

Building Design Concept



# REDEVELOPMENT OF 11029 WASHINGTON BOULEVARD

August 2025

Prepared for: City of Culver City, City Manager’s Office

Prepared by: Venice Community Housing Corporation

RFP #2626



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# A. COVER PAGE

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## Venice Community Housing

200 Lincoln Blvd., Venice, CA 90291

Tel: (310) 399-4100 Fax: (310) 399-1130

[www.vchcorp.org](http://www.vchcorp.org)

Dear Review Committee,

Venice Community Housing Corporation (VCHC) is pleased to present Culver Commons in response to the City of Culver City's Request for Proposals (RFP #2626) for a mixed-use affordable housing development at 11029 Washington Boulevard, Culver City, CA 90232.

Founded in 1988, VCHC's mission is to support and build equitable and inclusive communities by providing affordable housing with supportive services, education, employment programs, and public policy advocacy that advances racial and economic justice. VCHC is a women-led organization with 75% of its Board of Directors and senior leadership identifying as Black, Indigenous, and other People of Color (BIPOC), reflecting our deep-rooted commitment to social equity and community inclusion.

We propose a thoughtful redevelopment of the Washington Boulevard site that aligns with the City's priorities and responds directly to community feedback. VCHC is a neighborhood-based developer with the experience and expertise needed to develop high-quality affordable housing in Culver City that will meet the goals laid out in the RFP. Core team members bring a breadth of expertise and experience to ensure a successful project including:

1. Practice (formerly known as Gonzalez Goodale Architects/GGA+)
2. Burns & Bouchard, Land Use & Entitlements consultants
3. California Housing Partnership Corporation, Affordable Housing Finance Consultants
4. AMJ Construction Management

VCHC proposes a 42 unit affordable senior housing development for the Washington Boulevard site that address the needs of senior living, healthy aging, and intergenerational connections. Guided by the principles of Trauma-Informed and Community-Led Design, Culver Commons will feature a variety of social hubs that foster connection while emphasizing the importance of open space enriched with meditative elements including natural light, natural ventilation, and art. These elements will contribute to the well-being of each resident, the affordable housing community more broadly, and the wider neighborhood of Culver City.

As the key point of contact for this proposal, as well as, a principal and authorized signatory for Venice Community Housing Corporation, please contact me for any additional information or questions.

Sincerely,

**Allison Riley, Co-Executive Director**  
**Venice Community Housing Corporation**  
**200 Lincoln Blvd., Venice, CA 90291**  
**424-268-5120**

**PRIMARY CONTACT FOR SUBMITTAL:**  
**[ariley@vchcorp.org](mailto:ariley@vchcorp.org)**

**Erika Lee, Co-Executive Director**  
**Venice Community Housing Corporation**  
**200 Lincoln Blvd., Venice, CA 90291**  
**310-399-4100**

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VCHC Property Mural

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## C. EXECUTIVE SUMMARY

Venice Community Housing Corporation (VCHC) is pleased to submit this proposal for Culver Commons, the redevelopment of 11029 Washington Boulevard into a new, 100% affordable senior housing community, that will provide a vibrant commercial frontage and community space. Founded in 1988, VCHC is a mission-driven, nonprofit developer committed to building equitable and inclusive communities through affordable housing with supportive services, education, employment programs, and public policy advocacy.

VCHC has successfully developed, owned, and operated over 350 units of affordable and supportive housing across Los Angeles County, focused on the Westside. We currently have over 390 units in our active predevelopment pipeline, including projects funded by Los Angeles County Development Authority (LACDA), California Housing and Community Development (HCD), and tax credit programs. VCHC also provides in-house property management and resident services to ensure long-term stewardship and consistent, wraparound support for our residents.

Culver Commons will deliver 41 affordable rental homes, plus one managing unit—comprising studios and one-bedroom apartments—tailored to serve low-income seniors. One two-bedroom manager’s unit will also be included. The project will incorporate approximately 1,100 square feet of commercial space along Washington Boulevard and 1,700 square feet of accessible, flexible multi-purpose community space that will be activated through partnerships with local organizations. For more than forty years, Practice has focused on design that uplifts communities and furthers social change. This passion has fueled work in housing, civic and education markets, with results of more than 3,000 units of affordable, supportive, and special needs housing throughout California.

This project will be financed through a 9% Low Income Housing Tax Credit (LIHTC) structure, utilizing Culver City’s Density Bonus provisions, and anticipates financial support from HCD, Los Angeles County Affordable Housing Solutions Agency (LACAUSA), Westside Cities Council of Governments resources. The affordability levels are anticipated to serve seniors earning between 30% and 60% of AMI. VCHC is prepared to work closely with City staff, local stakeholders, and Culver City residents to refine the project and ensure it responds to community needs, while advancing the City’s housing, equity, and neighborhood vitality goals.



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# D. QUESTIONNAIRE/RESPONSE TO THE PROPOSAL REQUIREMENTS

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## V.A. COMPANY AND GENERAL INFORMATION

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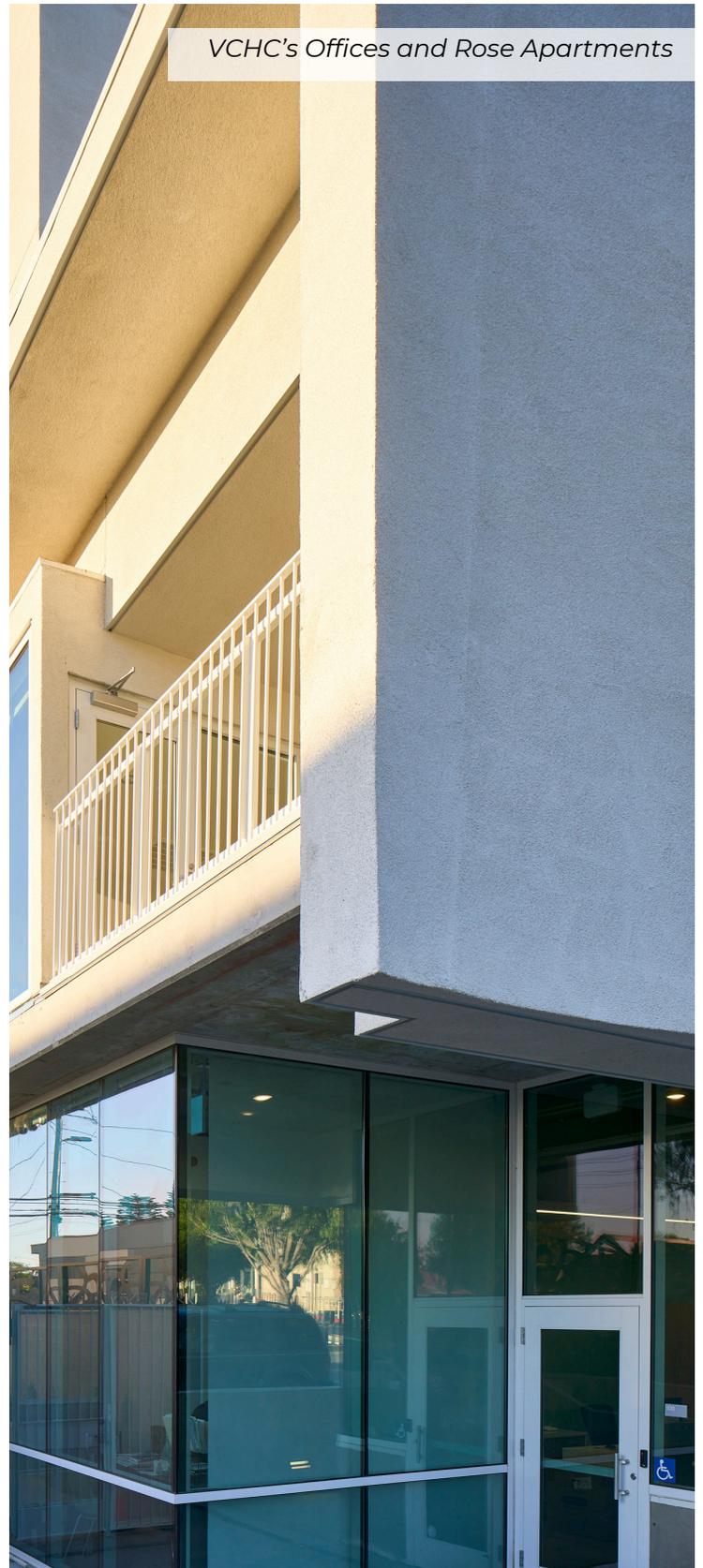
V.A.1. Company name and address. Also, include A/P remit address, contact names, emails and phone numbers.

VENICE COMMUNITY HOUSING CORPORATION (VCHC)  
Role: Lead Developer  
200 Lincoln Blv. Venice, CA 90291  
(310) 399-4100  
[www.vchcorp.org](http://www.vchcorp.org)

Allison Riley,  
Co-Executive Director  
[ariley@vchcorp.org](mailto:ariley@vchcorp.org)  
424.268.5120

Erika Lee,  
Co-Executive Director  
[elee@vchcorp.org](mailto:elee@vchcorp.org)  
310.573.8414

Vanessa Luna,  
Senior Director of  
Housing Development  
[vluna@vchcorp.org](mailto:vluna@vchcorp.org)  
310.399.4100



VCHC's Offices and Rose Apartments

## V.A. COMPANY AND GENERAL INFORMATION, CONTINUED

V.A.2. 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.

Dear Review Committee:

On behalf of Venice Community Housing Corporation (VCHC), I am pleased to submit this proposal in response to the City of Culver City's Request for Proposals (RFP #2626) for the redevelopment of the city-owned site at 11029 Washington Boulevard.

