoughtfully designed by Kevin Tsai, an architect that has delivered high quality and aesthetically beautiful buildings in Culver City and throughout Los Angeles. The project can be delivered quickly, with 80% of project privately financed and a request for a residual receipts loan of approximately \$6M from the City, which we anticipate will be repaid over 30 years. If selected, we will work closely with the City and neighboring community to deliver a building that not only meets critical housing needs for Culver City residents and employees, it will demonstrate an innovative and creative partnership to deliver affordable housing outside of the traditional models - and in half the time. We look forward to your review of our proposal and are available to respond to any questions you may have.



Questionnaire & Proposal Response

A: Company and General Information

A1:

Company name and address. Also, include A/P remit address, contact names, emails and phone numbers.

Eleos Ventures, LLC
7906 Santa Monica Blvd
West Hollywood, CA

Contacts

David Aghaei – Principal & Co-Founder
David@eleos.la
(310) 433-5233

Daniel Dayan – Principal & Co-Founder
daniel@eleos.la
(310) 689-8551

Jenna Hornstock – Vice President Strategy and External Affairs
jenna@eleos.la
(323) 899-1920

A2:

Letter of transmittal signed by an individual authorized to bind the respondent, stating that the respondent has read and will comply with all terms and conditions of the RFP.

Letter is included herein as an Attachment.

A3:

General information about the primary contact who would be able to answer questions about the proposal. Include name, title, telephone number and email address of the individual.

Jenna Hornstock, Eleos' Vice President of Strategy and External Affairs, can answer questions regarding the proposal.

Jenna Hornstock
jenna@eleos.la
(323) 899-1920

B: Qualifications & Experience of the Firm

B1:

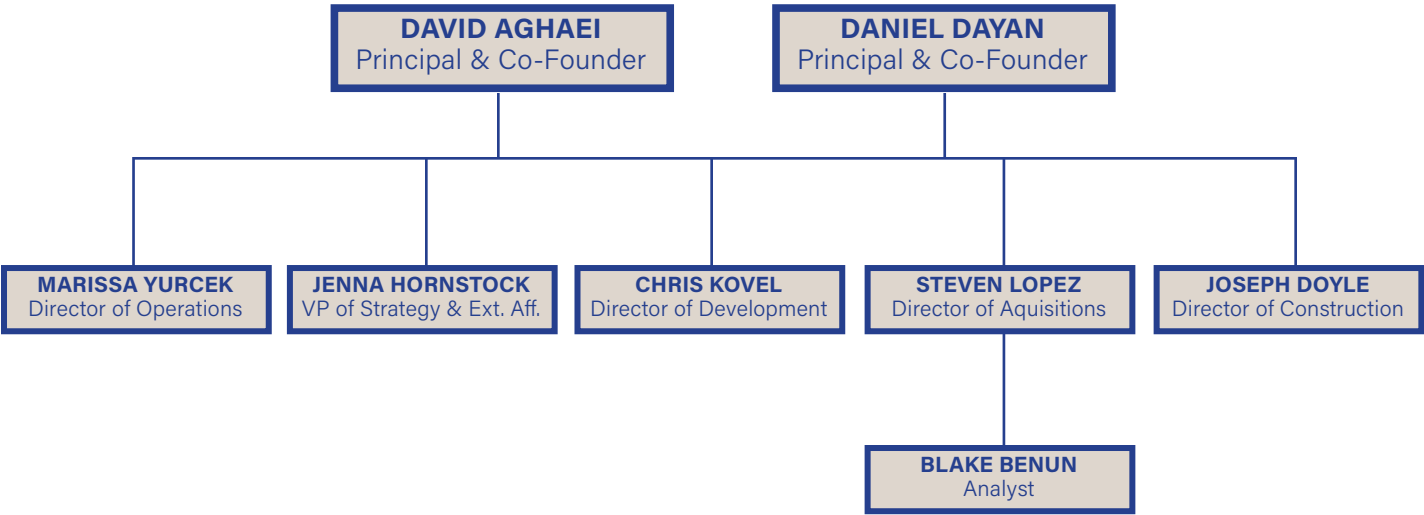
Firm’s History and organizational structure, including the size of the firm, location of offices, years in business, organizational chart, name(s) of the owner(s) and principal parties, and number and position titles of staff.

ELEOS VENTURES (“ELEOS”) is a 100% privately-financed affordable housing developer committed to driving change through practical, real-world solutions. Eleos was founded in 2020 with one goal in mind—bring to the table creative, affordable, actionable solutions to house vulnerable and housing-insecure residents as quickly and efficiently as possible.

Eleos’ offices are in West Hollywood.

The principal and co-founders of Eleos are David Aghaei and Daniel Dayan.

Organization Chart



B2:

What is the primary business of the parent company and/or affiliates?

Eleos' primary business is development and operation of multi-family rental affordable and mixed income housing.

B3:

Which office of your organization will have primary responsibility for managing this project?

Eleos' office and staff are located in West Hollywood.

B4:

What is your firm's experience developing housing, commercial and/or community spaces? Describe comparable projects completed by your firm in the last five years, including the number of projects, scope, and status of projects.

Eleos Ventures has built a team of 8 employees that can deliver housing from acquisition, through entitlement, design and construction. Prior to forming Eleos, both founding partners have delivered market rate, commercial and mixed-use projects across Los Angeles.

With over 1,300 units either constructed, in the pipeline or in construction, Eleos is realizing the goal of demonstrating a new way to deliver affordable housing that is faster, more cost effective, and creates better communities. See Attachments for a summary of our current pipeline.

Similar projects in progress or completed over the last five years include:



• **228 N Soto Street, Los Angeles, CA** – 41 units designed, financed and constructed by Eleos Ventures. This project expects to receive a Temporary Certificate of Occupancy in September 2025 and is starting lease up. The units are covenanted affordable at 30% – 80% AMI.



• **4752 S Main Street, Los Angeles CA** – 53 units designed, financed and constructed by Eleos Ventures. This projects is 90% completed and we expect Temporary Certificate of Occupancy by October 2025. Units are covenanted at 80% AMI.



• **7655 San Pedro, Los Angeles, CA** – 40 units designed, financed and constructed by Eleos Ventures. Currently in construction, 70% complete as of August 2025. Units are covenanted at 30% – 80% AMI.

B5:

Comment on other areas that may make your firm different from your competitors.

Eleos' departure from the traditional models of delivering affordable housing allows the firm to be different from its competitors in many ways:

- The team has in-house capacity for all development-related functions but also brings outside support through professional firms where most appropriate.
- With this capacity, the team is light on its feet in terms of acquisition and execution, with a keen focus on schedule and cost which can be much more efficiently controlled and monitored.
- The team has experience working with non-profit and public agency partners, including working with the non-profit Brilliant Corners to lease up properties with households experiencing homelessness, as well as accepting households with Section 8 / Choice vouchers.
- The team has partnered with service providers such as PATH and HOPICS to ensure there is case management support on site when vulnerable households are tenants
- Eleos' use of private financing allows us to be more creative and flexible than our competitors. And, Eleos does not rely on institutional investors such as pension funds, thus we are more flexible than other developers that privately finance their projects.
- Jenna Hornstock recently joined our team as Vice President of Strategy and External Affairs. Jenna brings 23 years of experience in local government, including development of publicly owned land, extensive community engagement, land use and affordable housing finance, which best positions our team as a partner to public agencies.

C: Qualifications & Experience of the Proposed Development Team

C1:

Identify the lead developer and all key team members, including architects, engineers, and consultants.

At this time we have identified the following team members:

- Eleos Ventures is the lead developer
- Kevin Tsai is the architect
- Labib, Funk and Associates are the structural and civil engineers
- Green MEP are the mechanical, electrical and plumbing contractor

Eleos bids out construction for our projects once they are designed, thus we have not selected a general contractor at this time.

C2:

Description of qualifications, position(s) in their firms, and types and amount of equivalent experience. Include any municipal projects they have worked on in the past five years and their level of involvement.



David Aghaei - Principal and Co-Founder: David Aghaei founded Eleos Ventures with one goal in mind – to change the space that people live, work and play in for the better. While he has a successful track record for acquiring and improving properties across the county, his primary focus has been improving the communities that he invests in. Prior to founding Eleos Ventures, David served in the Real Estate and Asset Management Department at the University of Southern California where he oversaw all acquisitions and dispositions of real estate on behalf of the University. David also previously practiced real estate and land use law at the Century City offices of Pircher, Nichols and Meeks, and served as a commissioner to the City of West Hollywood Planning Commission.



Daniel Dayan - Principal and Co-Founder: Daniel brings an unparalleled drive and passion to Eleos Ventures. From the age of 16 Daniel has worked in all different sectors of the real estate business, including managing and developing a family portfolio of over \$250 million that has dramatically impacted the Downtown Los Angeles of today. With a double major in Real Estate and Urban Planning from Arizona State University, Daniel brings experience in both project planning, development and management of real estate assets.



Jenna Hornstock - Vice President, Strategy and External Affairs: Jenna joined Eleos in July 2024 after 20+ years in the public sector working on affordable housing, development of public lands, housing finance, land use and policy. Her past experience includes serving as the Chief of Strategic Planning at CRA/LA, the Executive Officer for Transit Oriented Communities at LA Metro, a City Planning Commissioner for the City of Los Angeles and most recently as Deputy Mayor of Housing under Los Angeles Mayor Karen Bass. Jenna is known for centering community and achieving consensus, building teams that deliver, and innovation that scales policy ideas into solutions in the built environment.

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Her accomplishments, including dedication to strong design and community engagement, have been recognized with awards such as the “Unsung Hero of Los Angeles” from Inclusive Action for the City (2018), the APA/LA John Chase Visionary Planner Award (2019), and an Honorary AIA/LA (2018). She has a BA in Rhetoric from UC Berkeley and a Masters in Public Policy from the Kennedy School of Government at Harvard.

Jenna has worked on dozens of municipal projects. In the past five years, her key work on municipal real estate projects has included:

- As a consultant to the Los Angeles Community College District, developed a housing strategy for the District’s \$500M in bond financing dedicated to delivering affordable housing to students, along with drafting the first implementation program that was released in February 2025;
- As Deputy Mayor of Housing:
 - Set direction and led a collaboration between the Housing Authority, Housing Department and two non-profits to secure \$105M in PHK3 funds leading to acquisition of three motels (213 rooms), three vacant apartment buildings providing 130 units of permanent supportive housing (PSH), and a 24-unit modular construction PSH development.
 - Led the \$60M acquisition of the 294-room Mayfair Hotel to provide interim housing in support of the Skid Row Action Plan as well as leasing of more than 300 hotel rooms and three sites for RV storage lots.
 - Developed a strategy and led the successful award of a \$2.9M grant that will scale up development of publicly owned land.
- From 2011 – 2019 Jenna worked at LA Metro, most recently as Executive Officer of Transit Oriented Communities. In this capacity she led the Joint Development (JD) Program and was responsible for all commercial development on Metro-owned property, with a portfolio of 15 active residential and mixed-use projects ranging from \$35 million to \$150 million. Jenna re-vamped the JD process to emphasize community engagement and transparency, updated the Request for Proposals template and all negotiating documents for a more efficient transactional process and spearheaded 11 new development sites for over 2,500 units.



Christopher Kovel - Director of Development: Christopher brings a decade of professional experience in the design and construction industry, working previously as an architect in New York City on high visibility projects across scales and product types. He has been directing Eleos’ entitlement, design and development efforts in Los Angeles since 2018. He holds a Bachelor of Architecture (B. Arch) from Syracuse University *summa cum laude* as well as a Master’s degree in Real Estate Development (MRED) with Honors’ distinction from the University of Southern California.



Joseph Doyle - Director of Construction: Joseph has more than 23 years of experience in the construction industry with recognized strengths in project management, supervision, hands on know-how, project buy-out, customer relations, and problem solving. Experience includes the knowledge to navigate specification books, architectural drawings, purchasing, customer service, project scheduling, project buy-out, proposal submission, project budgeting, employee and subcontractor management, permit pulling, offsite land development and code requirements for commercial and residential projects.

Kevin Tsai Architecture

In an era where trends often overshadow design integrity, Kevin Tsai Architecture (KTA) stands apart as an LA-based architectural design studio committed to timeless innovation. Rejecting the constraints of fleeting styles or predefined aesthetics, KTA embraces a philosophy rooted in elegance, versatility, and originality. By fostering creativity and prioritizing thoughtful design, the studio crafts spaces that transcend the ordinary, enriching lives and leaving a lasting impact. KTA has approximately 2,000 units of affordable housing in various stages of development, with 95% of these projects undertaken in collaboration with private developers. This focus demonstrates the firm's dedication to addressing critical housing needs while maintaining its commitment to design excellence.



Kevin Tsai: Kevin Tsai, principal and founder of Kevin Tsai Architecture, is a seasoned Californian architect with over 25 years of industry experience. Renowned for his expertise in multifamily and mixed-use developments, Kevin has designed over 5,000 units across a diverse portfolio of projects. His notable works include Central Park West Renwick, a 980,000-square-foot mixed use residential development, 98-unit senior affordable housing complex in Beverly Hills, and a 373-unit workforce housing community in Los Angeles. Kevin's innovative approach seamlessly integrates functionality and aesthetic integrity, ensuring every project contributes meaningfully to its community while exemplifying design excellence.



Cesar Vergara

Cesar is a Principal with over 18 years of experience in the architecture and design industry, specializing in multi-family residential developments. His portfolio spans a wide range of project types, from 100% affordable housing to high-end market-rate communities. Prior to joining Kevin Tsai Architects, Cesar held a key role at DE Architects, where he led multiple projects from non-profit clients, with a strong focus on affordable housing initiatives funded through the low-income housing Tax Credit program (TCAC). His expertise includes navigating complex regulatory frameworks, collaborating with community stakeholders, and delivering high-quality, cost-effective housing solutions that meet both design and funding requirements.



Rebecca Radojicic: Rebecca is a Senior Project Manager with over thirteen years experience working on multi-family affordable housing projects, adaptive reuse, and urban design in various jurisdictions throughout Southern California. Prior to working at Kevin Tsai Architecture Rebecca was at Abode Communities. At Abode she worked on a 100% affordable permanent supportive housing (PSH) modular construction project under the HHH innovation program in the City of Los Angeles, a multi-family affordable housing project through the Metro Joint Development program in the Boyle Heights community of Los Angeles, and a 9.4 acre 152-unit scattered site workforce/PSH project in the Coachella Valley.

Labib, Funk and Associates

Labib Funk + Associates (LFA) is a Consulting Engineering Firm that offers Structural, Shoring, Civil, and EBM Services. Since opening its doors in 2003, LFA has continuously honed its versatility, priding itself on being service-oriented and construction cost-conscious.

In 2016, LFA merged with Burnett + Young Shoring Engineers, the premier shoring design firm in the Greater Los Angeles area. In 2018, LFA started its Civil Engineering division. By offering vertically-integrated Structural, Civil, Shoring, and EBM services, LFA is able to simplify the design and coordination process, providing services efficiently for any one discipline, or all four.

LFA is experienced in both New Design and Renovations & Seismic Retrofits. With over 80 engineers on staff, we have the ability to deliver projects of any size.

Labib's mixed use portfolio includes:

1. West Edge (Martin Expo Town Center - 12121 W Olympic Blvd, Los Angeles, CA)

Mixed use development in double podium structure, a 9-level concrete office tower with 150,000 SF and over 100,000 SF of retail space including a grocer. The project, 4 acres in site area with a common Paseo, includes a full three level subterranean parking garage. 619 units. Completed.

2. Marina Shores – 6500 E PCH, Long Beach, CA

New 588-unit mixed-use development consisting of two buildings totaling approximately 1,001,900 SF broken down below. In Design.