As Co-Executive Directors, each is individually authorized to bind VCHC into the Exclusive Negotiating Agreement, we affirm that our organization has reviewed the RFP and all associated materials in detail. VCHC fully understands and agrees to comply with all terms, conditions, requirements, and procedures outlined in the RFP and draft, including all legal, financial, and insurance obligations described therein.

We are enthusiastic about the opportunity to collaborate with the city to deliver a mixed-use development that reflects Culver City's commitment to affordable housing, vibrant commercial and community-serving space, and sustainable urban design.

Should you require any additional information or clarification regarding our proposal, please do not hesitate to contact Allison Riley, directly.

Sincerely,



Allison Riley, Co-Executive Director  
Venice Community Housing Corporation  
200 Lincoln Blvd., Venice, CA 90291  
(310) 399-4100  
[ariley@vchcorp.org](mailto:ariley@vchcorp.org)

Erika Lee, Co-Executive Director  
Venice Community Housing Corporation  
200 Lincoln Blvd., Venice, CA 90291  
(310) 399-4100  
[elee@vchcorp.org](mailto:elee@vchcorp.org)

V.A.3. 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.

### PRIMARY CONTACT:

The Proposer, and lead Core Team member, is Venice Community Housing Corporation (VCHC). The lead individual for the Proposer, VCHC, is Allison Riley, Co-Executive Director. Contact info is below and they would be able to answer questions about the proposal.



Allison Riley

**Co-Executive  
Director**

[ariley@vchcorp.org](mailto:ariley@vchcorp.org)  
424-268-5120

# V.B. QUALIFICATIONS AND EXPERIENCE OF THE FIRM

V.B.1. Firm’s history and organizational structure, including the size of the firm, location of offices, years in business, organizational chart, name(s) of owner(s) and principal parties, and number and position titles of staff.

## FIRM HISTORY AND ORG STRUCTURE:

Venice Community Housing Corporation (VCHC) has been developing, owning, and operating affordable and supportive housing in the LA region since 1988, primarily in Westside communities and more recently in South Bay communities. VCHC has developed and is operating 357 units of multi-family affordable housing in 21 properties, including 211 units of permanent supportive housing for people with special needs. The Journey, a 40-unit permanent supportive housing development in the Venice community, was highlighted as a finalist in the Affordable Housing Finance (AHF) 2024 Readers’ Choice Awards in the “Permanent Supportive Housing” category.

The properties have been developed through new construction, major rehabilitation, and light rehabilitation projects. VCHC has a robust resident services program in its permanent supportive housing portfolio, as well as family housing sites. Other community-based programs offered by VCHC to serve tenants and low-income community members include the Westside Youth Academy, a comprehensive youth development program for transition-age youth between the ages of 18 and 24, and the Study Lounge, an after-school and summer educational program for elementary school youth.

VCHC has four additional projects in the predevelopment pipeline, with a total of 392 units. This includes a 78-unit development in the City of Santa Monica that broke ground in early 2025.



VCHC's Rose Apartments



## V.B. QUALIFICATIONS AND EXPERIENCE OF THE FIRM, CONTINUED

### V.B.1. CONTINUED



VCHC's Rose Apartments and Main Office

VCHC's main offices are located at 720 Rose Avenue and 200 Lincoln Boulevard in the Venice neighborhood of the City of Los Angeles, and currently have 60 employees. Please refer to **Attachment A** for VCHC's full organizational chart.

VCHC is currently developing a 120-unit project in the nearly contiguous city of Inglewood. Given our proximity and neighborhood-based development approach, VCHC also intends to curate and foster new relationships in the Culver City community. Throughout our history, implementing substantial community engagement and forming deep partnerships with local, respected organizations, VCHC has successfully delivered community-informed projects and broad-based support. VCHC will approach working directly in Culver City for the first time from a perspective of learning and partnership, and is committed to developing knowledge and understanding of the unique characteristics and communities along Washington Boulevard by implementing a meaningful community engagement and community-led design process.

### LEADERSHIP TEAM:

#### VENICE COMMUNITY HOUSING CORPORATION

Role: Lead Developer

Lead Individuals:

Allison Riley, Co-Executive Director

Erika Lee, Co-Executive Director

Vanessa Luna, Sr. Director of Housing Development

Yannis Oliver, Director of Finance

Antonio Tate, Director of Resident Services

Graciela Vallejo, Director of Resident Services

Jalil Auston, Director of Development & Communications

In addition to Venice Community Housing Corporation as Proposer, other core team members are:

#### PRACTICE

Role: Architecture/Design

Lead Individuals:

Raeven Flores, AIA - Housing Director,

#### Primary Contact

Greg Kochanowski, AIA ASLA - Design Director

Ali Barar, AIA - Managing Director

Jin Kim, LEED AP - Director of Project Delivery

Casey Castor, LEED AP - Director of Sustainability

Henry Moseley, AIA - Director of Construction Phase Services

#### CALIFORNIA HOUSING PARTNERSHIP SOUTHERN CALIFORNIA

Role: Financial Consultant

Lead Individuals:

Sherin Bennett - Managing Director

#### Burns and Brouchard

Role: Land Use & Entitlement Consultant

Lead Individuals:

Jonathan Lonner - Founding Principal

#### AMJ Construction Management

Role: Construction Manager

Lead Individuals:

Jack Wickersham - Founding Principal

## V.B. QUALIFICATIONS AND EXPERIENCE OF THE FIRM, CONTINUED

V.B.2. What is the primary business of the parent company and/or affiliates?

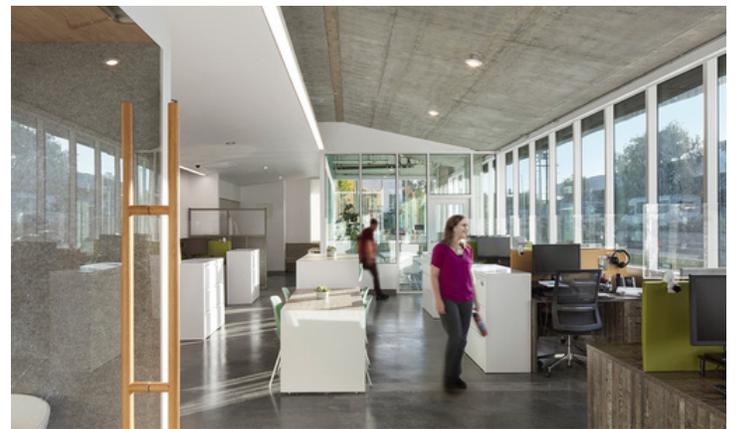
Venice Community Housing (VCH) is an established nonprofit affordable housing developer, owner, and operator whose primary mission is to preserve and expand affordable housing opportunities while strengthening low-income communities throughout Los Angeles County. As the lead organization and managing member of this proposal, VCH focuses on developing high-quality, service-enriched housing for individuals and families experiencing or at-risk of homelessness, including special populations such as seniors, transition-aged youth, and those with disabilities.

VCH does not operate under a larger parent company. However, VCH frequently forms mission-aligned joint ventures with trusted community-based organizations or supportive housing providers to deepen impact. In such partnerships, VCH typically serves as the managing general partner, bringing decades of experience in affordable housing development, financing, and property management.

The organization's work integrates permanent supportive housing, trauma-informed design, and community-driven planning—making VCH a trusted partner to public agencies, philanthropic institutions, and advocacy groups committed to advancing housing equity and stability.

V.B.3. Which office(s) of your organization will have primary responsibility for managing this project?

Venice Community Housing's central office, located at 720 Rose Avenue in Venice, California, will serve as the primary hub for the oversight and day-to-day management of this project. This location houses our core development and asset management teams, ensuring close coordination across all phases of planning, entitlement, financing, construction, and lease-up. Our senior leadership, project management staff, and administrative support—many of whom have successfully delivered complex affordable housing developments across Los Angeles County—will be directly involved in stewarding the project from inception through completion. The proximity of our headquarters to Culver City further supports ongoing engagement with local stakeholders, public agencies, and community-based partners throughout the life of the development.



VCHC's Main Offices

## V.B. QUALIFICATIONS AND EXPERIENCE OF THE FIRM, CONTINUED

V.B.4. 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.

### **SANKOFA PLACE AT CENTINELA:**

Sankofa Place at Centinela is a traditionally financed affordable housing development that is only awaiting a tax credit award to complete the financing process and start construction. As part of the financing, VCHC and Social Justice Learning Institute partnered with the City of Inglewood to develop a co-application to the State of California's Affordable Housing and Sustainable Communities program. The financing was secured, bringing additional public benefit beyond the 120 units of affordable and supportive housing to include transit and other street infrastructure improvements to the surrounding community. This proposed community also includes 17,000 square feet of commercial and community spaces that will house the new headquarters and programming of the Social Justice Learning Institute.



*VCHC's Sankofa Place at Centinela*

### **AVIATION APARTMENTS:**

Aviation Apartments was developed under the State of California's Project Homekey program, which required a partnership with a local government agency. VCHC applied to LA County to become a part of their application for state funding, and then worked with LA County to implement the awarded funds and complete a major rehabilitation project, providing 48 homes to people experiencing homelessness, which could not likely have been developed via traditional affordable housing sources.



*VCHC's Aviation Apartments*

## V.B. QUALIFICATIONS AND EXPERIENCE OF THE FIRM, CONTINUED

### V.B.4. CONTINUED

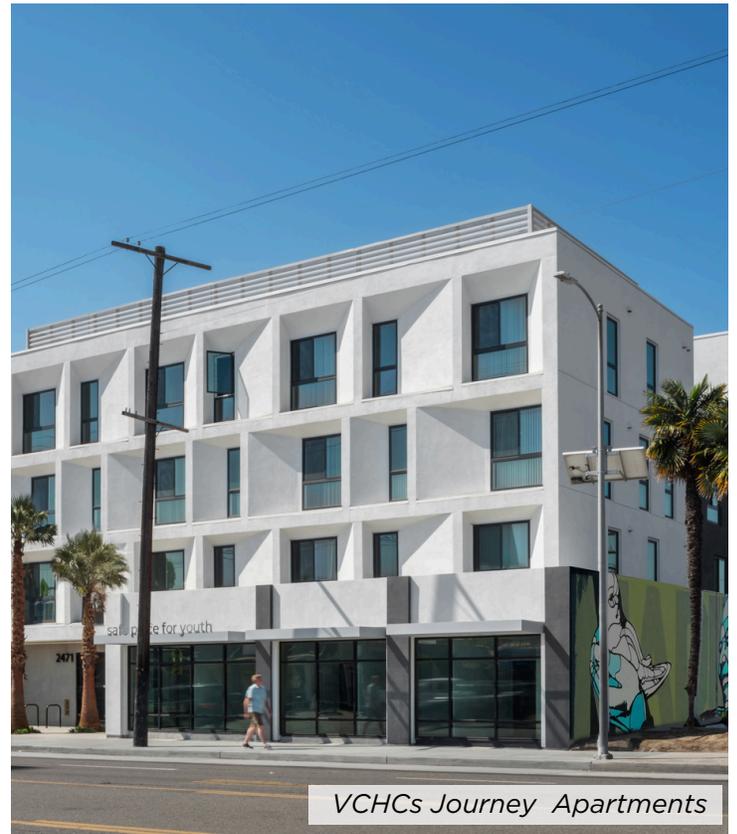
#### 20TH STREET APARTMENTS:

20th Street Apartments is a 78-unit development of VCHC's that is fully financed and broke ground in March 2025. The project has multiple finance sources, all public-private transactions, making for a complicated but integrated finance approach among four different State of California sources as well as tax credits and bonds. It will be home to a mix of supportive and family housing. This project is similar in size to the proposed Culver Commons in response to this RFP.

**The Journey was completed and 20th Street was fully entitled, financed, and started construction in High Resource Areas.**

#### THE JOURNEY APARTMENTS:

The Journey Apartments is a 40-unit supportive housing community and also an example of financial and operational capacity to structure and finance public-private transactions. The Journey was financed with funding from the City of Los Angeles, three LA County public financing sources, State HCD, as well as state and federal tax credit sources. It finished construction in late June 2024 and was fully leased-up by the end of September 2024. The Journey also include the 7,000 commercial and community space for Safe Place for Youth (SPY). SPY operates an Access Center for Transition Aged Youth experiencing homelessness to rest, recharge, and gain skills to support their journeys out of homelessness.



## V.B. QUALIFICATIONS AND EXPERIENCE OF THE FIRM, CONTINUED

### V.B.4. CONTINUED

#### EXPERIENCE IN OWNERSHIP AND MANAGEMENT:

Please see **Attachment B** for a full chart of projects owned and managed by VCHC, demonstrating the organization's depth of experience in ownership and management of affordable housing.

VCHC has operated its own Property Management Team for 29 years. Initially, the in-house team managed a portion of the VCHC portfolio, including both supportive and affordable housing developments. VCHC took over the property management for each of its buildings over the past 14 years and for the past three years, has managed VCHC's full portfolio. A list of supportive and affordable housing properties, including the number of years VCHC has served as the property manager is provided in **Attachment B**.

VCHC has significant experience in providing full property management services in supportive housing, including compliance with all relevant property management regulations and requirements, as well as successfully administering rental subsidy contracts and ground leases. VCHC is an approved Property Management provider for supportive housing in The LA County Department of Health Services' Housing for Health program. VCHC also meets all experience and performance requirements for property management under the TCAC and CDLAC Programs.

VCHC's Property Management team is comprised of a Director of Property Management, a Regional Property Manager, nine highly experienced property/resident managers, and a five-person maintenance team. Maintenance contractors are also used as needed. The team oversees and implements the VCHC waitlist, supportive housing vacancy postings via LA County's Coordinated Entry System, tenant selection and approval processes, tenant relations and communications, fair housing and reasonable accommodation compliance, compliance with all other legal requirements, rent collection, integrated approaches with social services teams, and other functions.

VCHC's Finance team is also actively involved in all asset management functions, and includes an Asset Manager and Compliance Specialist, ensuring high-quality buildings and homes over the long term. This includes VCHC's monitoring and supervising overall property operations, analysis of property financial performance, planning for long-term property maintenance, meeting all reporting and compliance requirements, and other legal and financial obligations.



## V.B. QUALIFICATIONS AND EXPERIENCE OF THE FIRM, CONTINUED

V.B.5. Comment on other areas that may make your firm different from your competitors.

### **Deeply Rooted Community**

VCH has over three decades of continuous, place-based experience in Los Angeles County, particularly in Venice and surrounding Westside communities. VCH sustains long-term ownership and stewardship of its properties, forging lasting relationships with residents, local community organizations, and neighbors.

### **Nonprofit Mission-Driven Approach**

As a mission-driven nonprofit, VCH prioritizes housing first, permanent affordability, social equity, and resident well-being. We do this with an integrated property management and social service supports that tenants need to secure and maintain housing, improve health, enhance education, and thrive in their communities.

### **Trauma-Informed and Inclusive Design Standards**

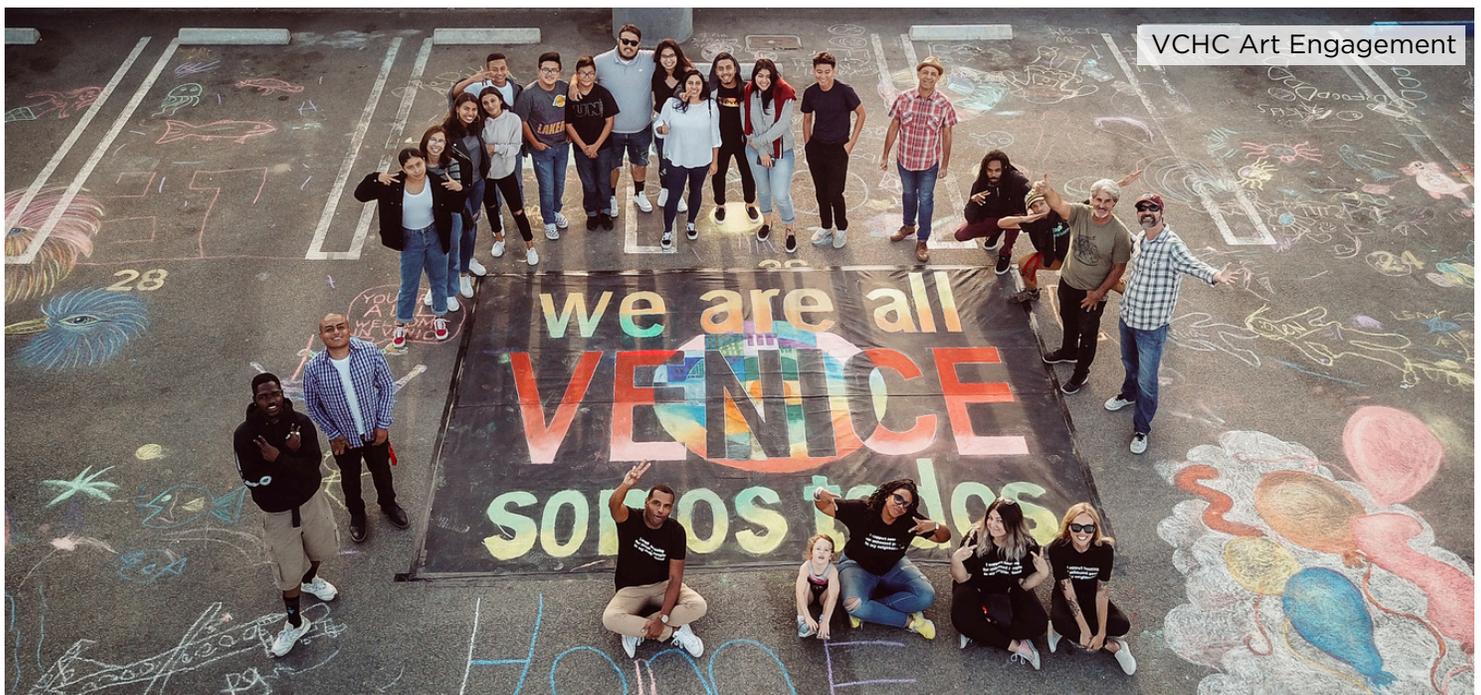
VCH integrates trauma-informed, and barrier-free design principles into every development. The organization considers both the built environment and lived experience of those we serve to create spaces that foster dignity, autonomy, and healing.

### **Robust Community Partnerships**

VCH frequently collaborates with culturally rooted partners, including land trusts and advocacy organizations (e.g., Social Justice Learning Institute, Liberty Community Land Trust) to co-develop projects that reflect local priorities. This ensures developments are not only financially feasible, but socially responsive and locally grounded.

### **Award-Winning Projects and Design**

VCH's projects have earned recognition from architectural institutions and public agencies for their excellence in urban design, community engagement, and sustainable development. These accolades reflect VCH's commitment to quality, innovation, and long-term impact.



# V.C. QUALIFICATIONS AND EXPERIENCE OF PROPOSED DEVELOPMENT TEAM

V.C.1. Identify the lead developer and all key team members, including architects, engineers, and consultants.

## VENICE COMMUNITY HOUSING ROLE: LEAD DEVELOPER LEAD INDIVIDUALS:

The Proposer, and lead Core Team member, is Venice Community Housing Corporation (VCHC). The lead individual for the Proposer, VCHC, is Allison Riley, Co-Executive Director. VCHC is a 501(c)(3) nonprofit organization, founded and incorporated in 1988.