- **Building A:** New 290-unit mixed-use building with five levels + mezzanine of residential construction totaling approximately 314,300 SF over three levels of above grade parking totaling approximately 180,600 SF.
- **Building B:** New 298-unit mixed-use building with five levels + mezzanine of residential construction totaling approximately 323,800 SF over three levels of above grade parking totaling approximately 183,200 SF.
- There is a boardwalk at Level 3 that provides walkable connection/bridges between amenities, both buildings and mall totaling approximately 79,100 SF.

3. The Jasper - 2528 S Grande Ave, Los Angeles, CA

Mixed use development with five levels of residential construction over two levels of podium parking. 296 Units. Completed.

4. The RinRose – 3768 E Colorado Blvd., Pasadena, CA

New 100-unit, mixed-use building with four stories of residential construction totaling approximately 96,500 SF over a one-level podium totaling 26,300 SF and two levels of subterranean parking totaling approximately 55,200 SF.

5. Ardence & Bloom – 1375 St Andrews Place, Hollywood. CA

185-unit multifamily building consisting of 5 levels of Type III residential construction over a threelevel podium totaling 280,000 SF. Completed.

6. The Parker – 5935 Pico Blvd, Los Angeles, CA

Five levels of Type III residential construction totaling approximately, two levels of Type I including one level of podium parking/retail/amenity space and one level of residential construction and 2 levels of subterranean parking. 123 Units. Completed.

7. Camden Hillcrest - 4311 Third Avenue, San Diego, CA

Three Buildings with four levels and one amenity Building. 132 Units. In Construction.

Green MEP Engineering

At Green MEP Engineering, our focus is to deliver engineering advice and expertise suited to fit the needs of our clients. We offer Mechanical, Electrical, Plumbing design, energy compliance, and dry utility coordination services for a variety of building types including high-rise/mid-rise developments, multi-family residential, mixed-use, retail centers, office buildings, healthcare/assisted living, and educational facilities. We are your dynamic single source for all MEP engineering needs.

The Green MEP Engineering staff is comprised of knowledgeable and seasoned licensed mechanical engineers, electrical engineers, plumbing engineers, energy compliance professionals, dry utility specialists, and construction personnel. Our team is result oriented and committed to our clients.

- Designed over 90,000 apartment mixed-use buildings in Southern California with a large concentration in Los Angeles.
- Design standards have been refined to create an efficient and cost effective product.
- Established relationships with local jurisdictions and building departments.
- Over 40 engineers experience in apartments/mixed-use projects
- Trained staff in BIM.
- Carry a \$5,000,000.00 insurance policy for each incident which has never been used.
- Unlimited meetings during design stage for no charge.
- In house photometric.
- In house CFD models.
- In house energy modeling

1. Pacific Mixed-Use, Long Beach, CA

Architect: Sares Regis Group Owner: SRG Development

Description: A seven-story mixed-use development consisting of 163 residential units with two levels of below-grade parking, lobby/leasing, fitness, and community space.

2. Northridge Mixed-Use, Northridge, CA

Architect: The KTG Group Owner: Shea Properties

Description: A mixed-use development consisting of two buildings with 429 residential units, below-grade parking, retail, and restaurant space.

3. Carmel Cumulus, Los Angeles, CA

Architect: TCA Architects

Owner: Carmel Partners

Description: A mixed-use development consisting of four buildings, 953 units, 2 levels below-grade parking, and retail space.

4. Japantown, San Jose, CA

Architect: Ankrom Moisan

Owner: Shea Properties

Description: Mixed-use development consisting of two buildings, 520 units, one level below grade parking (both buildings), amenity spaces, and 19,191 SF of retail space.

5. Deluxe, Hollywood, CA

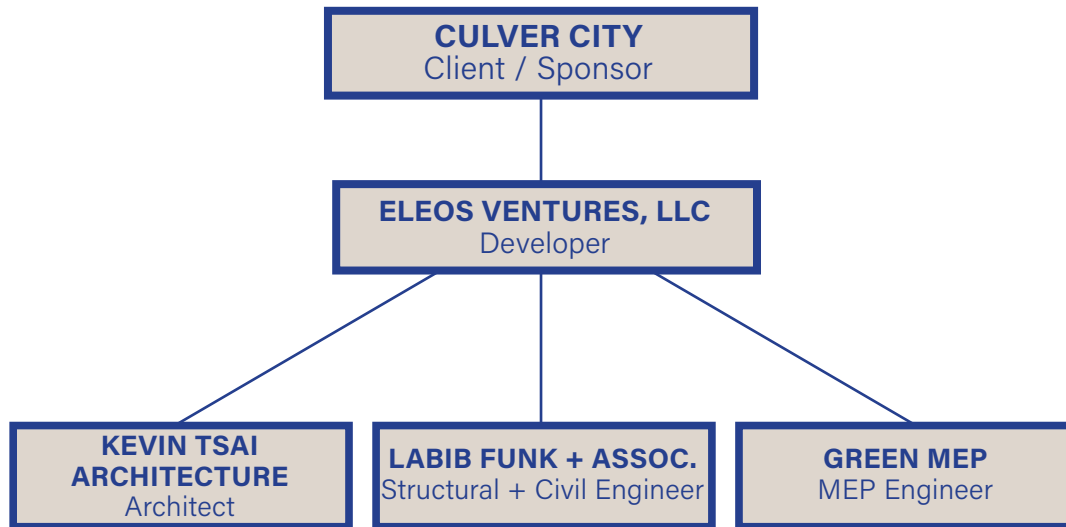
Architect: Urban Lab Architecture

Owner: 1350 Deluxe Hollywood Investors, LLC

Description: Mixed-use development consisting of 204 units, 5,643 SF of retail, 44,879 SF of common space, 42,993 SF of parking with 120 parking stalls located in the garage.

C3:

An organizational chart showing roles and responsibilities for this project.



C4:

Resume(s) of the personnel who will be assigned to this project.

Please find the following resumes included in the "Attachments" section of this proposal:

Eleos Ventures, LLC

- David Aghaei - *Principal & Co-Founder*
- Daniel Dayan - *Principal & Co-Founder*
- Jenna Hornstock - *VP of Strategy & Outreach*
- Christopher Kovel - *Director of Development*
- Joseph Doyle - *Director of Construction*

Kevin Tsai Architecture

- Kevin Tsai, AIA, NCARB - *Principal & Founder*
- Cesar Vergara - *Principal*
- Rebecca Radojicic - *Senior Project Manager*

Labib Funk + Associates

- John Labib, S.E. - *Principal*
- Frank LaRocca, P.E. - *Principal*

Green MEP

- Benjamin Entezam - *Co-Founder*
- Bruce Entezam - *Co-Founder*
- Alex Jenkins - *Electrical Engineer*
- Jonathan Keller - *VP of Operations*
- Maksym Prokopenko - *Mechanical Engineer*

D: Questions / Response to Proposal Requirements

D1:

A written description of the proposed redevelopment concept.

Overview:

The Eleos team envisions 11029 Washington Blvd as a 68-unit residential development comprised of five stories of Type IIIA construction over slab on grade and 2,820 square feet of ground floor commercial that can be retail, amenity or community space. The project totals approximately 44,900 square feet of residential and amenity space, with a maximum height of five stories.

Our design approach emphasizes community, sustainability, and integration with the neighborhood. Rather than creating an isolated block, the building is oriented to open toward Washington Boulevard, engaging the public realm while offering residents a healthy and livable environment.

Urban Design and Site Planning:

The project employs a triangular-shaped typology that ensures all apartments receive natural sunlight and cross-ventilation. This reduces dependence on artificial lighting, heating, and cooling, while fostering indoor environmental quality. The geometry also creates opportunities for shared outdoor areas, including an elevated green patio, providing residents with a landscaped retreat above the street level.

A central courtyard anchors the development, extending visually and physically toward the street. This creates a semi-public zone that blends private and communal realms, encouraging interaction between residents and neighbors. The building's permeable massing strengthens connectivity, supports shared experiences, and sets a progressive precedent for cooperative courtyard living in Southern California.

The building is stepped back on the 5th floor, offering a transition to the lower density residential on the north side of the property.

Community and Social Benefits:

The design embraces creating community through the following features:

- A transparent ground floor will house activated commercial and community-serving space, directly supporting Culver City's goal of creating lively, accessible public edges.
- The courtyard-to-street connection functions as an inclusive community interface, breaking down barriers between private living and neighborhood life.
- Prioritizing social equity and health, the project is designed to reduce resident isolation, foster social cohesion, and provide shared spaces for wellness.

State Density Bonus:

The project relies on the State Density bonus and the provisions of AB2334 to realize the proposed density. In an effort to realize the goals of Culver City's Housing Element and RHNA obligations while also being cognizant of limited financing resources, the project offers the following affordability mix:

1. 20 units at 50% AMI, using the rent schedule from the State of CA Housing and Community Development Department (State HCD). (29% of total)
2. 35 units at 80% AMI , using the rent schedule from the State of CA Housing and Community Development Department (State HCD). (52% of total)
3. 13 units at 80% AMI, using the rent schedule from the California Tax Credit Allocation Committee (CTCAC) (19% of total).

D2:

Explanation of how the proposal addresses the City's goals, including the provision of housing, ground-floor commercial, and community-serving space.

The proposal addresses several of the City's housing goals described in the City's adopted 2021 -2029 Housing Element:

- The project offers housing at income levels in line with the City's employment base, addressing the strong jobs growth that the City is experiencing. The Housing Element notes that the City's jobs to housing ratio was 2.8 in 2016, higher than the County average and projected to continue to grow. The Housing Element cites that over 65% of the Westside's workforce commutes from outside the city, thus providing units at 80% and 110% AMI creates an opportunity for Culver City employees to live locally.
- The City has a relatively small average household size of 2.31 persons compared to the County as a whole. Married couples make up 43% of Culver City households and "other families" are 13%. Most two person households will hold out for a one bedroom or even two bedroom unit over a studio, thus the project's proposed mix of one and two bedroom units is most aligned with the household makeup of the City.
- The median household income of Culver City residents in 2019 was higher than the County overall, at \$95,044. Because the project proposes units at HCD-level rents, with much lower median income levels, the project will address even lower income households relative to the City's median income. This is a benefit to the City as it will offer affordable housing options to households most in need but ineligible for other publicly subsidized affordable units.
- In 2019, about 27% of Culver City households had children, and these households could be served by the 2-bedroom units provided in the project
- The project supports several of the policy goals under Objective 2, Housing Supply, and Objective 3, Housing Affordability, in the Housing Element including:
 - *Policy 2.A:* Provide for a residential lifestyle that is environmentally sound and aesthetically pleasing and that places a high priority on quality development.
 - *Policy 2.C:* Promote mixed use residential development that is sensitive to adjacent residential uses and reinforce the compatible nonresidential uses of the area.
 - *Policy 2.D:* Encourage the incremental infilling of residential neighborhoods to enhance housing affordability and supply through the provision of smaller units.
 - *Policy 2.E:* Promote programs that seek to provide housing opportunities to meet the needs of people who work in the city.

- **Policy 2.F:** Streamline entitlement, environmental, and permitting processes for sustainable buildings and affordable housing.
- **Policy 2.G:** Promote reduced parking requirements and discretionary thresholds for review, for affordable housing, to incentivize production
- **Policy 2.H:** Encourage infill development, such as brownfield site redevelopment.
- **Policy 3.A:** Encourage the inclusion of affordable housing units in new housing developments by granting incentives as called for by the Zoning Code and the State Density Bonus law.
- **Policy 3.B:** Actively support affordable housing development by private and non-profit housing developers.
- **Policy 3.I:** Explore City-owned sites for 100% affordable housing production.

Finally, based on the Annual Performance Report submitted to the State's Housing and Community Development Department (HCD) for 2024, the City is in need of additional affordable units to meet its RHNA goals. The proposal provides an additional 68 units across the low and very-low income levels.

Income Level	RHNA	Provided as of 2024	Pipeline Projects	Remaining RHNA	
Very Low	1,108	73	198	837	} 29% of Affordable Units
Low	604	1	267	336	
Moderate	560	2	27	531	
Undetermined	-	-	120	-	
Market Rate	1,069	455	3,654	+3,040	→ 384% of Market Rate Units
Total	3,341	531	4,266	+1,456	

Source: City of Culver City March 17, 2025 General Plan and APR presentation

Ground Floor Commercial and Community Serving Spaces:

With respect to the ground floor commercial and community serving spaces, the project offers 2,320 square feet of ground floor commercial. The design included with this proposal shows a breakdown as follows:

- 1,325 square feet of retail
- 605 square feet of amenity
- 890 square feet of community room

However the project team proposes to identify the best uses and potential tenants through a community engagement process to ensure the uses are aligned with the community's goals and continue the energy and activity of the Washington Blvd corridor.

D3:

Discussion of alignment with relevant neighborhood plans, zoning, or policy goals. The City Council has indicated willingness to consider modifying regulations for this site if it will result in a better project. If you are requesting modifications for existing regulations for this site (e.g. zoning), please describe the request and why it results in a better project.

The site is designated as MU-1 with a base density of 35 units to the acre or 10 units for the site. However the economics of such a project do not work and the State's density bonus law allows for unlimited density for 100% affordable projects without requiring any zoning modifications from the City. The project does offer ground floor retail or community space in line with the zoning, and an elevated design that contributes to the community and the busy commercial corridor. The 5-story building is stepped back on the north side, to create a better transition to the abutting neighborhood, which is also designated as multi-family.

Ultimately the design and approach balances policy goals of meeting the City's housing needs, creating an active commercial corridor with thoughtfully designed buildings, offering a financially viable project and respecting the neighboring lower density community to the north.

D4:

Conceptual site plan, building massing, and illustrative diagrams or renderings.



Project Rendering



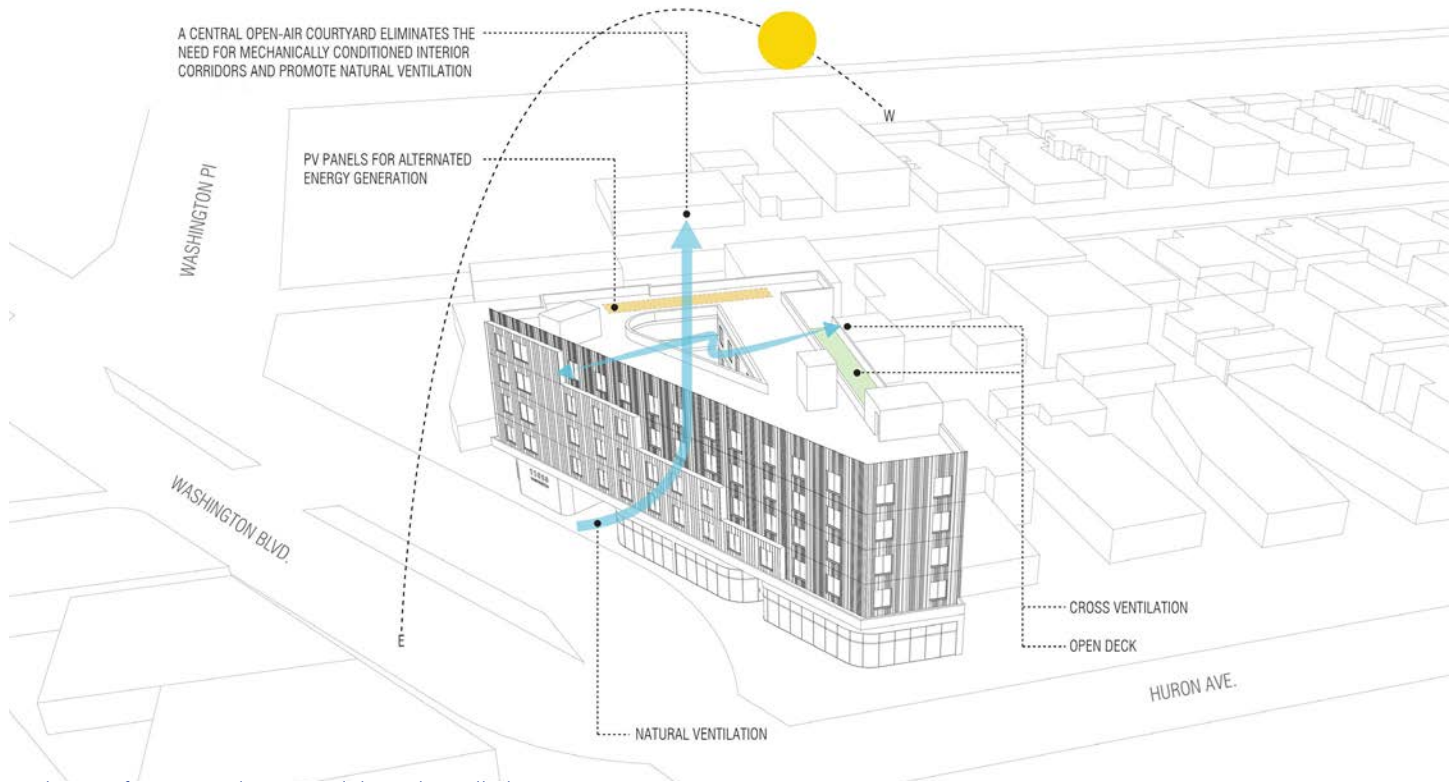
Project Rendering



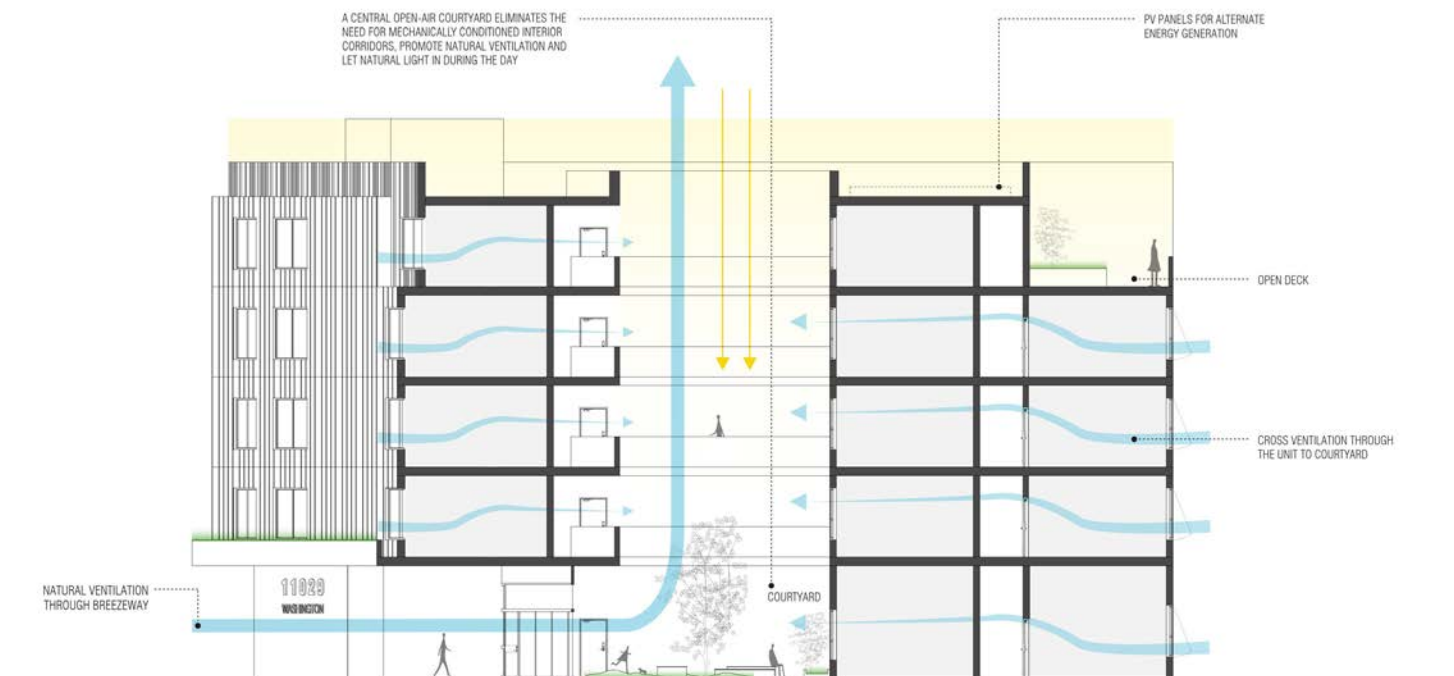
Project Rendering



Project Rendering



Project Performance Diagram - Light and Ventilation



Project Performance Section - Light and Ventilation

D7:

Number of affordable units proposed (if any) and targeted Area Median Income levels.

The project proposes 100% of units at affordable levels, based on two rent schedules, as described by the affordability mix and rent schedule tables below. This proposed affordability mix exceeds the requirements of the State Density Bonus in AB2334, which requires 80% of the units at 80% AMI using the CTCAC rent schedule and up to 20% of the units at 110% AMI using the HCD rent schedule.

11029 Washington: Proposed Affordability Mix

Household AMI	Rent Schedule	1-BR	2-BR	Total	Percent of Total
50% AMI	State HCD	20	0	20	29.4%
80% AMI	State HCD	35	0	35	51.5%
80% AMI	CTCAC	0	13	13	19.1%
Total		55	13	68	100%

11029 Washington: Proposed Rent Schedule

Rental Income

Unit Type	Unit Count	Utility Allowance	Max Rent	Monthly Rent	Annual
1 Bed / 1 Bath - 50% HCD (Vouchers)	20	155	\$ 2,439	\$ 45,680	\$ 548,160
1 Bed / 1 Bath - 80% HCD	35	271	\$ 2,273	\$ 70,053	\$ 840,630
2 Bed / 1 Bath - 80% CTCAC	13	311	\$ 2,726	\$ 31,395	\$ 376,740
Gross Residential	68			\$ 147,128	1,765,530
Retail Space A	1,325 SF			\$ 3,313	\$ 39,750
Gross Retail	1,325 SF			\$ 3,313	\$ 39,750
Potential Gross Income					\$ 1,805,280

As noted in the rent schedule above, we will market the 20 units at 50% AMI to households with vouchers to boost the project's financial feasibility. We will partner with local non-profits and LACDA to market the 20 units to holders of choice vouchers – these can be veterans, foster youth, low-income households or others. Our team has a track record of attracting choice voucher holders and this prime location and quality design will contribute to bringing households with vouchers to the building.

D8:

Strategy for achieving affordability goals and maintaining long-term affordability.

Achieving Affordability Goals

Eleos has over 1,300 covenanted units in development. We have a track record of partnering with property managers and service providers experienced in identifying qualified households and verifying households incomes. We also partner with leasing agents and non-profits that identify households with vouchers and other rental subsidies who income-qualify for covenanted units.

If so desired by the City and community, Eleos can work with local employers to generate a list of interested households and determine if they are income qualified.

Beyond achieving affordability goals through partnerships, experienced property management and leasing, Eleos would propose to work with the City and a non-profit subsidiary to secure a welfare tax exemption for the covenanted units. This additional step further ensures compliance with the affordability requirements.

Maintaining Long-Term Affordability

The State Density bonus requires a 55-year covenant which will maintain long term affordability. In addition, Eleos' acquisition proposal offers to place a 99-year covenant on the property, assuring longer-term affordability.

D9:

Any proposed supportive housing or services (if applicable).

At this time the proposed project does not include supportive housing or services, however the team is committed to working with the City, County and local service providers to connect residents to services and supports as needed. For example, Eleos has experience working with the non-profit Brilliant Corners to offer covenanted units to households with rental subsidies and/or other vouchers. Households that lease units through these partnerships are provided case management and support services.

D10:

Sustainability, energy efficiency, and climate-resilience features.

[illegible]

- **Passive design strategies:** natural light, ventilation, and shaded outdoor spaces reduce energy demand.
- **Elevated green patio:** enhances stormwater retention, urban biodiversity, and resident well-being.
- **Building systems:** will be designed to pursue compliance with recognized green standards.

[illegible]

- **Near Transit Hubs:** Within 0.1 miles of a bus stop, within 0.3 miles of three (3) additional bus routes, and within 0.5 miles of three (3) bus routes on Venice Blvd.
- **Close to Restaurants:** Well served by restaurants along the Washington Blvd corridor
- **Close to Grocers:** Within 0.5 mile of a supermarket and several smaller specialty markets.
- **Walkable to Outdoor Recreation:** A 2-minute walk to Telefson Park and 0.8 miles from Veteran's Memorial Park which hosts a variety of recreational programs.

All of these factors promote public transit use, walking and biking and thus achieve sustainability and health goals for the City and residents.

D11:

Factors that differentiate your proposal from other respondents' proposals.

Several factors differentiate the Eleos proposal:

- **Simplified Financing:** The project offers 100% affordable housing that is primarily privately financed. The only public funding is a residual receipts loan from the City that can be approved early on. This will significantly reduce the time and risk to ensure financing and start of construction.
- **Diverse Team Skillsets:** Eleos' in-house team is nimble and can deliver entitlements, construction bidding and management in house. Our principals and staff have experience in many facets of the development process, from Real Estate Land Use Law, Architecture, Construction and Construction Management, Finance and Accounting, to name a few.
- **Creative + Connected Local Partners:** Kevin Tsai architecture is not only experienced delivering beautiful, functional and high quality design, they have direct experience building in Culver City.
- **Boots on the Ground:** Eleos is well positioned to engage community to ensure the broadest possible support for the project.

From a design perspective, Kevin Tsai architecture is not only experienced delivering beautiful, functional and high quality design, they have direct experience building in Culver City. The proposal's design distinguishes itself through its:

- Innovative triangular massing, which maximizes livability and sustainability.
- Semi-public courtyard design, which creates meaningful engagement with the community.
- A progressive model of cooperative urban living, aligned with Culver City's objectives for forward-thinking housing that balances density, sustainability, and human connection.

D12:

Approach to community outreach during the predevelopment, design and construction phases.

Eleos desires to deliver a project that the Community and the City's leaders are proud of. If awarded a negotiating agreement for the site, Eleos work closely with the City on the community engagement process, and we propose an approach that closely aligns with the City's Community Outreach Guidelines as offered by the Planning and Development Division.

Eleos will begin the community engagement process by collaborating with the City to develop a list of core stakeholders. This will likely include local homeowners / neighborhood organizations, local non-profit leaders, school district leaders, business associations and nearby employers. Our initial proposed meetings during the predevelopment stage would be one-on-one meetings with five core leaders identified through this information gathering process. From these one-on-one meetings we will seek to build rapport/relationships, learn about key desires and points of sensitivity and craft a broader outreach strategy.

While we will craft the broader engagement strategy based on what we learn in these initial one on one meetings, a general approach would be:

- ***During predevelopment*** – host two community meetings, ideally at a local venue or perhaps at the site:
 - Meeting 1 - Introducing the team and the proposed development concept. At this meeting we will offer opportunities for attendees to share feedback on post-its or other note cards. Ideally the first meeting can occur prior to the finalization of the Exclusive Negotiations Agreement with the City and potential City Council action, as certain community requests or concepts could necessitate changes to the proposed financials, design or both.

Eleos will work closely with the City to ensure the proper balance between community feedback and project feasibility. This approach will also support the information presented at the second community meeting.
 - Meeting 2 - Share updated design/status in response to feedback and comments
- ***Prior to construction start:*** hold a meeting sharing the final designs, timeline and proposed mitigations during the construction phase. This meeting would occur after City Council approval of the project and after the project has substantially completed design and permitting
 - Meeting 3 - Hold a meeting sharing the final designs, timeline and proposed mitigations during the construction phase. This meeting would occur after City Council approval of the project and after the project has substantially completed design and permitting.

- **During Construction:** Ensure clear lines of communication are established with the development team during construction. At construction completed, hold community open house/celebration.

Depending on the direction from the City, Eleos would also propose targeted outreach to key employers in the area to identify potential partnerships for workforce housing.

D13:

Methods for incorporating community input and ensuring the project meets local needs.

Through the community engagement process Eleos welcomes the opportunity to ensure that the project meets community and local needs – a project that aligns with community is one that will be the smoothest to deliver and be most successful into the future. Wherever possible the team will incorporate feedback, as long as the project can maintain design integrity and financial feasibility.

Some examples of how community and/or city feedback could be incorporated into the project include:

- **Affordability Targets:** This proposal includes affordability ranges from 50% to 80% AMI. To the extent that feedback suggests a different approach to income targeting, for example if there is interest in targeting lower incomes and/or people experiencing homelessness, Eleos can explore those ideas. The team has experience working with the County and local rental subsidy programs such as the Flexible Housing Subsidy Pool which brings in qualified ICMS (Integrated Case Management System) service providers and rental subsidies to house people experiencing homelessness and needing case management supports. If so desired, Eleos will work with the City and County to pursue this avenue for some or all of the units and offer permanent supportive housing to residents.
- **Partner with local employers:** Should any of the nearby employers wish to provide affordable housing options for its low and moderate income workforce, Eleos is open to negotiating a master lease of some or all units provided that the tenants will meet the required income levels per the affordability covenants. This could be of particular interest to the many employers nearby in the downtown area, the school district or the Los Angeles Community College District.
- **Commercial Space:** The project includes 2,820 SF of ground floor commercial/retail space, currently showing at 1,325 retail, 605 square feet of amenity space and an 890 square foot community room. The approach to this space can be driven by community input

Development Budget:

The total development costs are estimated at \$21,613,387, or \$317,844 per unit. If the land contribution is included, the project cost is \$28,113,387 or \$413,432 per unit. This assumes:

- **Soft Costs - Predevelopment (permitting):** \$1,161,250 – based on Eleos’ experience with its current pipeline of 1,300 units and using estimates provided in the Culver City Housing Element. This estimate includes \$100,000 to cover Eleos’ overhead to manage the project in year 1.
- **Soft Costs - Construction:** \$3,230,500 – based on Eleos’ experience with its current pipeline of 1,300 units and the City of Culver City’s permitting fees as indicated in the Housing Element. This estimate includes \$200,000 to cover Eleos’ overhead to manage the project in years 2-3 as well as \$2,000,000 of Developer Fee that will be paid at construction completion.
- **Hard Costs:** \$14,592,500 or \$325 per square foot. This estimate assumes that we will use prevailing wages for labor, and is based on conversations with contractors that Eleos currently works with. The hard cost estimate includes both residential and ground floor commercial development.
- **Loan Closing costs:** \$503,344 to cover financing costs
- **Contingencies:** We include \$104,500 for soft costs – this is 5% of the variable soft costs. For hard costs we include \$340,000.
- **Interest Reserve:** \$1,251,293 – this covers the bank loan for construction and the residual receipts loan.
- **Land Costs** – while the proposed permanent project financing considers the land value of \$6,500,000, this cost is not part of the development budget.

E2:

Sources and uses of funds, including anticipated public subsidies, grants, or tax credits.

The table below shows the sources and uses, with a description following.

Sources & Uses				
Sources of Cash		LTV		Uses of Cash
Equity - Land Contribution	23%	6,500,000	Land Contribution	6,500,000
Culver City - Residual Receipts Loan	22%	6,279,640		
Debt - Bank Loan	55%	15,333,747	Closing Costs	503,344
			Prop. Taxes & Insurance	430,000
			Soft Costs Predevelopment	1,161,250
			Soft Costs Construction	1,230,500
			Hard Cost Construction	14,592,500
			Developer Fee	2,000,000
			Project Owner Contingency	444,500
			Interest Reserve	1,251,293
Total Sources		28,113,387	Total Uses	28,113,387

- **Equity – the land contribution of \$6,500,000.** (the City's acquisition price) is the equity in the project. This is built into the total project cost.
- **Construction Debt: \$15,333,747.** The construction debt is sized based on how much permanent debt the project can support at stabilization. The table below shows the project's stabilized NOI and assumes a 5% cap rate and debt service coverage ratio of 1.2:1. Based on this calculation the project can assume permanent debt of \$15,333,747. This leaves a gap of \$6,279,640.
- **Residual Receipts Loan: \$6,279,640.** (\$92,348 per unit). Per the terms described below, we are requesting a residual receipts loan with a 55-year term and 3% interest. The project assumes this loan will be available at construction however should the City prefer to provide the loan as permanent financing, we can likely increase the construction loan, noting that this will increase construction loan interest costs. Eleos proposes to split the revenues 50/50 post NOI and debt.