Allison Riley

**Co-Executive  
Director**

ariley@vchcorp.org



Erika Lee

**Co-Executive  
Director**

elee@vchcorp.org



Vanessa Luna

**Sr. Director of  
Housing Development**

vluna@vchcorp.org

## V.C. QUALIFICATIONS AND EXPERIENCE OF PROPOSED DEVELOPMENT TEAM, CONTINUED

### V.C.1. CONTINUED

PRACTICE (FORMERLY KNOWN AS GGA+)  
ROLE: ARCHITECTURE/DESIGN  
LEAD INDIVIDUALS:



Ali Barar, AIA

Managing Director



Raeven Flores, AIA

Housing Director



Greg Kochanowski,  
AIA ASLA

Design Director

# Practice



Jin Kim, LEED AP

Director of Project  
Delivery



Casey Castor,  
LEED AP

Director of Sustainability



Henry Moseley,  
AIA

Director of Construction  
Phase Services

# V.C. QUALIFICATIONS AND EXPERIENCE OF PROPOSED DEVELOPMENT TEAM, CONTINUED

## V.C.1. CONTINUED

**AMJ CONSTRUCTION MANAGEMENT**  
**ROLE: CONSTRUCTION MANAGER**  
**LEAD INDIVIDUALS:**



Jack Wickersham

Founding Principal

**BURNS AND BOUCHARD**  
**ROLE: LAND USE & ENTITLEMENT**  
**CONSULTANT**  
**LEAD INDIVIDUAL:**



Jonathan Lonner

Founding Principal

**CALIFORNIA HOUSING PARTNERSHIP**  
**SOUTHERN CALIFORNIA**  
**ROLE: FINANCIAL CONSULTANT**  
**LEAD INDIVIDUALS:**



Sherin Bennett

Director

## V.C. QUALIFICATIONS AND EXPERIENCE OF PROPOSED DEVELOPMENT TEAM, CONTINUED

V.C.2. 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.

### EXPERIENCED KEY TEAM MEMBERS - VENICE COMMUNITY HOUSING CORPORATION (VCHC)

#### CO-EXECUTIVE DIRECTOR:

**Allison Riley** joined VCHC in 2020 with nearly 20 years of experience in affordable housing development and finance. As Managing Director of Real Estate Development for PATH Ventures (PV) a nonprofit developer focused on supportive housing for people experiencing homelessness, she led the real estate team that expanded PV's portfolio by nearly 1,000 units and supported the organization's shift to develop independently. Allison spent two years as a Senior Housing Finance Consultant at the California Housing Partnership Corporation (CHPC), where she provided financial consulting services and training to nonprofit affordable housing developers throughout California. Prior to CHPC, she was Senior Project Manager at LINC Housing Corporation where she spent over 5 years financing and developing a wide range of affordable housing developments including homes for families, seniors, and special needs populations. Her previous five years were focused on financing, in project management roles, at WNC and Associates, Inc. and HUD's Multifamily Development Department in Denver. She got her start in affordable housing development at the Boulder County Housing Authority where she was responsible for securing public and conventional financing to acquire small apartment buildings. She earned her master's degree in Urban and Regional Planning from the University of Colorado.

#### CO-EXECUTIVE DIRECTOR:

**Erika Lee** joined VCHC in July 2020 as Deputy Director and became Co-Executive Director in 2024. Erika was previously with Venice Community Housing from 2011-2015 serving as its Associate Director of Development. Erika brings a unique skill set to VCHC with a strong background in fund development, public health, and community advocacy. Erika was instrumental in leading VCHC to reach its 1 million dollar fundraising goal in 2017. Erika oversees VCHC's robust services teams in permanent and interim housing. Erika earned her Bachelors Degrees in Environmental Studies and Sociology from Northeastern University and her Masters of Science Degree in Communication, Health and Life Sciences from Wageningen University and Research.

#### SR. DIRECTOR OF HOUSING DEVELOPMENT:

**Vanessa Luna** has 20 years of experience in supportive multifamily housing development in the Los Angeles area. In her previous role as Director of Multifamily Supportive Housing Development of Brilliant Corners, she was successful in its affordable housing expansion efforts. And as Housing Director for Clifford Beers Housing, Vanessa and her team added 356 supportive and affordable units to the City's housing stock. These units were distributed among six Low-Income Housing Tax Credit developments that totaled over \$100 million in financing, with over 200 of these units created for households experiencing homelessness or with special needs. Vanessa has also focused on innovative construction techniques, such as the use of shipping containers, to reduce the costs of building construction, and is passionate about working at the intersection of affordable housing with issues of environmental justice and climate resiliency. Vanessa holds a Master of Planning degree from the University of Southern California.

## V.C. QUALIFICATIONS AND EXPERIENCE OF PROPOSED DEVELOPMENT TEAM, CONTINUED

### V.C.2. CONTINUED

# Practice

#### MANAGING DIRECTOR:

**Ali Barar** is passionate about housing as an integral component of thriving communities, Ali has made significant affordable, supportive, and urban mixed-use contributions

to the Southern California landscape for nearly forty years. His ability to combine a human-centric design approach with operational and financial expertise has allowed the firm to serve as a trusted advisor to developers and municipalities, and as a collaborator with providers and constituents.

Ali is an active and visible member of the communities that the firm serves, participating in various non-profit boards and commissions, including time on the City of Pasadena Design and Planning Commission. As Managing Director of Practice, he is responsible for the firm's strategic growth, corporate management, and developing client relationships.



#### HOUSING DIRECTOR:

As Housing Director, **Raeven Flores** is focused on leveraging her expertise and strategic partnerships to address the evolving needs of affordable housing. Prior to joining Practice, Raeven served as Principal Architect at Abode Communities, overseeing the design of a wide array of affordable mixed-use developments and supportive housing projects across California. Raeven's emphasis on sustainable, community-driven design solutions has earned her widespread respect in the field and a portfolio of award-winning affordable, transitional, permanent supportive, workforce, mixed-use, and senior and assisted living communities. Her community-centric approach, interest in stakeholder collaboration, and knowledge of all aspects of housing development are applied to bolster the firm's dedication to delivering high quality, impactful design within budget and schedule.

#### DESIGN DIRECTOR:

**Greg Kochanowski** applies a unique understanding of urban planning, landscape architecture, and architecture to the firm's housing, civic, and educational projects. As Design Principal, he harnesses diversity and creates an environment of empowerment, agency, growth, and collaboration to reinforce the firm's mission and shape its approach to design excellence. Greg's career includes training and practice as an architect, landscape architect, educator, and author. As an active researcher and dynamic leader, he was recently selected as Co-Chair of the AIA | Los Angeles' Wildfire Recovery Task Force, one of several efforts to promote resilient environments that create synergies between natural systems, culture, infrastructure, and development. At Practice and beyond, he also makes time to foster the next generation of designers, sharing his expertise through teaching and mentoring.

## V.C. QUALIFICATIONS AND EXPERIENCE OF PROPOSED DEVELOPMENT TEAM, CONTINUED

### V.C.2. CONTINUED

#### PRACTICE CONTINUED:

##### DIRECTOR OF PROJECT DELIVERY

**Jin Kim**, an Associate Principal with more than 20 years of experience with the firm, Jin directs project delivery initiatives and assist in the design and constructability of housing projects. In his role, he ensures quality, efficiency, and client satisfaction, establishing and upholding project standards, overseeing teams and budgets, and ensuring compliance with technical and regulatory requirements specific to housing developments. With deep expertise in QA/QC, construction administration, and risk management, he drives seamless execution from design through construction, ensuring projects meet the highest standards of durability, sustainability, and cost efficiency. Jin's leadership extends to firm-wide mentorship, fostering a cooperative design culture and refining project management processes to enhance the delivery of impactful, community-focused housing solutions.

##### DIRECTOR OF CONSTRUCTION PHASE SERVICES

**Henry Moseley**, a veteran architect with over 20 years of experience delivering affordable housing and mixed-use developments, Henry applies his extensive knowledge of building systems, materials, and construction processes to deliver high-quality, cost-effective housing solutions. As Director of Construction Administration, he ensures design intent and goals are evident in the built product. He achieves this through rigorous attention to detail and efficiency to balance affordability with durability, sustainability, and long-term community impact. From initial planning to final completion, he assists teams in navigating complex issues while maintaining a strong commitment to quality and innovation.

##### DIRECTOR OF SUSTAINABILITY

**Casey Castor**, a recognized expert in building sciences, Casey advances the firm's commitment to holistic sustainability and its consideration of the social, environmental, and economic impacts of every project. Combining training in architecture, building sciences, and environmental stewardship, he applies research, analysis, and evaluation tools to create cost-effective, resilient, and environmentally responsible housing solutions that support long-term community well-being. Within the office and through the design community, Casey addresses building performance, regenerative design, health, well-being, and carbon commitments at the policy, design, and construction levels. His understanding of sustainable building planning and systems affects change by refining design and construction processes and assisting clients in the pursuit of incentives, grants, and alternative funding.