Further detail on project financials is provided below, to support the permanent debt assumptions.

NOI at Completion - Stabilized		
Net Operating Income		
Potential Gross Income	1,805,280	
RUBS Reimbursement	110,976	
Less: Vacancy	3% PGI (54,158)	
Effective Gross Income	1,862,098	
Less: Operating Expenses	29% EGI (538,143)	
Net Operating Income	1,323,955	
Build & Sell Scenario		
Cap Rate	5.00%	
Completed Value	26,479,098	
Permanent Debt at Stabilization		
Annual Debt Service	(1,103,203)	<i>Maximum debt service supported by stabilized NOI</i>
Debt Service Coverage Ratio	1.2001	
Permanent Debt	15,333,747	<i>at completion of construction</i>
Rate Assumption	6.00%	
Amortization	30	year

E3:

15-year or longer pro forma analysis

We provide a 30-year proforma to demonstrate the repayment of the proposed residual receipts loan. We also provide the operating budget as backup to the NOI calculation.

30-year Cash Flow:

The 30-year cash flow includes 3 years for predevelopment and construction and assumes that rents increase by 2.5% per year and expenses increase by 3.5% per year which is consistent with guidance from the State HCD. Starting in year 4, the project demonstrates the anticipated NOI at full occupancy and begins payments on the permanent loan as well as the Residual Receipts loan.

!!~

Operating Budget:

The operating budget is based on Eleos' experience with similar properties. Key assumptions include the welfare tax exemption and 3rd party property management. The total annual operating expenses are \$538,143 or \$7,914 per unit.

Operating Expense Detail Report						
Budget Operating Expenses			Operating Expense Detail	per Door per Mo.	per Door per Yr.	\$ Total
Effective Gross Income		1,862,098	Internet	N/A	N/A	3,000
RUBS Reimbursement	5.96%	110,976	Fire Monitoring	8	96	6,528
Operating Expenses	28.9%	538,143	Building Cleaning	42	504	34,272
			Trash Removal*	44	528	35,904
			Water*	92	1,104	75,072
Dwelling Units	68		Water (CAM)	8	96	6,528
OpEx per Door		7,914	Fire Service Charges (CAM)	3	36	2,448
			Sewer (CAM)	5	56	3,835
			Electrical (CAM)	10	118	7,997
			Gas (CAM)	1	7	490
			Common Area Utilities Total	26	313	21,298
			Subtotal Utilities			176,074
			Management	4%		74,484
			Payroll (on-site prop mgr)			120,000
			Managing Partner Fee			15,000
			Leasing Commissions			16,585
			Bldg repair and maintenance		600	40,800
			Replacement Reserve		600	40,800
			Insurance		800	54,400
			Subtotal			362,069
			Property Taxes	1.267%		380,040
			Property Tax Exemption			(380,040)
			Subtotal			-
			Operating Expense Total			538,143

E4:

Proposed land acquisition terms (purchase price or lease terms, if applicable).

Eleos proposes the following terms for the acquisition of the property, permanent affordability and residual receipts loan:

- **Acquisition:** Eleos to acquire the property for \$1. The closing of the acquisition would occur when permits are ready to issue.
- **Affordability:** Eleos will covenant the property as affordable housing in perpetuity, for 99 years. The table below is the proposed affordability mix:

Household AMI	Rent Schedule	1-BR	2-BR	Total	Percent of Total
50% AMI	State HCD	20	0	20	29.4%
80% AMI	State HCD	35	0	35	51.5%
80% AMI	CTCAC	0	13	13	19.1%
Total		55	13	68	100%

- **Residual Receipts Loan:** The City of Culver City to provide a residual receipts loan in the amount of \$6,279,640 to support construction and then convert to permanent debt. The proposed terms of the loan are:
 - 55-year term
 - Interest rate of 3%, interest is deferrable
 - Eleos to pay residual receipts based on a 50/50 split of cash flow after expenses and debt service (as demonstrated in the cash flow projection)
 - Starting after year 10 of operations, any time the property is refinanced, Eleos will distribute 25% of refinance proceeds to the City in repayment of the loan, after:
 - Payoff of existing loan, including all loan closing costs
 - Required maintenance and capital improvement costs: these will be documented with a property condition report

The refinance proceeds payouts will continue until the residual receipts loan is repaid in full and will not impact the annual payments of residual receipts.

It should be noted that privately financed deals typically refinance permanent loans every 5 to 10 years. While it may be too soon to generate financial projections as to refinancing terms and expected proceeds, we are confident that the refinancing/pay out approach will pay off the City's Residual Receipts loan within 20 years.

E5:

One-time and/or ongoing revenue to the City (if applicable).

The project proposes to repay the residual receipts loan over 55 years, assuming a 50/50 split of revenues after operating expenses and debt. As noted in the proposed terms, we also propose to dedicate 25% of any refinancing proceeds to the City, to pay down the residual receipts loan. These proceeds are paid out after the primary debt is taken out, and after any needed repairs and maintenance are covered.

F: References

1. Century Housing

Century Housing Corporation is a nonprofit Community Development Financial Institution based in Culver City, California, specializing in lending to developers for affordable housing projects statewide, with significant impact on community development in the Los Angeles area.

Joshua Hamilton

Senior Vice President, Lending
jhamilton@century.org

Tracey L. Burns

Vice President, Construction Lending
phone: (310) 642-2004
tburns@centuryhousing.org

2. Brilliant Corners

Brilliant Corners is a California-based nonprofit organization that develops and manages affordable supportive housing, operating the Flexible Housing Subsidy Pool in Los Angeles County to provide housing solutions and integrated services for vulnerable populations, including those experiencing homelessness.

Jennifer Picado

Housing Acquisition Supervisor
jpicado@brilliantcorners.com

3. HOPICS

HOPICS, the Homeless Outreach Program Integrated Care System, is the leading homeless services agency in South Los Angeles, delivering comprehensive outreach, interim housing, and integrated care support to individuals and families across the greater Los Angeles region.

Marques Brooks

Housing Department Manager
phone: (323) 432-4383 ext. 272

4. Office of Council Member Curren Price Jr.

Los Angeles City Council District 9, represented by Councilmember Curren Price, encompasses diverse South Los Angeles neighborhoods including Vermont Square, Central-Alameda, Green Meadows, Historic South-Central, and areas around the University of Southern California and Exposition Park. The district demonstrates a strong interest in affordable housing, prioritizing the expansion of Permanent Supportive Housing (PSH), Affordable Housing (AH), and Market Rate Housing to support working families, combat homelessness, and develop thousands of new units through targeted initiatives and programs.

Sherilyn Correa

Director of Planning and Economic Development
Office of Council Member Curren Price Jr.
phone: (213) 473-7009
sherilyn.correa@lacity.org

G: Implementation Schedule

Proposed Project Schedule:

Project Start Date:	January 2026
<ul style="list-style-type: none">▪ Entitlement:▪ Permitting:▪ RTI Permits:	<ul style="list-style-type: none">6 months (<i>concurrent with permitting</i>)9 monthsDecember 2026
<ul style="list-style-type: none">▪ Construction:▪ Leasing:	<ul style="list-style-type: none">18 months4 months (<i>concurrent with end of construction</i>)
Certificate of Occupancy:	June 2028

H: Certificate(s) of Insurance

Should Eleos be selected for this project we will secure Certificates of Insurance to satisfy this requirement.

I: Business Tax Certificate

Should Eleos be selected for this project we will secure a Culver City Business Certificate.

J: Exclusive Negotiation Agreement and Disposition & Dev. Agreements

Eleos has reviewed the standard form of ENA provided and has no comments at this time.





The City Manager's Office, the City of Culver City
9770 Culver Blvd
Culver City, CA 90232

August 28th, 2025

To Whom it May Concern:

Eleos Ventures is pleased to submit this proposal to the City of Culver City, for the development of the city-owned land at 11029 Washington Blvd.

Eleos Ventures (“Eleos”) is a 100% privately-financed affordable housing developer committed to driving change through practical, real-world solutions. Born out of the housing crisis in Los Angeles, Eleos was founded with one goal in mind—bring to the table creative, affordable, actionable solutions to house residents as quickly and efficiently as possible. Eleos’ departure from the traditional models of delivering affordable housing allows the firm to be light on its feet in terms of acquisition and execution, with a keen focus on schedule and cost which can be much more efficiently controlled and monitored.

Eleos Ventures has built a team that can deliver housing from acquisition through entitlement, design and construction. The team has in-house capacity for all development related functions but also brings in outside support where most appropriate. With over 1,300 units either constructed, in the pipeline or in construction, Eleos is realizing the goal of demonstrating a new way to deliver affordable housing that is faster, more cost effective, and creates better communities.

This letter confirms that we have read and will comply with all terms and conditions of the RFP.

Sincerely,

Donal Daye
Donal Daye

David Aghaei & Daniel Dayan

Principals & Co-Founders



David Aghaei

David Aghaei founded Eleos Ventures with one goal in mind – to change the space that people live, work and play in for the better. While he has a successful track record for acquiring and improving properties across the county, his primary focus has been improving the communities that he invests in. Prior to founding Eleos Ventures, David served in the Real Estate and Asset Management Department at the University of Southern California where he oversaw all acquisitions and dispositions of real estate on behalf of the University. David also previously practiced real estate and land use law at the Century City offices of Pircher, Nichols and Meeks, and served as a commissioner to the City of West Hollywood Planning Commission.

Education:

BS, Business Administration, University of Southern California, Los Angeles, CA

MRED, University of Southern California, Los Angeles, CA

JD, University of Southern California, Los Angeles, CA

Project List:

2025 New Jersey Street, Los Angeles, California

This project was a ground-up development of fifteen (15) one-bedroom restricted-income apartments in Boyle Heights completed in 2023. Taking advantage of the City of Los Angeles' Transit Oriented Communities program (TOC), the 3-story slab-on-grade building is public-transit adjacent. Each unit comes with a private balcony, on-site laundry, as well as short and long-term protected bicycle parking. David acquired, entitled, and developed the site. The asset is stabilized with 100% occupancy.

9418 Compton Ave, Los Angeles 90002

Acquired the site and gut rehabbed the existing duplex. Completed ground up construction of additional 4 units on the site in 2024. The site is now an operating 6-unit apartment.

4216 W. Jefferson Blvd, Los Angeles (West Adams), California

This project was acquired as an abandoned warehouse and refurbished into 11,300 SF of creative office space in the West Adams neighborhood of Los Angeles. Built 2 mezzanines that added 5,000 rentable square feet, added parking, completed MEP upgrade for all systems, added skylights and saw-cut new large storefront windows. Delivered as warm shell and sold to market.

4126 Jefferson Blvd, Los Angeles (West Adams), California

Acquisition and Refurbishment of 3,600 sf industrial building (office conversion). Acquired existing industrial/retail asset from previous owner in substandard condition. Renovated existing structure to deliver warm shell to be used for creative office. Leased at \$4.00 PSF.

8724 Rosewood Avenue, West Hollywood, California

Acquisition and ground-up development of 2,400 sf residence in West Hollywood, CA. Constructed contemporary 2,400 sf residence with 4 BR and 4 Bath. Sold.

10336-10358 Edith Ave. Kansas City, KS

Acquisition and Renovation of 14,426 sf townhome project in Kansas City. Acquired 50% interest in a multi-family property with JV Partner - Renovated existing units, increased rents and controlled costs.

1365 East 15th Street, Los Angeles, CA

Acquisition and development of a 5,700 SF industrial building in Los Angeles, CA. Acquired vacant parcel as part of family portfolio in 2014. Completed development of the industrial/office space just outside of the Arts District in 2015.

2726 South Cochran Avenue, Los Angeles, CA

Acquisition and entitlement of plans for a 5-unit ground-up development. Sold with plans and permits and built by buyer.

6671 Colgate Avenue, Los Angeles, California

Acquisition and ground-up development of a 5 br/6 bath single family residence with detached ADU. The project has been sold.

Visit <https://www.eleos.la/projects> for further information and photos of the projects mentioned. David is the Principal and Co-Founder of Eleos Ventures.

Visit www.oakroad.com/projects for further information and photos of the projects mentioned above. David is the Founder and Principal of Oak Road Capital.



Daniel Dayan

Daniel brings an unparalleled drive and passion to Eleos Ventures. From the age of 16 Daniel has worked in all different sectors of the real estate business, including managing and developing a family portfolio of over \$250 M that has dramatically impacted the Downtown Los Angeles of today. With a double major in Real Estate and Urban Planning from Arizona State University, Daniel brings experience in both project planning, development and management of real estate assets.

Education:

BS, Real Estate Development, Arizona State University, Tempe, Arizona

BS, Urban Planning, Arizona State University, Tempe, Arizona

Project List:

2222 South Figueroa Street, Los Angeles, CA

This is a mixed-use 136,000 square foot building. Daniel assisted in developing the site into ninety-four loft apartments, with 24,000 square feet of retail on the first floor. The site sits on an entire city block.

2301 East 7th Street, Los Angeles, CA

This is a 300,000 square foot office and warehouse building which serves as the headquarters of the family office: Dayan Investments. Daniel oversaw the conversion of the property into creative office spaces that now houses many of LA's top fashion designers.

1700 South Santa Fe Ave., Los Angeles, CA

This is a 170,000 square foot gallery, office and warehouse building, which Mr. Dayan closed Escrow in April 2016. The sale price was \$31,000,000.00. At closing, the building was used as fashion manufacturing sweatshops, and now converted to high-end gallery and open creative office space. Daniel was involved with the acquisition, conversion and stabilization of the project.

362 North Orlando Street, Los Angeles, CA

Acquisition and ground-up development of a 5 br/ 5 bath, 2 story single family residence with detached ADU near West Hollywood.

2025 New Jersey Street, Los Angeles, CA

This project was a ground-up development of fifteen (15) one-bedroom restricted-income apartments in Boyle Heights completed in 2023. Taking advantage of the City of Los Angeles' Transit Oriented Communities program (TOC), the 3-story slab-on grade building is public-transit adjacent. Each unit comes with a private balcony, on-site laundry, as well as short and long-term protected bicycle parking. Eleos acquired, entitled, and developed the site. The asset is stabilized with 100% occupancy.

9418 Compton Ave, Los Angeles, CA

Acquired the site and gut rehabbed the existing duplex. Completed ground up construction of additional 4 units on the site in 2024. The site is now an operating 6-unit apartment.

6671 Colgate Avenue, Los Angeles, California

Acquisition and ground-up development of a 5 br/6 bath single family residence with detached ADU.

Projects In-Development:

4752 Main Street, Los Angeles, CA

Acquisition, entitlement, and development of a 53-unit 100% affordable multifamily project in the South Park neighborhood of Los Angeles. The 4-story mid-rise project includes private balconies for each unit, on-site laundry, sheltered bicycle storage and a private rooftop deck. The project is currently under construction.

228 North Soto Street, Los Angeles, CA

Acquisition, entitlement, and development of a 41-unit 100% affordable multifamily project in Boyle Heights, Los Angeles. The 4-story mid-rise project includes on-site laundry, sheltered bicycle storage and a private rooftop deck. The project is currently under construction.

2432 Cincinnati Street, Los Angeles, CA

The project is Ready-to-Issue permits. This project is entitled and permitted for eighteen (18) ADA-compliant, restricted-income apartments in East Los Angeles.