## V.C. QUALIFICATIONS AND EXPERIENCE OF PROPOSED DEVELOPMENT TEAM, CONTINUED

### V.C.2. CONTINUED

#### PRACTICE CONTINUED:

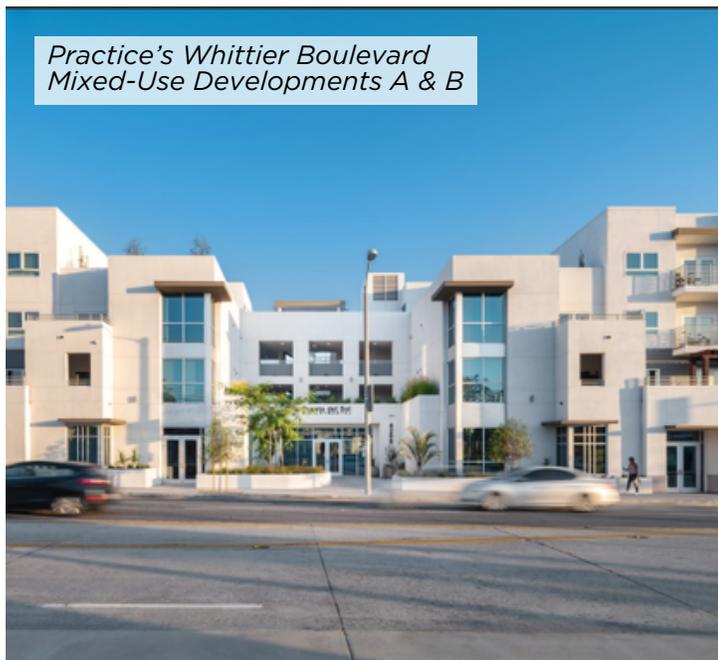
#### PRACTICE DELIVERS AWARD-WINNING HOUSING THAT CONSIDERS THE FULL CIRCLE OF DEVELOPMENT.

For more than forty years, Practice has focused on design that uplifts communities and furthers social change. This passion has fueled work in housing, civic and education markets, with results of more than 3,000 units of affordable, supportive, and special needs housing throughout California. The depth and breadth of our work is the direct result of enduring partnerships with community-serving, multi-stakeholder institutions with whom we share resonant values. In a cooperative process embedded with creativity, collaboration, and integrity, our team is focused on resident needs, client goals, and holistic sustainability to reshape our cities and enrich the cultural experience for generations.

#### LEADERS WHO UNDERSTAND THE HOUSING CYCLE

The Practice team, comprised of seasoned designers, managers, and technical experts, understands the affordable and supportive multi-family housing landscape. We apply expertise within a framework that considers, reconciles, and leverages opportunities for funding and approvals as well as design and construction. This holistic approach translates to operational benefits for residents and providers, urban vitality and environmental resilience for the community, and fiscal and efficiency advantages for clients. We bring expertise in managing multiple funding sources including LIHTC, LACDA, Project Homekey, and supplementary sustainability focused grants like AHSC.

*Practice's Whittier Boulevard  
Mixed-Use Developments A & B*



*Practice's The Boulevard  
Permanent Supportive Housing*



## V.C. QUALIFICATIONS AND EXPERIENCE OF PROPOSED DEVELOPMENT TEAM, CONTINUED

### V.C.2. CONTINUED

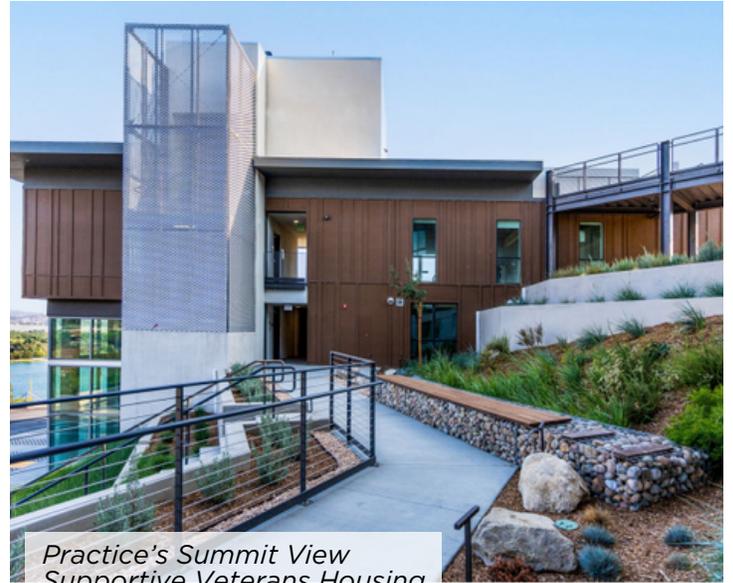
#### PRACTICE CONTINUED:

##### SUMMIT VIEW SUPPORTIVE VETERANS HOUSING

Summit View Apartments offers a unique intersection of several community partners coming together to develop a challenging site and provide a contextual asset to the rural neighborhood and a restorative environment for formerly homeless veterans. The project serves chronically homeless veterans by providing 49 units of permanent supportive housing alongside supportive services that interconnect through an undulating landscape and bridges. Elements of biophilic and trauma-informed design are weaved seamlessly into a housing typology that will bring decades of homeless veterans off the streets and into an opportunity to thrive and grow within a high-quality community with encompassing support programs to ensure long-term resident success.

##### 6TH & MONTEBELLO PERMANENT SUPPORTIVE HOUSING

High density mixed-use developments envisioned for the revitalized corridor will stand in contrast to the existing low-scale development along the corridor and to the largely one- and two- story residential neighborhoods to its North and South. While The Boulevard is directly on the Whittier corridor, 6th Street Grand occupies an in-fill site on a side street, and at the edge of the residential neighborhood directly south. Basic architectural principles of courtyard building and activated pedestrian edges through programming and amenities are common to both projects. Stepped-down massing offer opportunities for roof terraces and enhanced engagement with the life of the street and courtyard, while moderating scale transition to the older neighborhood fabric.



*Practice's Summit View Supportive Veterans Housing*



*Summit View Supportive Veterans Housing*



*Practice's 6th & Montebello*

## V.C. QUALIFICATIONS AND EXPERIENCE OF PROPOSED DEVELOPMENT TEAM, CONTINUED

### V.C.2. CONTINUED

#### PRACTICE CONTINUED:

##### PERMANENT SUPPORTIVE HOUSING & SERVICES CAMPUS

The building consists of a two-story commercial office building of Type V construction over one level of subterranean parking of Type I construction. The building program consists of a Service Pavilion, LA Family Housing headquarter offices, and a health clinic. The subterranean garage accommodates approximately 60 parking stalls.

“The Campus is the blueprint for what we want to establish across the Los Angeles region”

- Eric Garcetti, Los Angeles Mayor

##### THE BANNING PERMANENT SUPPORTIVE HOUSING

The project site links a busy commercial boulevard dotted with semi-industrial uses to a medium scale multifamily residential neighborhood. The proposed development is sensitive to the diverse nature of its edges and proposes appropriate program, building form and scale to bridge the disparate uses and bulk of its neighbors. A Distinct massing, height, a mixture of textures and colors, and lush, native landscaping create a unique identity, pleasing rhythm and welcoming exterior. The design aims to promote residents' health and well-being, maximizing open space, abundant natural lighting and ventilation to all units. Creating a strong and cohesive community within, a rich array of communal and service program spaces are distributed throughout the building and organized around a network of public and private open spaces to form a comfortable and nurturing living environment reinforcing the residents sense of place and pride in the quality of their home.



Practice's PSH Campus



Practice's PSH Campus



Practice's The Banning



Practice's The Banning

## V.C. QUALIFICATIONS AND EXPERIENCE OF PROPOSED DEVELOPMENT TEAM, CONTINUED

### V.C.2. CONTINUED

#### AMJ CONSTRUCTION:

AMJ is a family-owned and operated consulting firm delivering innovative construction and project management solutions across the Western United States. With over 100 years of combined leadership experience, the AMJ team has overseen projects ranging from historic renovations to sprawling multi-phased development—totaling over 20,000 multifamily units. AMJ work with public, private, and nonprofit clients to deliver forward-thinking strategies, precise execution, and results that last. Rooted in family values and built on trust, AMJ bring a hands-on, collaborative approach to every project. AMJ's business model is driven by long-term relationships, accountability, and a commitment to doing things the right way. AMJ brings experienced in construction project delivery, construction management, utilities planning, cost estimating, etc. to the project team.

#### FOUNDING PRINCIPAL:

**Jack Wickersham** is a dedicated construction manager with more than 30 years in the engineering, construction, and project management of multifamily residential projects. His extensive experience includes more than 40 affordable and supportive housing developments for a wide range of nonprofit affordable housing providers, including 5 affordable multifamily residential communities for VCHC. He is particularly skilled at cost estimating, managing long-term project costs, overseeing construction activities, and implementing project controls. Wickersham earned a Master of Science in Mechanical and Aerospace Engineering, as well as a Bachelor of Science in Mechanical Engineering, both from the University of Delaware. He is a member of the Construction Management Association of American and Southern California Association for Nonprofit Housing.

#### BURNS AND BOUCHARD:

Burns & Bouchard (B&B) is a boutique planning, community outreach, and government affairs firm specializing in creative solutions to complex urban planning and municipal issues. B&B was founded in 2009 and is a State of California recognized S Corporation. B&B assists local retailers, charter and private schools, small builders, national development entities, municipalities, and nonprofits with all aspects of the development process including entitlement and approval, permit processing, and construction troubleshooting. B&B's knowledge of commercial and residential development spans from tenant improvements and permitting, to midsize remodels, to ground up construction of all sizes including full scale master planning efforts and high rise.

#### PRINCIPAL:

**Jonathan Lonner**, Principal, oversees predevelopment, project management, permitting, and entitlement clients for Burns & Bouchard, Inc. He is recognized as an expert in his field and his advice and guidance has led to the approval of millions of square feet of developed projects across Southern California.



## V.C. QUALIFICATIONS AND EXPERIENCE OF PROPOSED DEVELOPMENT TEAM, CONTINUED

### V.C.2. CONTINUED

#### CALIFORNIA HOUSING PARTNERSHIP - SOUTHERN CALIFORNIA:

Created by the Legislature in 1988 as a private nonprofit organization with a public mission, the California Housing Partnership (the Partnership) plays a unique role in California's struggle to provide housing that is sustainable and affordable to working families, homeless, veterans, seniors and the disabled. The Partnership is unique in combining on-the-ground technical assistance with policy leadership at the state and national level to increase the supply of affordable homes in California. The Partnership is a "do-and-think-tank" that uses the experience gained from helping numerous nonprofit and local government partners leverage \$35 billion to create 93,000 affordable and sustainable homes over the past 30 years to provide expert finance and policy technical assistance. The Partnership is the trusted advisor to these mission-driven organizations, helping them envision and execute multilayered plans for creating and preserving sustainable affordable rental housing. The Partnership's professionals are experts in navigating the complex financial, regulatory, and operational landscape of affordable housing, ensuring projects are successfully developed, financed, and managed. They play a key role in securing funding and maintaining compliance.

#### MANAGING DIRECTOR:

**Sherin Bennett**, Managing Director, Financial Consulting - Housing Finance Training, provides financial consulting, technical assistance, and training to our nonprofit and government partners and supports the Partnership's training programs. She was promoted from Associate Director in 2023. Prior to joining the Partnership, Sherin was an underwriter with Chase Community Development Banking in New York City and Los Angeles, where she underwrote over \$200 million in construction and permanent loans, financing over 2,350 units of affordable housing in six states. Sherin was a Housing Fellow for the NYC Department of Housing Preservation & Development and the NYC Housing Development Corporation from 2011-2013.

#### V.C.3. An organizational chart showing roles and responsibilities for this project.

Please see **Attachment C** for an organizational chart showing roles and responsibilities for Culver Commons.

#### V.C.4. Resume(s) of the personnel who will be assigned to this project.

Please see **Attachment D** for personnel resumes.



# V.D. QUESTIONS/RESPONSE TO PROPOSAL REQUIREMENTS

V.D.1. A written description of the proposed redevelopment concept.

## A TRANQUIL HAVEN FOR HEALTHY AGING: ENVISIONING CULVER CITY'S PREMIER SENIOR LIVING LANDMARK

The Culver Commons proposal envisions a six-story, 100% affordable senior housing community that blends high-quality residential design with active, community-serving ground-floor uses. Anchored along Washington Boulevard and stepping down toward Huron Avenue, the building form responds to its dual context—an active commercial corridor and an adjacent residential neighborhood. The design is organized around a central open-air courtyard that brings daylight and fresh air into the building while creating a shaded communal heart for residents. Ground-floor spaces include a gallery and community room programmed in partnership with local cultural organizations, offering accessible venues for art, culture, and neighborhood gatherings. Retail frontage along Washington Boulevard will activate the pedestrian realm and strengthen connections between residents and the broader community. With its climate-responsive form, inclusive design strategies, and strong architectural presence, the project is conceived as both a home and a civic landmark for Culver City.

## BUILDING DESIGN & ARCHITECTURE

- The massing responds to site geometry by concentrating height along Washington Boulevard and stepping down toward residential neighbors.
- Uppermost floor reduced by more than 15% of building footprint to create a three-tiered massing composition, introducing varied scales and breaking down the building visually.
- Roofline articulated with multiple steps and capped by a 6th-floor open space deck.
- Ground floor wrapped with transparent retail, public amenities, and active residential spaces in accordance with Commercial Corridor Frontage guidelines.

Facade treatment combines recessed fenestration, varied materials, and public art integration (including relocation and reinstallation of existing mosaic work) to ensure no blank walls and maintain visual interest along all public frontages.



Building Design Concepts

## V.D. QUESTIONS/RESPONSE TO PROPOSAL REQUIREMENTS, CONT

V.D.2. Explanation of how the proposal addresses the City's goals, including the provision of housing, ground-floor commercial, and community-serving space.



The proposal directly advances Culver City's goals by delivering 42-units affordable senior housing within a transit-rich, walkable environment. The project provides a mix of common and private open spaces that meet and exceed zoning requirements, including a central courtyard and private balconies designed for livability, interaction, and dignity. Ground-floor activation is ensured through a gallery and community room accessible to local residents and cultural partners, paired with commercial frontage along Washington Boulevard to sustain a lively public edge. These uses not only address programmatic goals but also foster connection across generations and cultures. Together, they reflect Culver City's vision of inclusive growth, blending housing, commerce, and culture into a cohesive neighborhood asset.

### A Gateway and a Bookend

Located at the terminus of Huron Avenue and fronting one of Culver City's most prominent streets - Washington Boulevard-the building is conceived as a neighborhood anchor. Along Washington Boulevard, its active ground floor, public-facing uses, and transparent façades create a civic presence that announces arrival into a vibrant mixed-use district. At the same time, massing steps down toward Huron Avenue, ensuring a respectful scale transition to the adjacent residential neighborhood.



### Public Realm Activation

The project transforms its ground level into an extension of the public realm, blurring the boundary between sidewalk and building interior. This is achieved through:

- 15-foot-tall ground floor providing openness and transparency for retail, gallery, and community uses.
- Street-front landscaping and wide sidewalks that invite pedestrians to linger.
- Building articulation and recessed entries that break down mass and create a human-scaled rhythm.



# V.D. QUESTIONS/RESPONSE TO PROPOSAL REQUIREMENTS, CONT

## V.D.2. CONTINUED

### Connectivity and Walkability

Set in a Tier 4 Transit Priority Area, the design prioritizes mobility-forward infrastructure:

- Generous pedestrian pathways and accessible entries on both Washington Blvd and Huron Ave.
- Secure bike parking and repair facilities for residents and visitors.
- Minimal curb cuts, preserving uninterrupted sidewalks for safety and comfort.

### Strengthening Social Ties

The building's community gallery and meeting space will provide a venue for local artists, nonprofits, and intergenerational activities. This amenity—paired with inclusive design features—supports seniors, people with disabilities, and neighbors alike, reinforcing Culver City's identity as an inclusive, arts-forward community.

### Community-Serving Space

A dedicated **Community Gallery and Cultural Space** will anchor the project's public interface. This flexible space will host exhibitions, cultural programming, and neighborhood meetings. Direct access from senior residential areas ensures the space also supports intergenerational connections, enhancing quality of life for residents while enriching the broader community.

The project also proposes to preserve and house the City's Artist Laureate Katy Kranz's mosaics in the proposed Galley and Cultural Space until the city finds a more permanent home.

### Ground-Floor Commercial Activation

The ground floor blends **retail and community uses**, allowing for activity from morning to evening. Large, transparent facades invite visual connection between interior spaces and the street, while outdoor seating and landscaping extend the life of these uses into the public realm.



## V.D. QUESTIONS/RESPONSE TO PROPOSAL REQUIREMENTS, CONT

V.D.3. 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 proposed development is fully aligned with the intent and framework of the MU-1 zoning designation, utilizing the Downtown Overlay Business Incentive (DOBI) Tier 4 Density Bonus program without relying on the Community Benefit provisions. This approach allows the project to deliver significant public value while remaining by-right in its density (42 units) and comfortably within the Density Bonus height envelope (72' compared to the 86' allowable). A minor waiver is requested to accommodate balcony encroachments—an essential design element to achieve the required open space and enhance livability. Overall, the site strategy embraces Culver City's design guidelines and embodies the "design for betterment" spirit highlighted in the RFP. These adjustments are not exceptions but thoughtful enhancements that elevate design quality, enrich resident experience, and foster stronger community connections.



*Building Design Concepts*

## V.D. QUESTIONS/RESPONSE TO PROPOSAL REQUIREMENTS, CONT

### V.D.4. Conceptual site plan, building massing, and illustrative diagrams or renderings.



The design applies the following principles that is shown in the conceptual site plan, building massing, and renderings. Please see Attachment E. Concept Drawings

- **Trauma-Informed Senior Housing:** The project applies a trauma-informed framework grounded in **Choice, Community, and Comfort:**
  - Choice: Multiple scales of open space—from private balconies to shared courtyards—empower residents to choose how and where to connect.
  - Community: Inclusive, barrier-free spaces foster trust, engagement, and belonging among residents, staff, and neighbors.
  - Comfort: Architecture celebrates dignity and cultural identity, using warm materials, restorative landscapes, and spaces designed for joy and meaning.
- **Mobility Forward Design:** 1 out of every 4 Americans faces a disability. The number increases to 2 out of 4 for those 65 or older. The project embraces mobility-first, cross-disability design principles aligned with equity and inclusivity, centering residents' diverse needs—physical, sensory, cognitive, and emotional.
- **Universal Mobility Access**
  - All paths, elevators, and doorways will meet or exceed accessible dimensions (ADA Type A), with smooth floor transitions and ample turning radii—ensuring mobility device access and comfort throughout.
- **Adaptive Fixtures & Controls**
  - Units and common spaces include **lever handles, rocker light switches, and reachable storage**—design details that support limited dexterity and aging-in-place functionality.
- **Sensory Considerations**
  - Materials and color palettes follow neuro-sensitive standards: subdued patterns, soft color transitions, glare reduction, and consistent lighting help avoid confusion or discomfort for residents with cognitive or sensory sensitivities.
- **Operational Support & Community Integration**
  - The project incorporates design intervention such as railings along the corridors and removes any sharp corners along the common open spaces.

For additional illustrative diagrams and renderings, please refer to **Attachment E**. Furthermore, it includes design influences, context analysis and environmental site analysis which informs Culver Commons' design.

## V.D. QUESTIONS/RESPONSE TO PROPOSAL REQUIREMENTS, CONT

V.D.5. Breakdown of uses by square footage (residential, commercial, community).

Concerning the residential, the unit sizes are shown below. They provide ample space for the prospective tenants.