Jenna Hornstock
(323) 899-1920 | jennahornstock@gmail.com

With over 20 years of public sector leadership, Jenna Hornstock is a visionary strategist specializing in urban redevelopment and affordable housing. Her expertise in housing, land use, and community development has delivered innovative solutions and consensus-driven programs. From underwriting projects to negotiating terms and developing land use, financing and civic engagement programs, Jenna's multi-faceted experience ensures success in complex initiatives. She excels in building high-performing teams and internal structures to drive impactful outcomes.

PROFESSIONAL EXPERIENCE

CEO AND FOUNDER

July 2024 - present

Hornstock Housing and Community Development Strategies

Provide strategic counsel and technical support to developers and policymakers on projects, programs and policies related to affordable housing development, financing, land use and strategy.

OFFICE OF LOS ANGELES MAYOR KAREN BASS

February 2023 – June 2024

Deputy Mayor of Housing (Feb '23 - March '24); Senior Advisor for Housing (March '24 – June '24)

Manage the Mayor's Office of Housing and a team of 10, focused on land use, financing and streamlining efforts for new affordable housing development, State and Federal policy initiatives, and providing real estate support for interim housing initiatives. Selected accomplishments include:

- **Mayoral Executive Directives:** Led implementation of Executive Directives 1 and 3, leading to over 18,000 affordable housing units in the development pipeline and a \$2.9M grant focused on scaling up development of publicly owned land.
- **United to House LA (ULA):** Drove formation of the 15-member ULA Citizen's Oversight Committee and implementation of the first \$150M in programs, focused on tenant protections and gap financing for affordable housing projects.
- **Project Homekey 3 (PHK):** Set direction and led a collaboration between the Housing Authority, Housing Department and two non-profits to secure \$105M in PHK3 funds leading to acquisition of three motels (213 rooms), three vacant apartment buildings providing 130 units of permanent supportive housing (PSH), and a 24-unit modular construction PSH development.
- **Direct Acquisitions:** Led the \$60M acquisition of the 294-room Mayfair Hotel to provide interim housing in support of the Skid Row Action Plan as well as leasing of more than 300 hotel rooms and three sites for RV storage lots.
- **Public Outreach, Speaking and Legislative Advocacy:** Represent the Mayor at legislative committees, panels, speaking engagements and events across the City, around issues of housing policy and development.

SOUTHERN CALIFORNIA ASSOCIATION OF GOVERNMENTS

Nov 2020 – Jan 2023

Deputy Director of Planning, Land Use

Managed 22 staff across 3 departments in the development and implementation of an unprecedented investment in housing and economic empowerment initiatives across the six-county region including Imperial, Los Angeles, Orange, Riverside, San Bernardino, and Ventura counties. A selection of core initiatives includes:

- **Regional Early Action Planning Grant (REAP) 1.0 & 2.0:** Developed teams, programs and organizational infrastructure to secure and implement \$150M in State funding through the Regional Early Action Plan (REAP) grant program, in two back-to-back funding rounds. SCAG's program offered grants to public agencies and community partners for innovative land use planning, policies and programs that accelerate infill housing production, and centered programs on racial equity and disadvantaged communities. Work included developing the staffing plan, extensive engagement across a diverse stakeholder base, program development with an emphasis on implementable actions that accelerate housing and securing approvals from the 88-member SCAG Regional Council and three State funding agencies.
- **Inclusive Economic Recovery Strategy:** Developed a regional economic recovery plan centered on racial equity, family-supporting jobs, climate readiness and support of key industry sectors. With an accelerated, 5-month timeframe, organized and facilitated 25 focus groups of core stakeholders across the 6-county SCAG region, drafted the strategy and secured Regional Council approval of the final plan. Secured \$3.5 million of State funding and hired a team for implementation of core recommendations.
- **Community, Economic and Human Development (CEHD) Policy Committee:** Executive staff for the 41-member committee of elected officials that meets monthly; curate the agenda forecast, speakers and presentation content, and manage staff reports to ensure that the policy direction reflects SCAG's work plan and priorities.
- **Public Outreach, Speaking and Legislative Advocacy:** Regularly present on SCAG's work and discuss policy issues around housing, equity, and land use to internal and external stakeholders, elected officials, non-profit and community-based partners, and the general public. Advocate on housing policy issues on behalf of SCAG's 191 cities and 6 counties.

TRIFILETTI CONSULTING

June 2019 – Oct 2020

Managing Director

Provided counsel and project management to leaders in public agencies and political offices, private sector developers, infrastructure firms, business and civic organizations; develop innovative, transparent and consensus building approaches to securing stakeholder buy-in and multi-jurisdictional approvals for complex development projects and policy initiatives. Selected clients include:

- **Hackman Capital Partners:** Project management for the entitlements process for the modernization and upgrade of the 25-acre Television City production facility in Mid-City Los Angeles, including coordination of a community benefits package.
- **Los Angeles County Development Authority (LACDA):** Facilitated a partnership between the County of City of Los Angeles for the redevelopment of the 8-acre West Los Angeles Courthouse and Civic Center, including RFP development, development of transaction documents, supporting developer solicitation, selection, and negotiations.

LOS ANGELES COUNTY METROPOLITAN TRANSPORTATION AUTHORITY (LA Metro)

Sept 2011- June 2019

Executive Officer, Transit Oriented Communities (Jan 2017 –June 2019); Promoted from Deputy Executive Officer (Sept 2011 – Dec 2017).

Managed a staff of 30 with an annual budget of \$10M and oversight of the Transit Oriented Communities Program which included the Joint Development (JD), First/Last Mile Planning and Systemwide Station Design programs, with an emphasis on land use, transit-oriented development, and implementation of community development policies. Coordinated across Metro departments, external public sector agencies and private partners, and a broad array of stakeholders, maintaining continual focus on realizing solutions that can be implemented in the physical realm. Selected accomplishments include:

- **Joint Development (JD) Program:** Responsible for all commercial development on Metro-owned property, with a portfolio of 15 active residential and mixed-use projects ranging from \$35 million to \$150 million. Re-vamped the JD process to emphasize community engagement and transparency. Updated the Request for Proposals template and all negotiating documents for a more efficient transactional process. Spearheaded 11 new development sites for over 2,500 units.
- **Affordable Housing Policies:** Developed and implemented a robust affordable housing program, including adoption of production goals (35% affordable across the JD portfolio), providing a discount to the ground lease payments for JD projects, investment in and creation of the \$18 million MATCH loan fund (in partnership with three foundations), and regular advocacy and coordination across public agencies to increase affordable housing production near transit.
- **Transit Oriented Communities (TOC) Program:** Authored and implemented the TOC Demonstration Program, which showcased Metro's innovative approach to realizing intersectional community development objectives through creative partnerships with community-based organizations, local municipalities, the faith-based community, and the philanthropic sector. Led a multi-sectoral advisory committee in the consensus-driven development of the nation's first TOC Policy, adopted by the Metro Board in June 2018.
- **Union Station Master Plan (USMP):** From 2011 – 2014, Project Manager for the award-winning \$5.5 million Union Station Master Plan, which integrated major transit investments, improved passenger circulation, placemaking, historic preservation and over 3 million square feet of development entitlements. Concurrent with the USMP, oversaw the \$1 million Connect US Action Plan, a community-driven active transportation plan that prioritized bike and pedestrian improvements connecting Union Station, the Civic Center and surrounding historic and cultural communities. Over \$60 million in grants secured for implementation of this plan.
- **Public Outreach and Speaking:** Regularly led and facilitated community meetings varying from focus groups to larger community workshops, and presented to the Metro Board, advisory committees, civic organizations, and industry events.

COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF LOS ANGELES (CRA/LA)

Jan 2004 – Sept 2011

Chief, Strategic Planning and Economic Development (Jan 2011 – Sept 2011), promoted from Special Assistant to Deputy Chief of Operations for Real Estate and Economic Development (June 2009 – Jan 2011) and Assistant Project Manager (2005- 9009).

Managed a staff of eight in the development and implementation of economic development and financing programs for the 32 Redevelopment project areas in the City of Los Angeles and represented the agency within

- **The Industrial Incentive Program**, a partnership with LADWP to provide capital equipment financing, energy audits and technical assistance to businesses locating, expanding, and/or greening their operations.
- **A Community Market Conversion Program** providing tenant improvements that allow convenience stores to include refrigeration for fresh produce, coupled with training for business operators and outreach to local stakeholders. Secured funding from the California Endowment and Los Angeles County Department of Public Health, and the program was continued by the California Fresh Works Fund and later the LA Food Policy Council.
- **Commercial Retrofit Program:** Oversaw development and implementation of a Commercial Retrofit Program, with seed funding from a Community Development Block Grant. The program offered energy audits, coordination, and a property assessment financing mechanism to promote retrofits for large (50,000+ sq ft) commercial and industrial properties.
- **General:** As Assistant Project Manager, assisted with all aspects of work program implementation for two Redevelopment project areas, including direct responsibility for over 20 redevelopment projects (housing, commercial and industrial). Core functions included: assisting developers with site selection, pro-forma review, financing and provision of gap financing for affordable housing and mixed-use projects ranging from \$25 million to \$80 million; negotiating and drafting development agreements and loan documents; land acquisition and land swaps; land use plans; writing grant applications; state and local reporting; coordinating public relations initiatives including marketing materials and events; oversaw housing and commercial market studies; regular interface with stakeholders including the public, developers, City officials and Departments.

PRIOR RELEVANT EXPERIENCE

LA FAMILY HOUSING

May 2003 -Dec 2004

Director of Real Estate Development

Responsible for all aspects of affordable housing production for a non-profit that develops and manages affordable housing and provides emergency and transitional housing services.

OFFICE OF LOS ANGELES MAYOR JAMESK. HAHN

Oct 2001 – Apr 2003

Deputy Director of Real Estate Policy (promoted from Economic Development Representative)

Represented Mayor's Office of Economic Development as part of LA's Housing and Business Team. Assisted priority developments with interdepartmental coordination, identification of funding resources, entitlements, and community outreach. Staffed the committee and drafted the report creating the first City of LA Affordable Housing Trust Fund.

EDUCATION

HARVARD UNIVERSITY, John F. Kennedy School of Government (Cambridge, MA)

Aug 1999 - June 2001

Master's in Public Policy. Concentration in Urban Economic Development and Public Financial Management

Additional coursework on community development finance and urban planning through the MIT Department of Urban Studies and Planning

UNIVERSITY OF CALIFORNIA, BERKELEY (Berkeley, CA)

Aug 1991 – May 1995

Bachelor of Arts, Rhetoric; Minor in Business Administration. Graduated with honors

One semester of coursework at the Universitat de Barcelona (Jan - Jun 1994)

ADDITIONAL

- **Member, Board of Directors, Rising Communities (formerly Community Health Councils):** November 2020 – present
- **Member, Board of Directors, Los Angeles County Affordable Housing Solutions Authority (LACAHA):** July 2023 – Feb 2024
- **City Planning Commissioner, City of Los Angeles:** February 2021 – February 2023



CHRISTOPHER KOVELL

Christopher brings over a decade of professional experience in the design and construction industry, working previously as an architect in New York City on high visibility projects across scales and product types. He has been directing Eleos' entitlement, design and development efforts in Los Angeles since 2018. He holds a Bachelor of Architecture (B. Arch) from Syracuse University summa cum laude as well as a Master's degree in Real Estate Development (MRED) with Honors' distinction from the University of Southern California.

Education:

B.Arch, Syracuse University, Syracuse, NY

MRED, University of Southern California, Los Angeles, CA

Relevant Project List:

228 N Soto Street:	41-unit apartment / 4 Floor; Full entitlement with City Planning department; architectural design, coordination, development and permitting through RTI permits.
4752 S Main Street:	53-unit apartment / 4 Floor; Full entitlement with City Planning department; architectural design, coordination, development and permitting through RTI permits.
2226 W Valley Street:	15-unit apartment / 3 Floor; Full entitlement with City Planning department; architectural design, coordination, development and permitting.
2432 Cincinnati Street:	18-unit apartment / 3 Floor; Full entitlement with City Planning department; architectural design, coordination, development and permitting.
7655 San Pedro Street:	40-unit apartment / 4 Floor; Full entitlement with City Planning department; architectural design, coordination, development and permitting.
5637 South Broadway:	37-unit apartment / 4 Floor; Full entitlement with City Planning department; architectural design, coordination, development and permitting.
1201 E 119 th Street:	70-unit apartment / 4 Floor; Full entitlement with City Planning department; architectural design, coordination, development and permitting.
378 Vernon Ave:	84-unit apartment / 6 Floor; Full entitlement with City Planning department; project management through RTI permits
4800 S Main Street:	190-unit apartment / 7 Floor; Full entitlement with City Planning department; project management through RTI permits
7501 S Western Ave:	128-unit apartment / 7 Floor; Full entitlement with City Planning department; project management through RTI permits
5001 S Broadway:	174-unit apartment / 7 Floor; Full entitlement with City Planning department; project management through RTI permits
7715 S Crenshaw:	172-unit apartment / 7 Floor; Full entitlement with City Planning department; project management through RTI permits
2025 New Jersey Street:	15-unit apartment / 3 Floor; project management & design assist through RTI permits, construction.
2424 Michigan Ave:	17-unit apartment / 3 Floor; project management & design assist through RTI permits; sales and marketing.
325 N Fickett Street:	22-unit apartment / 3 Floor; project management & design assist through RTI permits; sales and marketing.
4347 S Woodlawn Ave:	33-unit apartment / 5 Floor; Full entitlement with City Planning department; full architectural design, programming, coordination, development and permitting through RTI permits.
5318 S Hoover Street:	57-unit apartment / 4 Floor; Full entitlement with City Planning department; architectural design, coordination, development and permitting through RTI permits.
6671 Colgate Ave:	Full architectural design, coordination, development and permitting of ground-up SFR in West Hollywood.
429 N Kilkea Dr:	Full architectural design, coordination, development and permitting of ground-up SFR in West Hollywood; construction administration.
2701 S Dunsmuir Ave:	Full gut-renovation of market-rate duplex in West Adams
4216 W Jefferson Blvd:	10,000 SF Creative Office conversion in West Adams
50 W 66 th Street:	Snohetta & Extell Development; 800 Ft condominium tower, NYC upper west side; architectural design from schematic through design development and bidding.
550 Madison Ave:	Snohetta; Public realm re-development; NYC Midtown; architectural design from schematic through design development and bidding.

Joseph R. Doyle
(909) 285-8527
Joseph.doyle5@icloud.com

Profile:

- More than 27 years of experience in the construction industry with recognized strengths in project management, supervision, hands on know-how, project buy-out, customer relations, and problem solving.
- Experience includes the knowledge to navigate specification books, architectural drawings, purchasing, customer service, project scheduling, project buy-out, proposal submission, project budgeting, employee and subcontractor management, permit pulling, offsite land development, and code requirements for commercial and residential projects.
- Capable of managing multiple construction projects simultaneously. Experience includes multi-family and single-family ground up residential projects, home and office renovations, historic restorations, commercial tenant improvements, and restaurant renovations.
- Strong attention to detail, planning, scheduling, decision making, and excellent research skills. Strong verbal and written abilities, while multitasking. Knowledge to create scopes of work, as well as the ability to motivate, provide education, support, and manage multiple employees inhouse as well as trade partners.

Skills & Certifications:

- Active General Contractor (License No. 1107617)
- Proficient in Microsoft applications including Outlook, Word, Project, and Excel.
- Advanced knowledge of homebuilding and construction systems/processes, specifications and building codes.
- Strong knowledge of trade base and municipal issues in various divisions.
- Exceptional understanding of finance and budgeting.
- Outstanding ability to lead and drive teams to achievement of goals and objectives.