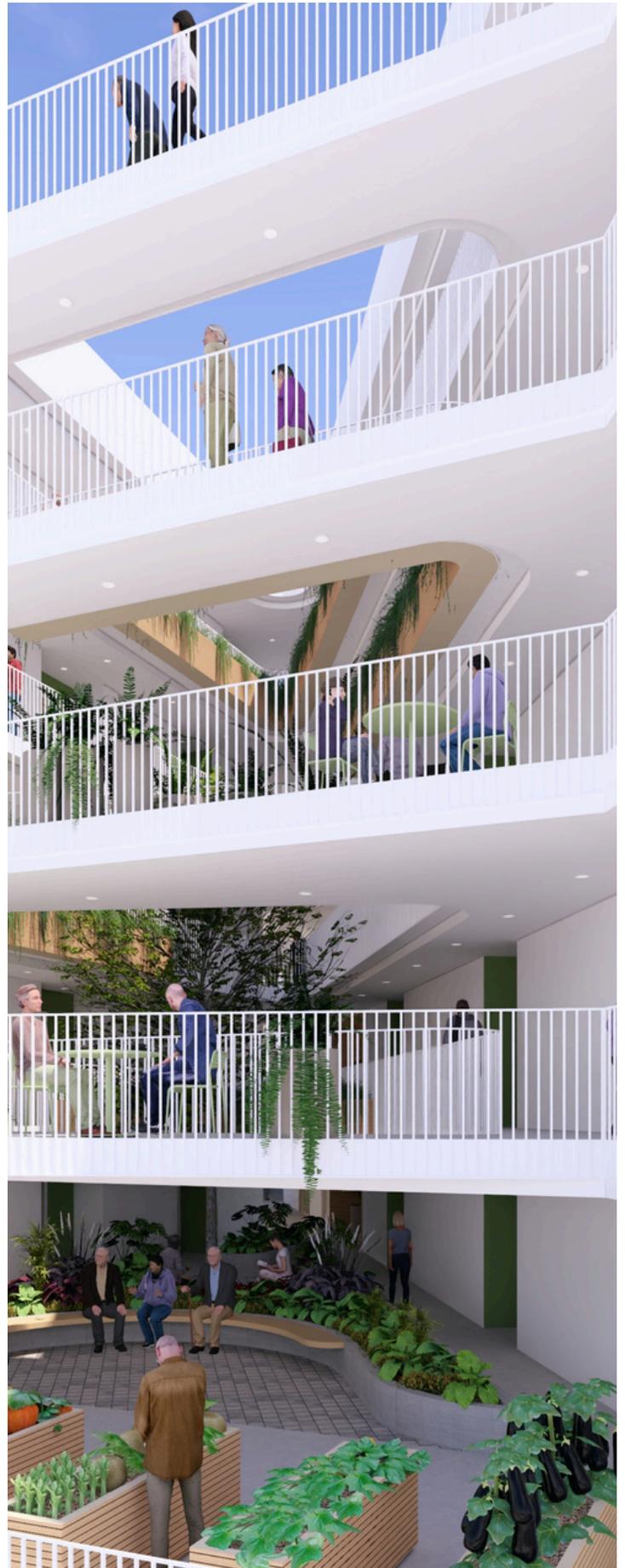
CULVER COMMONS	
Unit Type	Unit Size (SqFt)
Studio	485
1 BR	625
2BR MGR	875

CULVER COMMONS	
Commercial & Community Use	Unit Size (SqFt)
Retail	1,100
Gallery	1,700

The irregular lot configuration required a **creative open space strategy** to satisfy city standards while delivering high-quality amenities.

- **Required:** 6,300 SF total (150 SF × 42 units)
- **Provided:** 6,770 SF total—exceeding the requirement.
- **Common Open Space:** 4,600 SF with minimum 20' dimensions for usability.
- **Private Open Space:** 2,520 SF in balconies and terraces.

This mix ensures residents have **diverse, accessible outdoor environments**, from communal gathering areas to private retreats.



## V.D. QUESTIONS/RESPONSE TO PROPOSAL REQUIREMENTS, CONT

V.D.6. Proposed residential unit mix and bedroom count, and

V.D.7. Number of affordable units proposed (if any) and targeted Area Median Income levels.

- **42 Total Units**
- **40% Studios**
- **60% One-Bedrooms**
- **(1 Two-Bedroom Manager's Unit)**
- 

### Use Summary (Approximate):

- Residential: 34,000 SF
- Community/Cultural: 1,700 SF
- Commercial/Retail: 1,100 SF
- Open Space: 6,770 SF (exceeds requirement)

Design Features: A light-filled central courtyard with gathering spaces, seating, and lush plantings. Private balconies and stepbacks that frame views, encourage socialization, and preserve privacy. Wide sidewalks, vibrant landscaping, and architectural rhythms that extend the public realm into the building itself.

CULVER COMMONS					
AMI	STUDIO	1	2	TOTAL	% OF TOTAL
30%	2	3	0	5	12%
45%	4	5	0	9	21%
50%	7	10	0	17	40%
60%	4	6	0	10	24%
Manager Unit	0	0	1	1	2%
<b>SUBTOTALS BY UNIT TYPE</b>	17	24	1	42	100%

CULVER COMMONS - MONTHLY RENTS			
AMI	STUDIO	1	2
30%	\$795	\$852	\$1,022
45%	\$1,193	\$1,278	\$1,533
50%	\$1,325	\$1,420	\$1,703
60%	\$1,590	\$1,704	\$2,044

## V.D. QUESTIONS/RESPONSE TO PROPOSAL REQUIREMENTS, CONT

### V.D.8. Strategy for achieving affordability goals and maintaining long-term affordability.

In partnership with HCD, LACAHS, Westside Cities of Council of Government, and leveraging 9% LIHTC, the project will be financed to ensure permanent affordability and operational sustainability for decades to come. Every unit will be income-restricted, serving seniors who often face housing insecurity, rising healthcare costs, and social isolation. This commitment to deep affordability and mission-driven operations differentiates the proposal from conventional mixed-use models.

### V.D.9. Any proposed supportive housing or services (if applicable).

VCHC will focus on providing exemplary resident services that centers on fostering holistic well-being and independence of its senior residents. For all its affordable housing developments, VCHC will develop a needs assessment to inform onsite programming based on needs identified at Culver Commons, that foster robust community partnerships and community building activities that support senior residents achieve positive health outcomes. VCHC offer on-site service coordination, transportation support for medical appointments, social gatherings including art making, BINGO, and other activities. Due to limited operating subsidies, we are not proposing supportive housing units, but should an operating subsidy become available, VCHC would be excited integrate affordable and supportive housing, as we do in many of our communities, and that would come with intensive case management services to serve seniors experiencing homelessness.



*Building Design Concepts*

## V.D. QUESTIONS/RESPONSE TO PROPOSAL REQUIREMENTS, CONT

V.D.10. Sustainability, energy efficiency, and climate-resilience features.

Culver Commons will be designed as a **high-performance, all-electric, low-carbon building** that supports both environmental goals and human health. The project targets **LEED Gold certification** while integrating design strategies aligned with **Culver City's climate action and resilience goals**.

- **Indoor Environmental Quality & Health**

- **Daylighting:** Strategic window placement and light wells maximize access to natural light in 90% of regularly occupied spaces, supporting circadian rhythm and mental well-being.
- **Low- and Zero-VOC Materials:** All adhesives, sealants, paints, coatings, and flooring will meet or exceed CDPH and LEED standards for indoor air quality.
- **Smart Ventilation:** Demand-controlled mechanical ventilation will actively monitor CO<sub>2</sub> levels, adjusting fresh air supply in real time. Operable windows and open-air courtyards provide natural ventilation opportunities.

- **Heat Island Mitigation & Climate Adaptation**

- **Cool Roof & Shaded Surfaces:** Light-colored roofing and high-SRI paving reduce heat gain. Strategic tree planting and trellised vines provide shaded outdoor gathering areas.
- **Passive Cooling Strategies:** Cross-ventilation, thermal mass, and courtyard design lower reliance on active cooling systems, ensuring occupant comfort even during heatwaves.
- **Noise & Air Quality Protection:** Building massing and landscaping buffer residents from Washington Blvd traffic noise and help filter airborne pollutants.

- **Carbon Reduction & Energy Efficiency**

- **All-Electric Systems:** Fully electrified heating, cooling, domestic hot water, and cooking systems eliminate on-site fossil fuel combustion, reducing operational greenhouse gas emissions to near zero.
- **Rooftop Solar Array:** Photovoltaic panels will offset a significant portion of the building's electrical load, supporting grid decarbonization with potential battery inclusion will provide resilience during outages.
- **High-Performance Envelope:** Double-glazed windows, insulated walls, and optimized shading window and balcony orientation minimize heating and cooling demand, reduce utility costs, and improve thermal comfort.
- **Energy Modeling:** Early-phase simulations will inform passive design strategies, such as building orientation, shading, and thermal mass, to optimize performance before mechanical systems are sized.

- **Community Resilience & Social Sustainability**

- **Emergency Preparedness:** Incorporation of battery storage and solar systems allows common spaces such as community rooms to serve as resilience hubs during grid outages.
- **Thermal Safety:** Shaded courtyards and naturally ventilated corridors maintain safe indoor temperatures during power interruptions.
- **Access to Green Space:** Courtyards, rooftop gardens, and balconies ensure residents have contact with nature for mental restoration and physical activity at multiple locations within the building community.

## V.D. QUESTIONS/RESPONSE TO PROPOSAL REQUIREMENTS, CONT

### V.D.10. CONTINUED

#### • Carbon Reduction & Energy Efficiency

- **All-Electric Systems:** Fully electrified heating, cooling, domestic hot water, and cooking systems eliminate on-site fossil fuel combustion, reducing operational greenhouse gas emissions to near zero.
- **Rooftop Solar Array:** Photovoltaic panels will offset a significant portion of the building's electrical load, supporting grid decarbonization with potential battery inclusion will provide resilience during outages.
- **High-Performance Envelope:** Double-glazed windows, insulated walls, and optimized shading window and balcony orientation minimize heating and cooling demand, reduce utility costs, and improve thermal comfort.
- **Energy Modeling:** Early-phase simulations will inform passive design strategies, such as building orientation, shading, and thermal mass, to optimize performance before mechanical systems are sized.