Education

- Capitol High School: High School Diploma

Employment

Eleos Ventures

2023-Present

Position: Director of Construction

Position Roles:

- Manages all aspects of construction projects, ensuring they are completed on time, within budget, and to the required quality standards.
- Develop and implement construction plans, manage project timelines, and ensure resources are allocated effectively.
- Preparing, reviewing, and analyzing design documents.
- Establish and maintain quality standards, ensuring that work meets project specifications and building codes.
- Provide regular progress reports to owners keeping them informed of project status.
- Supervise and lead construction teams, including project managers, superintendents, and subcontractors.
- Participate in value engineering exercises to optimize project costs and efficiency.
- Address and resolve any issues or conflicts that arise during the construction process.
- Ensure that all construction activities comply with relevant building codes, regulations, and safety standards.

G3 Urban, Gardena, Ca

2019 – 2022

Position: VP of Homebuilding

Position Roles:

- Support the development, implementation, and achievement of the annual operating plan to ensure the region has the necessary support to grow.
- Recruit, train, motivate, and manage teams in across several divisions to achieve company objectives.
- Monitor construction team relationships and management of trade partners, ensuring a high level of forecasting, communication, and accountability.
- Review buyer satisfaction surveys analyze for trends and implement solutions that improve customer satisfaction scores and respond to reduce homeowner issues.
- Support region/division recruitment and retention through implementation and ownership of all construction, warranty and purchasing onboarding and ongoing training/education
- Implementation and ownership of Road to Construction Mastery.
- Implementation and ownership of the region's quality and safety programs through ongoing field training and quarterly quality and safety audits.
- Focus the region purchasing and construction teams on VPO management through best practices, field training and SOW maintenance.
- Assist division operations on all facets of cycle time management, vendor capacity, sourcing vendors, and scheduling training.
- Develop strong trade partner relationships while gaining an understanding of ability and challenges and ensure production homes stay on schedule.
- Provide recommendations to reduce costs and work including utilization of national contracts.
- Work with regional vendors to source and create rebate programs exclusive to that region or division.
- Continually review and value engineer plans; make recommendations for improvements/changes.
- Serve as a fill for division support should a construction or purchasing leader seat become vacant.

City Ventures, Irvine, Ca

2016 – 2019

Position: Construction Manager

Position Roles:

- Oversee and provide direction to general contractors, subcontractors, and vendors when ensuring quality standards are met from conception to completion.
- Review the project in-depth to schedule deliverables and estimate costs
- Oversee all onsite and offsite constructions to monitor compliance with building and safety regulations
- Coordinate and direct construction workers and subcontractors
- Select tools, materials and equipment and track inventory
- Meet contractual conditions of performance

- Interpret and explain plans and contract terms to administrative staff, workers, and clients, representing the owner or developer.
- Prepare contracts and negotiate revisions, changes and additions to contractual agreements with architects, consultants, clients, suppliers, and subcontractors.
- Obtain all necessary permits and licenses.
- Requisition supplies and materials to complete construction projects.
- Prepare and submit budget estimates and progress and cost tracking reports.
- Develop and implement quality control programs.
- Take actions to deal with the results of delays, bad weather, or emergencies at construction site.
- Confer with supervisory personnel, owners, contractors, and design professionals to discuss and resolve matters such as work procedures, complaints, and construction problems
- Plan, organize, and direct activities concerned with the construction and maintenance of structures, facilities, and systems.
- Investigate damage, accidents, or delays at construction sites, to ensure that proper procedures are being carried out.
- Evaluate construction methods and determine cost-effectiveness of plans, using computers.
- Development of effective communications and mechanisms for resolving conflicts among the various participants

Empire Construction, Santa Ana, Ca

2012 – 2013

Position: Project Manager

Position Roles:

- Charting out the project objectives and plans, setting performance requirements, and selecting project participants.
- Bringing about optimum utilization of resources- labor, materials and equipment, and ensuring their procurement at most cost-effective terms.
- Implementation of various operations through proper coordination.
- Development of effective communications and mechanisms for resolving conflicts among the various participants.
- Oversee the construction project from start to finish.
- Perform a key role in project planning, budgeting, and identification of resources needed.
- Create the teams, develop the objectives/goals of each and assign individual responsibilities.
- Project accounting functions including managing the budget, tracking if team expenses and minimizing exposure and risk in the project
- Ensure that construction activities move according to predetermined schedule.
- Devise the project work plans and make revisions as and when need arises.
- Communicate effectively with the contractors responsible for completing various phases of the project.
- Coordinate the efforts of all parties involved in the project, which include the architects, consultants, contractors, sub-contractors and laborers.
- Monitor the progress



Kevin Tsai

Kevin Tsai, principal and founder of Kevin Tsai Architecture, is a seasoned Californian architect with over 25 years of industry experience. Renowned for his expertise in multifamily and mixed-use developments, Kevin has designed over 5,000 units across a diverse portfolio of projects. His notable works include Central Park West Renwick, a 980,000-square-foot mixed use residential development, 98-unit senior affordable housing complex in Beverly Hills, and a 373-unit workforce housing community in Los Angeles. Kevin's innovative approach seamlessly integrates functionality and aesthetic integrity, ensuring every project contributes meaningfully to its community while exemplifying design excellence.

Employment:

Founder & Design Principal
Kevin Tsai Architecture, Inc., Los Angeles, CA

Senior Project Manager
Johnson Favaro

Senior Project Manager
Hodgetts + Fung

Studio Director
Lorcan O'Herlihy Architects [LOHA]

Education:

UCLA
M.Arch - Master of Architecture

California Polytechnic State University - San Luis Obispo
B.Arch - Bachelor of Architecture



Rebecca Radojicic

Rebecca is a Senior Project Manager with over thirteen years experience working on multi-family affordable housing projects, adaptive reuse, and urban design in various jurisdictions throughout Southern California. Prior to working at Kevin Tsai Architecture Rebecca was at Abode Communities. At Abode she worked on a 100% affordable permanent supportive housing (PSH) modular construction project under the HHH innovation program in the City of Los Angeles, a multi-family affordable housing project through the Metro Joint Development program in the Boyle Heights community of Los Angeles, and a 9.4 acre 152-unit scattered site workforce/PSH project in the Coachella Valley.

Employment:

Kevin Tsai Architects
Senior Associate
September 2024 - present

MAE Collaborative
Project Manager
April 2023 - August 2024

Abode Communities
Project Manager
June 2020 - March 2023

John Kaliski Architects
Project Manager
March 2011 - June 2020

Education:

University of California at Santa Barbara
B.A. Art Studio, 2003

California Polytechnic University at Pomona
M.Arch 1, 2011



Cesar Vergara

Cesar is a Principal with over 18 years of experience in the architecture and design industry, specializing in multi-family residential developments. His portfolio spans a wide range of project types, from 100% affordable housing to high-end market-rate communities. Prior to joining Kevin Tsai Architects, Cesar held a key role at DE Architects, where he led multiple projects from non-profit clients, with a strong focus on affordable housing initiatives funded through the low-income housing Tax Credit program (TCAC). His expertise includes navigating complex regulatory frameworks, collaborating with community stakeholders, and delivering high-quality, cost-effective housing solutions that meet both design and funding requirements.

Employment:

Kevin Tsai Architects
Associate Principal
August 2025 - Present

Ottinger Architects
Project Manager
April 2024 - July 2025

DE Architects
Associate / Project Manager
March 2012 - April 2024

FSY Architects
Project Manager
May 2007 - March 2012

Education:

Woodbury University
Bachelor of Architecture
2004-2007

John Labib, S.E.
Principal

Mr. Labib has been involved in a wide variety of projects including new commercial buildings, institutional / educational projects, seismic rehabilitation, and earthquake safety evaluations. Mr. Labib is responsible for structural concepts, quality assurance, and overall project and office management. Mr. Labib has over 29 years of engineering experience and is currently on the Industry Leaders Committee for the Structural Engineers Associates of Southern California.



Education

M.S./Structural Engineering/University of California, Berkeley
B.S./ Civil Engineering/University of California, Irvine
UC Irvine Engineering Hall of Fame
2018 UC Irvine School of Engineering Commencement Speaker

Professional Licenses

Registered Structural Engineer, California (S4549)
Registered Civil Engineer, California (C57391)

Professional Organizations

Structural Engineers Association of California (SEAOC) – Member S.E.
American Concrete Institute (ACI)

Relevant Project Experience

Renovation & Seismic Evaluation/Retrofit

- Hawthorne Water Tower Seismic Retrofit, Hawthorne, CA
- Hawthorne City Hall Seismic Retrofit, Hawthorne, CA
- Hawthorne Memorial Center Seismic Retrofit, Hawthorne, CA
- Hawthorne City Yard Seismic Retrofit, Hawthorne, CA
- Beverly Wilshire Hotel Renovation, Beverly Hills
- Blue Cross Headquarters Office Building, Woodland Hills
- UCLA Apartment Buildings, Los Angeles: 558 Glenrock, 641 Landfair, 827 Levering & 10855 Weyburn
- Dodger Stadium Seismic Retrofit and New Stadium Club, Los Angeles*
- Value Schools Westmoreland & Toberman, Los Angeles
- Westside Towers Office Buildings, Los Angeles*
- 222 S. Hill Seismic Upgrade to meet County Requirements, Los Angeles
- 813 Flower Street Hotel Non-Ductile Concrete Ordinance Upgrade, Los Angeles
- 9720 Wilshire Office Building Renovation, Beverly Hills
- 9800 Wilshire Office Building Renovation, Beverly Hills
- Wilshire-Mullen Non-Ductile Concrete Adaptive Reuse, Los Angeles
- 200 W. Ocean Blvd Seismic Upgrade and Adaptive Reuse, Long Beach



- 2500 Wilshire Non-Ductile Concrete Adaptive Reuse, Los Angeles
- 3807 Wilshire Non-Ductile Concrete Adaptive Reuse, Los Angeles
- J. Paul Getty Villa Museum – Museum, Ranch House & Labs, Malibu*
- Ritz Carlton Hotel Renovation, San Francisco*
- St Vibiana Cathedral, Los Angeles*
- UCLA Kaufman Hall, Los Angeles*
- University of California Riverside, Rivera Library, Riverside*

Institutional

- American Fork Hospital, American Fork, Utah
- Annenberg Center for the Arts Peer review and Value Engineering, Beverly Hills
- Beverly Hills Post Office, Beverly Hills
- Caltech Office Building, Pasadena
- Camp Shalom Community Center, Malibu
- Caruso Hall Auditorium, Los Angeles
- CNCA High School, Los Angeles
- Fallbrook Library, Fallbrook
- Fenton Primary Center Charter School, Los Angeles
- J. Paul Getty Museum – Museum Building, Malibu*
- J. Paul Getty Museum – New Auditorium, Cafeteria & Office Buildings, New Parking Structure, Malibu
- Museum of Neon Art, Glendale
- Oaks Christian Middle School, Westlake
- Palm Springs Art Museum, Palm Springs
- Potrero Community Center, Montebello
- Redondo Beach North Library, Redondo Beach
- Reseda Community Center, Reseda
- San Angelo Community Center, La Puente
- San Pedro Community Center, San Pedro
- Simi Valley Hospital, Simi Valley*
- UCLA Apartment Buildings, Los Angeles
- UCLA Housing & Real Estate, Portfolio of 80 residential properties & office buildings, Los Angeles
- UCLA Kaufman Hall Seismic Retrofit and Renovation, Los Angeles*
- UCLA Parking Structure #32, Los Angeles
- UCLA Wooden Center and Parking Structure, Los Angeles*
- University of California Irvine Replacement Hospital, Orange*
- University of California Riverside - Rivera Library, Riverside*
- University of California Santa Barbara – New Housing Complex, 30 apartment buildings, Santa Barbara
- Value Schools Westmoreland & Toberman, Los Angeles



Commercial/Office

- Los Angeles Lakers Training Facility, El Segundo
- 3540 Wilshire Performance Based Design retrofit of steel office tower using viscous dampers
- 611 W. 6th Street Non-linear Performance Based Analysis and Evaluation, Los Angeles – 40 Stories.
- 925 S. La Brea Concrete Office Building, Los Angeles
- 1001 Orange Concrete Office Building, Los Angeles
- 926 Sycamore Concrete Office Building, Los Angeles
- 1302 La Brea Concrete Retail Building, Los Angeles
- 9720 Wilshire Office Building Renovation, Beverly Hills
- 9800 Wilshire Office Building Renovation, Beverly Hills
- Sunset–Bronson Concrete Production Office, Los Angeles
- Playa Vista Parcels 4&5 Commercial Creative Office, Playa Vista
- Los Angeles Clippers Training Facility, Los Angeles
- MBUSA Headquarters, Long Beach
- New Production Building, Sunset Bronson Studios
- National Typewriter Building, Santa Monica
- Washington Office Space – Mixed Use building over Parking, Culver City
- Wilshire Robertson Office Building – Office Building, Beverly Hills
- Wilshire Le Doux Medical Office Building – Office Building, Beverly Hills
- ABC Channel 7 – Office Building & Studios, Glendale*
- Walt Disney Office Building – Office Building, Burbank*

Multi-Family Residential/Mixed Use

- 5th and Palos Verdes, 336 Units, San Pedro, CA
- 6377 Sepulveda Blvd, 176 Units, Los Angeles, CA
- Lankershim + Otsego, 297 Units, North Hollywood, CA
- 1500 Granville, Los Angeles, CA
- AC Marriott Hotel, El Segundo, CA
- 678 Ardmore Apartments, Los Angeles, CA
- 3640 Wilshire Blvd, 209 Units, Los Angeles
- Oceanaire, 216 Units, Long Beach
- 3875 Wilshire 15 Story Concrete Tower, Los Angeles
- Olympic & Kingsley, 226 Units, Los Angeles
- Hampton Inn 3rd Street, Los Angeles
- Highland Boutique Hotel, Los Angeles
- Hollywood Marketplace, 470 Units, Los Angeles
- La Plaza Mixed Use 320 Units, Los Angeles
- Glendale Arts Colony, 70 Units, Glendale
- 535 Kingsley, 85 Units, Los Angeles
- Ventura Harbor Mixed Use 270 units, Ventura



- 7928 Hollywood Boulevard 89 Units, Los Angeles
- Kings Road Apartments, 48 Units, West Hollywood
- Alameda Boutique Hotel, Alameda
- Cahuenga Boutique Hotel, Los Angeles – Type I ConXtech
- Redwood Apartments, 120 units, Marina Del Rey
- 1329 – 1419 W 7th St, 87 Units, Los Angeles
- 1400 Figueroa, 109 Units, Los Angeles
- 1737 N. Las Palmas, 80 Units, Los Angeles
- 10777 Wilshire, 60 Units, Los Angeles
- Croft Court Lofts, West Hollywood
- Encino Mixed Use, 125 Units, Encino
- Lil Jackson, 80 Units, Oceanside
- Mission Plaza, 240 Units, Los Angeles
- Palmdale Transit Village, 156 units, Palmdale
- Pershing Apartments, 69 Units, Los Angeles
- Rio Vista, 87 Units, Los Angeles
- Taylor Yard 5, 108 Units, Los Angeles

Single-Family Residential

- 235 Amalfi Drive, Los Angeles
- 400 Amalfi Drive, Pacific Palisades
- 444 N Faring, Los Angeles
- 675 Perugia Way, Los Angeles
- 900 Stradella, Los Angeles
- 908 Bel Air Road, Los Angeles
- 1360 Summitridge Pl., Beverly Hills
- 1875 Crescent Heights Blvd, Los Angeles
- 1979 Stradella, Los Angeles
- 6228 Sycamore Meadows Drive, Malibu
- 9601 Oad Pass Road., Los Angeles
- 11004 Bellagio Pl., Los Angeles
- 29150 Cliffside Drive, Malibu
- Bradbury Residence, Bradbury
- Newberg Residence, Los Angeles
- Ross Avenue Residence, La Quinta
- Single Family Residence in Trousdale Pl, Beverly Hills

*indicates project experience with previous firm

Frank LaRocca, P.E.
Principal

As a Principal with Labib Funk & Associates, Mr. LaRocca is responsible for business development, client contact, establishment of fees and schedules, supervision of engineering and drafting personnel, project design and production, overall project coordination and construction administration. Mr. LaRocca has over 19 years of experience as a civil engineer. He focuses on communicating with the client and design team to bring creative solutions to the ever-changing requirements handed down by the local permitting agencies. This design approach has proven very successful, especially in the area of storm water treatment where the project's aesthetics and space limitations are tested.



Education

Pennsylvania State University, B.S, Civil Engineering

Professional Licenses

Professional Engineer: CA (C75121)

Professional Organizations

American Society of Civil Engineers

Relevant Project Experience

Multifamily/Mixed Use

- The Jasper, 2528 S Grand, Los Angeles, CA
- The Parker, 5935 Pico Blvd, Los Angeles, CA
- Marina Shores, 6500 E PCH, Long Beach, CA
- 900 Vermont, Los Angeles, CA
- 926 Sycamore, Los Angeles, CA
- Westgate, Los Angeles, CA
- 11800 Santa Monica, Los Angeles, CA
- MGA Campus Bldgs A and B, Chatsworth, CA
- Adams & Mansfield – 51501 – 5113 W Adams, Los Angeles, CA
- Imagine Village Phase II, Lancaster, CA
- 1800 Beverly Blvd, Los Angeles, CA
- 2903 Lincoln Blvd, Los Angeles, CA
- 1203 Myra, Los Angeles – B-Permit, CA
- 5315 W Adams, Los Angeles, CA
- 10603 Santa Monica, Los Angeles – B-Permit, CA
- Adams & Grand – 2528 S Grande Ave, Los Angeles, CA
- The Brine – 1829 Hancock, Los Angeles, CA
- 11600 Santa Monica Blvd, Los Angeles, CA



- Robertson Alcott – 1417 S Robertson Blvd, Los Angeles, CA
- 815 S Kingsley Drive, Los Angeles, CA
- 3323 Olympic Blvd, Los Angeles, CA
- 668 S. Coronado, Los Angeles, CA
- 640 St Andrews, Los Angeles, CA
- 20116 Sherman Way, Los Angeles, CA
- 3510 -3512 Crenshaw Blvd, Los Angeles, CA
- 3875 Wilshire, Los Angeles, CA
- 1100 E 5th St, Los Angeles, CA
- 1180 S La Brea, Los Angeles, CA
- 16819 S Normandie, Gardena, CA
- 1901 Blake Ave, Los Angeles, CA
- 13919 Normandie, Gardena, CA
- 330 N. Patton, Los Angeles, CA
- 720 Rose, Venice, CA
- 3922 Park, San Diego, CA
- 5124 Adams, Los Angeles, CA
- 5107 Adams, Los Angeles, CA
- Watts Works, Los Angeles, CA
- 1043 Harvard, Los Angeles, CA
- 11604 Vanowen, Los Angeles, CA
- 16015 Sherman Way, Los Angeles, CA

Commercial/Retail

- 42XX Creative Office Campus, Marina del Rey, CA
- 888 Douglas Creative Campus, El Segundo, CA
- 3211 S La Cienega, Los Angeles, CA
- 500 Mateo St, Los Angeles, CA
- SteelCraft - Garden Grove
- SteelCraft - Bellflower, CA
- 3922 Park Blvd, Sand Diego, CA
- 330-332 N. Patton St, Los Angeles, CA
- 900 S Vermont, Los Angeles, CA
- Beach Club Addition, Santa Monica, CA
- Paper Moon Building, Culver City, CA
- Manhattan Village Shopping Center, Manhattan Beach, CA*
- Downtown Los Angeles Toyota, Los Angeles, CA*
- Glendale Galleria Site and Street Improvements, Glendale, CA*
- City Place Shopping Center, Long Beach, CA*
- West Hills Corporate Center Café and Parking Structure, West Hills, CA*
- Sunset Vine Tower and Retail Addition, Hollywood, CA*
- Grand and Kansas Office/Retail, El Segundo, CA*



- San Francisco City Center, San Francisco, CA*
- Marriott Spring Hill Suites, El Segundo, CA*
- 777 Aviation, El Segundo, CA*
- 2121 Park Place Office Building, EL Segundo, CA*
- Snapchat, Venice, CA*

Entertainment/Sports

- Los Angeles Memorial Coliseum, Los Angeles, CA*
- Los Angeles Lakers Headquarters, El Segundo, CA*
- NBC Universal Commissary and Corner Store, Hollywood, CA*
- The Film Archive & Preservation Center, Santa Clarita, CA*
- Los Angeles Valley College –Athletic Facility, Valley Glen, CA*
- Weingart-Lakewood YMCA, Lakewood, CA*

Transportation/Infrastructure/Streetscape

- Midfield Satellite Concourse (MSC) South, Los Angeles, CA
- USC Childs Way, Downey Way and McClintock Avenue Utility Infrastructure Upgrades, Los Angeles, CA*
- Boeing Autonetics Monument, Anaheim, CA*
- USC Childs Way, Town and Gown, and Archimedes Plaza Hardscape Improvements, Los Angeles, CA*
- Pacific Avenue Storm Drain Relocation, Los Angeles, CA*
- Sherman Way Concept Plan, Los Angeles, CA*

Government/Civic

- Campus Kilpatrick, Malibu, CA*
- VA West LA Veteran's Home, Westwood, CA*
- VA West LA Streetlight Retrofit, Westwood, CA*
- USDA APHIS Facility, El Segundo, CA*
- International Brotherhood of Electrical Workers – Local 18, Los Angeles, CA*
- Calabasas Civic Center, Library and City Hall, Calabasas, CA*
- The Mother's Club Community Center, Pasadena, CA*

Education

- Computer Science & Math Building, Saddleback College, Mission Viejo, CA
- The Buckley School, Sherman Oaks, CA*
- St. Paul the Apostle Parish, Los Angeles, CA*
- Mirman School, Los Angeles, CA*
- The Oaks School, Los Angeles, CA*
- Harvey Mudd College Teaching and Learning Center, Claremont, CA*
- LMU William H. Hannon Library (LEED Gold), Los Angeles, CA*
- USC Fertitta Hall, Los Angeles, CA*



- USC Caruso Catholic Center, Los Angeles, CA *
- USC Michelson Center for Convergent Bioscience, Los Angeles, CA*
- Pomona College - Richard C. Seaver Biology Building (LEED Silver) *

*Indicates project experience with previous firm



BENJAMIN ENTEZAM

CO-FOUNDER



949.232.1919



bentezam@greenmep.com

EDU. / CREDENTIALS

Mechanical Engineer P.E.

02/1991 | CA

Electrical Engineer P.E.

02/1995 | CA

Civil Engineer P.E.

02/1997 | CA

SKILLS



Autodesk AutoCAD



Autodesk Revit



Revu Bluebeam



Microsoft Office Suite

SUMMARY

Benjamin Entezam is a licensed Mechanical, Electrical, and Civil Engineer with over 40 years' experience in Mechanical, Electrical, and Plumbing Design.

EXPERIENCE

Benjamin Entezam is an accomplished Mechanical, Electrical, and Plumbing (MEP) engineer with over 40 years of experience in the field. He has demonstrated expertise in engineering design, project management, and quality assurance, and is highly regarded for his technical skills and attention to detail.

As a registered Professional Engineer in Mechanical, Electrical, and Civil, Benjamin has successfully designed and managed the construction of a wide range of projects, including commercial and industrial buildings, hospitals, schools, and government facilities. His extensive knowledge of codes and standards, coupled with his experience in sustainable design and energy efficiency, make him a sought-after expert in the industry.

Throughout his career, Benjamin has held various leadership positions and has mentored and trained many young engineers. He is committed to professional development and stays up-to-date with the latest trends and technologies in the MEP field.

With a reputation for delivering innovative and practical solutions to complex engineering challenges, Benjamin is a valuable asset to any project team. He is known for his exceptional communication skills, ability to work collaboratively with diverse stakeholders, and his commitment to ensuring projects are completed on-time, within budget, and to the highest standard of quality.

Notable Projects:

- USC Expo Point - Student Housing Mixed-Use Development, 427 units
- Hub Fullerton - Student Housing Mixed-Use Development, 377 Units
- Hollywood & Wilcox - 15-Story High-Rise, 260 Units, 17,800 SF Commercial Space
- Morningstar Variel Assisted Living - 326 Units
- 3275 Wilshire - 21-Story High-Rise, 343 Units





BRUCE ENTEZAM

CO-FOUNDER



949.232.1919 x368



Bruce@greenmep.com

EDU. / CREDENTIALS

UNIVERSITY OF CALIFORNIA, IRVINE

UNIVERSITY OF PACIFIC

JURIS DOCTORATE
LIC # 303809

SKILLS



Autodesk AutoCAD



Autodesk Revit



Revu Bluebeam



Microsoft Office Suite

SUMMARY

Bruce Entezam is the Engineering Operations Officer and Founder of Green MEP Engineering Consulting, a company that provides Mechanical, Electrical and Plumbing (MEP) engineering design services for a variety of product types including: retail centers, office buildings, mixed-use, high rises, healthcare, educational facilities and single/multi-family residential.

EXPERIENCE

Bruce Entezam is a highly accomplished Mechanical, Electrical, and Plumbing (MEP) engineer with over 22 years of experience in the field. He is a co-founder of Green MEP Engineering, a leading engineering firm that provides innovative and sustainable design solutions for a wide range of projects.

In addition to his expertise in engineering design, Bruce is also a licensed attorney registered in the state of California. His unique combination of legal and engineering expertise allows him to provide clients with a comprehensive range of services that extend beyond traditional engineering design.

Bruce is highly skilled in advising clients on legal matters related to engineering design and construction, including contract negotiations, dispute resolution, and risk management. He is committed to ensuring that his clients are fully informed of their legal rights and obligations throughout the design and construction process, and works closely with them to minimize their exposure to legal risks.

Bruce's technical expertise, combined with his legal knowledge, make him a highly valued advisor to clients in a wide range of industries. He is known for his ability to provide practical and cost-effective solutions to complex engineering and legal challenges, and for his commitment to delivering exceptional customer service.

Overall, Bruce's extensive experience in MEP engineering design, coupled with his legal expertise, make him a highly respected and sought-after professional in the industry. He is dedicated to providing his clients with the highest level of expertise and service, and is committed to delivering innovative and sustainable solutions that meet their unique needs and requirements.

Notable Projects:

800 Broadway - 40-Story High-Rise, 389 Units

Morningstar Variel Assisted Living - 326 Units

One Santa Fe - Mixed-Use, 438 Units

One Paseo - Multi-Family Apartments, 608 Units

Echo Hotel - Modular Hotel Development, 180 keys





ALEX JENKINS

ELECTRICAL ENGINEER



949.232.1919 x382



A.Jenkins@greenmep.com

EDU./CREDENTIALS

BACHELOR OF SCIENCE IN ELECTRICAL ENGINEERING (BSE)

ARIZONA STATE UNIVERSITY
2019 | TEMPE, AZ

BACHELOR OF ARTS IN GLOBALIZATION STUDIES (BA)

HUMBOLDT STATE UNIVERSITY
2008 | ARCATA, CA

SKILLS



Autodesk AutoCAD



Autodesk Revit



Revu Bluebeam



Microsoft Office Suite

SUMMARY

Alex Jenkins is Lead Electrical Engineer at Green MEP with a passion for his work. Despite his demanding work schedule, Alex finds time to surf and raise his young family. This combination of technical expertise and a love of the unexpected makes Alex a well-rounded and unique individual who is respected by his colleagues and clients alike.

EXPERIENCE

Alex Jenkins is an accomplished Electrical Engineer with a strong background in project management. With eight years of experience working at Green MEP as an Electrical Engineer and Electrical Team Leader, Alex has established himself as an expert in designing electrical systems for a wide range of projects, including mixed-use, high-rise, and multifamily buildings.

Alex is committed to delivering efficient and cost-effective solutions for his clients, and his proven track record of completing projects on time and within budget is a testament to his technical expertise and project management skills. He has a deep understanding of the latest industry technologies and codes, and is able to effectively communicate technical information to clients and team members.

Alex's focus on attention to detail and his ability to manage complex projects make him a valuable asset to any engineering team. He is highly skilled in designing electrical systems that are tailored to the specific needs of each project, and he is known for his ability to work collaboratively with architects, contractors, and other stakeholders to ensure that all design requirements are met.

In addition to his technical skills, Alex is a skilled leader and mentor, and is dedicated to the ongoing professional development of his team. He is passionate about sustainable design and is committed to finding innovative solutions that are both environmentally friendly and cost-effective.

Overall, Alex's technical expertise, project management skills, and commitment to professional development make him a valuable asset to any engineering team. He is highly respected in the industry and is a trusted advisor to clients seeking the best possible solutions for their electrical engineering needs.

Notable Projects:

USC Expo Point - Student Housing Development, 427 Units
Compton College - Modular Student Housing, 250 Beds
2200&2300 Bundy - Multi-Family Residential, 460 Units
Carmel Cumulus - Residential Mixed-Use, 953 Units





JONATHAN KELLER

VICE PRESIDENT OF OPERATIONS



949.232.1919 x370



jkeller@greenmep.com

EDU. / CREDENTIALS

BACHELOR OF SCIENCE IN
MECHANICAL ENGINEERING
CALIFORNIA STATE POLYTECHNIC UNIVERSITY
2012 | POMONA, CA

SKILLS



Autodesk AutoCAD



Autodesk Revit



Revu Bluebeam



Microsoft Office Suite

SUMMARY

Jonathan Keller has 17 years of experience in residential and commercial construction, working both hands on in the field as well as project management with general contractors. Projects vary from single family residences to convention centers and city buildings.

EXPERIENCE

Jonathan Keller is an experienced Mechanical Engineer with a particular focus on plumbing engineering design. With over 17 years of experience in the construction and design industry, Jonathan has established himself as an expert in designing mechanical systems for high density residential buildings.

Throughout his career, Jonathan has worked on a wide range of projects, including student housing, apartments, senior living communities, and hospitality properties. His expertise in plumbing engineering design has helped to ensure that each building he works on is equipped with efficient, reliable, and sustainable systems that meet the unique needs of its occupants.

Jonathan's work is characterized by his meticulous attention to detail and his commitment to delivering solutions that are tailored to the specific needs of each project. He is known for his ability to work collaboratively with architects, contractors, and other stakeholders to ensure that the mechanical systems he designs are integrated seamlessly into the overall design of the building.

In addition to his technical skills, Jonathan is also a skilled project manager, with a proven track record of delivering projects on time and within budget. He is dedicated to providing exceptional customer service and works closely with his clients to ensure that their expectations are exceeded.

With a passion for sustainable design and a commitment to ongoing professional development, Jonathan is a valuable asset to any project team. He is highly respected in the industry and has established himself as a trusted advisor to clients seeking the best possible solutions for their mechanical engineering needs.

Notable Projects:

1133 S Hope St - 28-Story Mixed-Use High Rise
Neptune Marina - Multi-Family apartments, 526 Units
Morningstar Variel Assisted Living - 326 Units





Maksym Prokopenko

MECHANICAL ENGINEER



949.232.1919 x324



maksym@greenmep.com

EDU./CREDENTIALS

BACHELOR OF SCIENCE (BS)

National University of Civil Engineering and Architecture
2013 | Kharkiv, Ukraine

MASTER OF SCIENCE (MS)

National University of Civil Engineering and Architecture
2014 | Kharkiv, Ukraine

SKILLS



Autodesk AutoCAD



Autodesk Revit



Revu Bluebeam



Microsoft Office Suite



MiTek Wrightsoft



Navisworks



EnergyPro

SUMMARY

Originally from the picturesque city of Kharkiv, Maksym was inspired to become an engineer due to all the amazing building designs throughout the City. After receiving his Master in Structural/Civil Engineering degree, Maksym ventured out to California. He enjoys hiking, biking, and camping all the California area trails.

EXPERIENCE

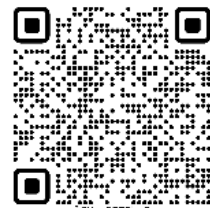
Maksym is a highly skilled Mechanical Engineer with a strong background in designing mechanical systems for a wide range of projects, including multi-family, mixed-use, and retail/commercial buildings. With his extensive experience in the field, Maksym has developed a deep understanding of the unique challenges and requirements associated with each project type.

With his technical expertise and commitment to delivering high-quality results for his clients has earned him a reputation as a highly respected and sought-after professional in the industry. He is dedicated to providing exceptional customer service and delivering innovative and sustainable designs that meet the unique needs and requirements of his clients.

He is highly skilled in all aspects of mechanical system design, including HVAC, plumbing, and fire protection systems. He is committed to staying up-to-date with the latest industry technologies and codes and is skilled in collaborating with other professionals in the construction industry, including architects, contractors, and building officials, to ensure that his designs are implemented correctly and efficiently.

Maksym's technical expertise, commitment to sustainability, and dedication to customer service make him a valuable asset to any project team. He is passionate about delivering exceptional results that exceed client expectations and is committed to providing the highest level of customer service.

Check out my digital business card here!



Eleos Project Pipeline:

Address	Units	Unit Mix	Affordability	Phase	Construction		TCO Anticipated	Council District (CD)
					Start	Months		
228 Soto Street	41	40 1B, 1 2B	5 EL, 35 L	Construction	Sep-23	24	Sep-25	14
4752 Main Street	53	53 1B	52 L	Construction	Sep-23	25	Oct-25	9
2226 Valley Street	15	15 1B	15 L	Construction	Jun-24	21	Apr-26	13
7655 San Pedro Street	40	1 Studio, 26 1B, 13 2B	1 EL, 1 VL, 38 L	Construction	Jun-24	18	Dec-25	9
2432 Cincinnati Street	18	16 1B, 2 2B	1 EL, 16 L	Construction	Aug-24	20	Apr-26	14
5637 South Broadway	37	26 1B, 11 2B	1 EL, 1 VL, 35 L	Construction	Nov-25	18	May-27	9
1201 East 119th St	70	15 Studio, 38 1B, 17 2B	1 EL, 1 VL, 67 L	RTI	Nov-25	24	Nov-27	15
4800 Main Street	190	180 1B, 10 2B	TBD	Permits	Jan-26	24	Jan-28	9
378 Vernon Ave	84	54 1B, 30 2B	TBD	Permits	Jan-26	24	Jan-28	9
5001 South Broadway	174	132 1B, 42 2B	TBD	Permits	Nov-26	24	Nov-28	8
7501 South Western Ave	128	123 1B, 5 2B	TBD	Permits	Apr-26	24	Apr-28	8
7715 South Crenshaw Blvd	172	147 1B, 9 2B, 16 3B	TBD	Permits	Apr-26	24	Apr-28	8
Total	1186							



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www.eleos.la
310.961.5400



Key Assumptions and Summary

Project Budget - Construction		
Description		\$ Total
Existing Debt		-
Closing Costs		503,344
Prop. Taxes & Insurance		430,000
Soft Costs Predevelopment		1,161,250
Soft Costs Construction		1,230,500
Hard Cost Construction	325 psf	14,592,500
Developer Fee		2,000,000
Owner Contingency		444,500
Interest Reserve		1,251,293
Total Project Budget		21,613,387

NOI at Completion - Stabilized		
Net Operating Income		
Potential Gross Income		1,805,280
RUBS Reimbursement		110,976
Less: Vacancy	3% PGI	(54,158)
Effective Gross Income		1,862,098
Less: Operating Expenses	29% EGI	(538,143)
Net Operating Income		1,323,955
Build & Sell Scenario		
Cap Rate		5.00%
Completed Value		26,479,098

Permanent Debt at Stabilization		
Annual Debt Service	(1,103,203)	<i>Maximum debt service supported by stabilized NOI</i>
Debt Service Coverage Ratio	1.2001	
Permanent Debt	15,333,747	<i>at completion of construction</i>
Rate Assumption	6.00%	
Amortization	30	

ELEOS VENTURES, LLC

11029 WASHINGTON BLVD

Sources & Uses - Predevelopment & Construction

Sources & Uses					
Sources of Cash			Uses of Cash		
	LTV				
Equity - Land Contribution	23%	6,500,000	Land Contribution		6,500,000
Culver City - Residual Receipts Loan	22%	6,279,640			
Debt - Bank Loan	55%	15,333,747	Closing Costs		503,344
			Prop. Taxes & Insurance		430,000
			Soft Costs Predevelopment		1,161,250
			Soft Costs Construction		1,230,500
			Hard Cost Construction		14,592,500
			Developer Fee		2,000,000
			Project Owner Contingency		444,500
			Interest Reserve		1,251,293
Total Sources		28,113,387	Total Uses		28,113,387



Development Budget - Predevelopment and Construction

		Months	36
Cost Category	Cost Subcategory	Description	Budget Estimate
Land Costs			
	Land	Existing Debt	
	Land	Land Value	
Subtotal Land Costs			-
Carrying Costs			
	Taxes & Insurance	Property Taxes	240,000
	Taxes & Insurance	Course of Construction/GL Insurance	190,000
Subtotal Carrying Costs			430,000
Soft Costs PREDEVELOPMENT (Entitle and Permitting)			
	Engineering & Consulting	Building Plans	606,750
	City Fees	Permits and Fees	434,500
	Project Management	Sponsor Overhead Costs	100,000
	Overhead Fees	Site maintenance costs, security, fencing, etc.	20,000
Subtotal Soft Costs			1,161,250
Soft Costs CONSTRUCTION			
	Engineering & Consulting	Engineer Construction Administration/RFIs	118,500
	City Fees	Permits and Fees	737,000
	Overhead Fees	Site maintenance costs, security, misc.	175,000
	Project Management	Sponsor Overhead	200,000
	Developer Fee	Earned at Completion of Construction	2,000,000
Subtotal Soft Costs			3,230,500
Hard Costs			
	GMP Contract	Estimated at \$325 psf on Gross Project SF	14,592,500
Subtotal Hard Costs			14,592,500
Loan Closing Costs			
	Borrower Legal		20,000
	3rd Party Costs	Appraisal, Bank Legal	25,000
	Origination Fee - Broker	1.0%	153,337
	Origination Fee - Lender	1.5%	230,006
	Funds Control/Bank Fee		50,000
	Title Escrow		25,000
Loan Closing Cost Subtotal			503,344
Contingency	Soft Cost Contingency		104,500
Contingency	Hard Cost Contingency		340,000
Interest Reserve	Interest Reserve	Residual Receipts Loan	366,262
Interest Reserve	Interest Reserve	Bank Loan	885,032
TOTAL PROJECT COST			21,613,387

ELEOS VENTURES, LLC

11029 WASHINGTON BLVD

Rent Roll Pro-Forma

Unit Count	68
Potential Gross Income	\$ 1,805,280

Residential - Rent Roll	1 BR	2 BR	Total
1st Floor	7	1	8
2nd Floor	13	3	16
3rd Floor	13	3	16
4th Floor	13	3	16
5th Floor	9	3	12
Total	55	13	68

Affordability

Rent Standard	Rent Standard	1 BR	2 BR	Total
50% AMI	HCD	20	0	20
80% AMI	HCD	35	0	35
80%	CTCAC	0	13	13
Total		55	13	68

Rental Income

Unit Type	Unit Count	Utility Allowance	Max Rent	Monthly Rent	Annual
1 Bed / 1 Bath - 50% HCD (Vouchers)	20	155	\$ 2,439	\$ 45,680	\$ 548,160
1 Bed / 1 Bath - 80% HCD	35	271	\$ 2,273	\$ 70,053	\$ 840,630
2 Bed / 1 Bath - 80% CTCAC	13	311	\$ 2,726	\$ 31,395	\$ 376,740
Gross Residential	68			\$ 147,128	1,765,530
Retail Space A	1,325 SF			\$ 3,313	\$ 39,750
Gross Retail	1,325 SF			\$ 3,313	\$ 39,750
Potential Gross Income				\$	1,805,280

Rent Schedules		
HCD		
AMI	1BR - 1.5 perons	2BR - 2.5 persons
50% AMI	1,420	1,609
80% AMI	2,273	2,575
110% AMI	2,199	2,492

CTCAC rents		
AMI	1BR	2BR
50% AMI	1,420	1,703
80% AMI	2,272	2,726
110% AMI	2,917	3,748

LACDA Vouchers		
	1BR	2BR
	2,439	3,078

Retail Assumption - NNN	
\$	2.50 /RSF

ELEOS VENTURES, LLC

11029 WASHINGTON BLVD

Cash Flows Pro-Forma

GROUND LEASE STRUCTURE - CASH FLOWS																	
		1/1/2026	12/31/2026	12/31/2027	1/1/2028	1/1/2029	1/1/2030	1/1/2031	1/1/2032	1/1/2033	1/1/2034	1/1/2035	1/1/2036	1/1/2037	1/1/2038	1/1/2039	1/1/2040
Years in Service						1	2	3	4	5	6	7	8	9	10	11	12
Time Period		0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
		PREDEV & CONSTRUCTION PERIOD															
Potential Gross Income	2.50%					1,805,280	1,850,412	1,896,672	1,944,089	1,992,691	2,042,509	2,093,571	2,145,911	2,199,558	2,254,547	2,310,911	2,368,684
RUBS Reimbursement	3.50%					110,976	114,860	118,880	123,041	127,348	131,805	136,418	141,192	146,134	151,249	156,543	162,022
less: Vacancy						(54,158)	(55,512)	(56,900)	(58,323)	(59,781)	(61,275)	(62,807)	(64,377)	(65,987)	(67,636)	(69,327)	(71,061)
Effective Gross Income						1,862,098	1,909,760	1,958,652	2,008,808	2,060,258	2,113,038	2,167,182	2,222,726	2,279,706	2,338,160	2,398,126	2,459,645
less: Operating Expenses	3.50%					(538,143)	(556,978)	(576,472)	(596,648)	(617,531)	(639,145)	(661,515)	(684,668)	(708,631)	(733,433)	(759,103)	(785,672)
Net Operating Income						1,323,955	1,352,782	1,382,180	1,412,159	1,442,727	1,473,893	1,505,667	1,538,058	1,571,075	1,604,727	1,639,023	1,673,973
Debt Service Perm Loan						(1,103,322)	(1,103,322)	(1,103,322)	(1,103,322)	(1,103,322)	(1,103,322)	(1,103,322)	(1,103,322)	(1,103,322)	(1,103,322)	(1,103,322)	(1,103,322)
Net Cash flow after Debt						220,633	249,460	278,859	308,837	339,405	370,572	402,346	434,736	467,753	501,405	535,701	570,651
Sponsor - Eleos	50%					110,317	124,730	139,429	154,419	169,703	185,286	201,173	217,368	233,876	250,702	267,851	285,326
Residual Receipts to City	50%					110,317	124,730	139,429	154,419	169,703	185,286	201,173	217,368	233,876	250,702	267,851	285,326
Residual Receipts Loan																	
RR Loan Principal					(6,279,640)	(6,279,640)	(6,357,713)	(6,423,714)	(6,476,996)	(6,516,887)	(6,542,691)	(6,553,686)	(6,549,124)	(6,528,229)	(6,490,200)	(6,434,203)	(6,359,379)
RR Loan Interest	3.00%					(188,389)	(190,731)	(192,711)	(194,310)	(195,507)	(196,281)	(196,611)	(196,474)	(195,847)	(194,706)	(193,026)	(190,781)
RR Loan Paydown (from cash flow)						110,317	124,730	139,429	154,419	169,703	185,286	201,173	217,368	233,876	250,702	267,851	285,326
Residual Receipts Loan Balance					(6,279,640)	(6,357,713)	(6,423,714)	(6,476,996)	(6,516,887)	(6,542,691)	(6,553,686)	(6,549,124)	(6,528,229)	(6,490,200)	(6,434,203)	(6,359,379)	(6,264,835)

ELEOS VENTURES, LLC

11029 WASHINGTON BLVD

Cash Flows Pro-Forma

GROUND LEASE STRUCTURE - CASH FLOWS																
1/1/2026		1/1/2041	1/1/2042	1/1/2043	1/1/2044	1/1/2045	1/1/2046	1/1/2047	1/1/2048	1/1/2049	1/1/2050	1/1/2051	1/1/2052	1/1/2053	1/1/2054	1/1/2055
Years in Service		13	14	15	16	17	18	19	20	21	22	23	24	25	26	27
Time Period	0	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
Potential Gross Income	2.50%	2,427,901	2,488,598	2,550,813	2,614,584	2,679,948	2,746,947	2,815,621	2,886,011	2,958,161	3,032,116	3,107,918	3,185,616	3,265,257	3,346,888	3,430,560
RUBS Reimbursement	3.50%	167,692	173,562	179,636	185,924	192,431	199,166	206,137	213,352	220,819	228,547	236,547	244,826	253,395	262,263	271,443
less: Vacancy		(72,837)	(74,658)	(76,524)	(78,438)	(80,398)	(82,408)	(84,469)	(86,580)	(88,745)	(90,963)	(93,238)	(95,568)	(97,958)	(100,407)	(102,917)
Effective Gross Income		2,522,756	2,587,502	2,653,925	2,722,070	2,791,981	2,863,705	2,937,289	3,012,782	3,090,235	3,169,700	3,251,227	3,334,874	3,420,694	3,508,745	3,599,086
less: Operating Expenses	3.50%	(813,171)	(841,632)	(871,089)	(901,577)	(933,132)	(965,792)	(999,594)	(1,034,580)	(1,070,790)	(1,108,268)	(1,147,057)	(1,187,204)	(1,228,757)	(1,271,763)	(1,316,275)
Net Operating Income		1,709,586	1,745,871	1,782,837	1,820,493	1,858,849	1,897,913	1,937,695	1,978,202	2,019,445	2,061,432	2,104,170	2,147,669	2,191,937	2,236,982	2,282,812
Debt Service Perm Loan		(1,103,322)	(1,103,322)	(1,103,322)	(1,103,322)	(1,103,322)	(1,103,322)	(1,103,322)	(1,103,322)	(1,103,322)	(1,103,322)	(1,103,322)	(1,103,322)	(1,103,322)	(1,103,322)	(1,103,322)
Net Cash flow after Debt		606,264	642,549	679,515	717,171	755,527	794,591	834,373	874,881	916,123	958,110	1,000,848	1,044,348	1,088,615	1,133,660	1,179,490
Sponsor - Eleos	50%	303,132	321,274	339,757	358,586	377,764	397,296	417,186	437,440	458,062	479,055	500,424	522,174	544,308	566,830	589,745
Residual Receipts to City	50%	303,132	321,274	339,757	358,586	377,764	397,296	417,186	437,440	458,062	479,055	500,424	522,174	544,308	566,830	589,745
Residual Receipts Loan																
RR Loan Principal		(6,264,835)	(6,149,648)	(6,012,863)	(5,853,491)	(5,670,511)	(5,462,862)	(5,229,453)	(4,969,150)	(4,680,784)	(4,363,146)	(4,014,985)	(3,635,011)	(3,221,887)	(2,774,236)	(2,290,633)
RR Loan Interest	3.00%	(187,945)	(184,489)	(180,386)	(175,605)	(170,115)	(163,886)	(156,884)	(149,074)	(140,424)	(130,894)	(120,450)	(109,050)	(96,657)	(83,227)	(68,719)
RR Loan Paydown (from cash flow)		303,132	321,274	339,757	358,586	377,764	397,296	417,186	437,440	458,062	479,055	500,424	522,174	544,308	566,830	589,745
Residual Receipts Loan Balance		(6,149,648)	(6,012,863)	(5,853,491)	(5,670,511)	(5,462,862)	(5,229,453)	(4,969,150)	(4,680,784)	(4,363,146)	(4,014,985)	(3,635,011)	(3,221,887)	(2,774,236)	(2,290,633)	(1,769,607)