#### • Community Resilience & Social Sustainability

- **Emergency Preparedness:** Incorporation of battery storage and solar systems allows common spaces such as community rooms to serve as resilience hubs during grid outages.
- **Thermal Safety:** Shaded courtyards and naturally ventilated corridors maintain safe indoor temperatures during power interruptions.
- **Access to Green Space:** Courtyards, rooftop gardens, and balconies ensure residents have contact with nature for mental restoration and physical activity at multiple locations within the building community.

### V.D.11. Factors that differentiate your proposal from other respondents' proposals.

Culver Commons will deliver more than housing. It will create a civic landmark that strengthens neighborhood connections, honors local culture, advances equity, and models sustainable, trauma-informed urban design. In doing so, it will fulfill Culver City's stated goals while elevating the quality of life for residents and the surrounding community.



## V.D. QUESTIONS/RESPONSE TO PROPOSAL REQUIREMENTS, CONT

V.D.12. Approach to community outreach during the predevelopment, design and construction phases.

### COMMUNITY OUTREACH PLAN

Community-led design is a core component and is distinctive to VCHC's work. In the following plan, key opportunities for community engagement and outreach were selected that can reach a broad group of stakeholders, and also tailored to ensure the inclusion of often under-represented voices. It involves collaborating with historically underrepresented community members, primarily BIPOC and low-income people, people with disabilities, and incorporating their expertise and feedback throughout each phase of a building's design. The implementation schedule and proposed processes ensure that people can be meaningfully involved, with multiple feedback loops to ensure that community input guides development decisions and is shared back with community. It also allows for the time needed to develop outreach tools and reach those who may have barriers to participation in traditional methods of engagement, including folks who are potential future residents of Culver Commons.



VCHC has significant experience in incorporating community feedback into the development decisions and processes, so that stakeholders build trust and support for the project. The development team has bilingual English-Spanish capacity in-house and access to interpretation for other languages. We will ensure accessibility in the spaces where engagement events take place.

VCHC seeks to work with organizations that have been active in their neighborhoods for years and can identify diverse stakeholders for the participatory design process. Building these relationships is an integral component of ensuring that housing development is inclusive and meets local needs. Community recommendations are not limited to the design phase, but also include input during construction and post-occupancy phases.

This plan will be led by VCH's full-time Community Design and Engagement Manager, with active support from the Co-Executive Directors, Housing Development team, and architecture team. Each stage of the community involvement and engagement process will be guided by unique objectives and approaches outlined on the following page.

# V.D. QUESTIONS/RESPONSE TO PROPOSAL REQUIREMENTS, CONT

V.D.12. CONTINUED

## COMMUNITY OUTREACH PLAN, CONTINUED

STAGES	ENGAGEMENT OBJECTIVES	ENGAGEMENT METHODS
OUTREACH AND ENGAGEMENT	<ul style="list-style-type: none"> <li>• Identify and map stakeholder ecosystem, expanding on initial engagement</li> <li>• Conduct outreach to identify individuals interested in being involved, ensuring representation among people with barriers to participation and/or potential future residents</li> <li>• Cultivate organizational / institutional partners and potential commercial tenants</li> <li>• Involve community in setting vision and goals</li> <li>• Establish processes and infrastructure for robust, equitable engagement</li> <li>• Inform neighbors and broader public on the project scope and vision</li> <li>• Understand existing and historical trauma within the built environment and community relations</li> </ul>	<ul style="list-style-type: none"> <li>• Speaking/attending existing community meetings</li> <li>• Town Hall(s) noticed to residents and businesses within 300 feet of the site and widely publicized in the community</li> <li>• Community Cafes (smaller, dialogue focused meetings on key topics)</li> <li>• Tours of existing affordable housing in Hawthorne and/or designed and operated by the development team</li> <li>• Community development charrettes</li> <li>• Education-focused meetings on key topics such as property management, mental health, or other concerns that arise</li> </ul>
COMMUNITY-LED DESIGN	<ul style="list-style-type: none"> <li>• Engage community in co-creation of vision and design</li> <li>• Inform the decisions needed to finalize design drawings for submission to Planning Department, as well as design decisions that come later in the process</li> <li>• Cultivate support for the project vision</li> <li>• Develop phasing plan that responds to community needs</li> </ul>	<ul style="list-style-type: none"> <li>• Interactive design charrettes</li> <li>• Design and community informational events</li> <li>• Public art and other arts-focused events</li> <li>• Site activation</li> <li>• Interactive digital tools</li> </ul>
CONSTRUCTION	<ul style="list-style-type: none"> <li>• Create plan to mitigate construction impacts on surrounding area</li> <li>• Create strong communication plan for neighbors during the construction phase and the development team</li> </ul>	<ul style="list-style-type: none"> <li>• Community meetings with direct neighbors</li> <li>• Town Hall(s) noticed to residents and businesses within 300 feet of the site and widely publicized in the community</li> <li>• Connections with local workforce development organizations</li> <li>• Dedicated email and/or phone line during construction</li> </ul>
ONGOING OPERATIONS	<ul style="list-style-type: none"> <li>• Ensure that tenants and other key stakeholders are informing operations for the long-term, and have ownership and pride in the development.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing community advisory board</li> <li>• Tenant council</li> <li>• Other feedback and decision making opportunities</li> </ul>

## V.D. QUESTIONS/RESPONSE TO PROPOSAL REQUIREMENTS, CONT

V.D.13. Methods for incorporating community input and ensuring the project meets local needs.

Venice Community Housing Corporation (VCHC) and Practice will co-lead the community engagement process and ensure that community input is reflected in both the design and operations of the proposed project. VCHC and Practice draw on a long history of community engagement experience. The team has experience across a range of approaches including stakeholder engagement and relationship building, door-to-door outreach, town halls and other large meetings, community dialogues, community-led design, online outreach, virtual and in-person events, and other methods. The development team has a strong commitment to engaging with a broad and diverse group of people, but also paying special attention to inclusion of potential future residents such as low-income people, BIPOC community members, unhoused people, and people with disabilities.

VCHC and Practice have developed deep and longstanding relationships through community engagement, particularly with community-based organizations and local stakeholders. As one key example, Social Justice Learning Institute, a community-based organization, became a development partner, key decision maker, and commercial tenant in the affordable housing project as a result of community engagement and meaningful relationship building.

VCHC has decades of experience working in neighborhoods surrounding Culver City with similar demographic profiles, including Venice (35+ years), Del Rey (25+ years), Inglewood (3 years) and Santa Monica (3 years). In each of these communities, VCHC has led community engagement efforts, that have resulted in completed projects with broad community support, critical cultural and community-based components, and ongoing partnerships.



*A Few VCHC Tenants*



*VCHC's Community Visioning Session*

## V.D. QUESTIONS/RESPONSE TO PROPOSAL REQUIREMENTS, CONT

### V.D.13. CONTINUED

#### EXPERIENCE WITH MEANINGFUL COMMUNITY ENGAGEMENT, CONT.

Among many examples of successful community engagement and participatory processes by VCHC are Rose Apartments, Journey Apartments and Sankofa Place at Centinela.

At Rose Apartments, for example, tenants of other VCHC buildings were engaged in a variety of activities to explore what works well in their buildings and what ideas people had for improvements, particularly from a trauma informed lens. Unhoused residents were engaged in developing a vision for what home looks and feels like. This work was integrated into key design decisions has been highlighted at numerous conferences locally and nationally. Similar design work was done at the recently completed Journey Apartments. Additionally, community engagement with adjacent neighbors identified a shared concern for community safety and clarity about shared spaces. A memorandum of understanding was agreed upon to document commitments and move opponents to supporters.

At Sankofa Place at Centinela, in the City of Inglewood, a project still in predevelopment, a more expansive community engagement process was implemented, based on learning at the above-described sites. This included community-led design and a community-informed public arts process. This site will incorporate murals and other elements that directly reflect the community members that participated, as well as Inglewood community assets and history.

The Community Design and Engagement manager's role is to support the design team and hold accountability to the community feedback



*VCHC's Rose Apartments Supporter Engagement*



*VCHC's Community Visioning Session*



*VCHCs Community Art Engagement*

# V.E. FINANCIAL PROPOSAL AND PROJECT FEASIBILITY

V.E.1. Preliminary development budget (soft costs, hard costs, contingency)

In an effort to meet a wider variety of City objectives:

USES	RESIDENTIAL
Acquisition	\$ 1,100,000
Construction Hard Costs	\$21,076,750
Construction Cost Contingency	\$2,107,675
Architecture & Engineering	\$ 2,617,143
Permits and Fees	\$840,000
Construction Financing	\$2,252,500
Permanent Financing	\$32,000
Bond/TCAC Fees	\$112,015
Legal	\$165,000
Taxes and Insurance	\$289,000
Title and Recording	\$105,000
Lease Up and Reserves	\$450,000
Developer Fee/Accounting	\$2,633,000
<b>TOTAL</b>	<b>\$33,780,083</b>

VCHC's Annual Jazz Brunch Fundraiser



## V.E. FINANCIAL PROPOSAL AND PROJECT FEASIBILITY, CONT

V.E.2. Sources and uses of funds, including anticipated public subsidies, grants, or tax credits.

PERMANENT FINANCING SOURCES	RESIDENTIAL TOTAL
CA HCD - MHP	\$ 5,000,000
Westside Cities Council of Governments	\$ 1,000,000
LACAUSA	\$ 8,400,000
GP Equity	\$100
LIHTC Equity	\$19,379,983
<b>TOTAL</b>	<b>\$33,780,083</b>

The proposed development will rely on a combination of Low Income Housing Tax Credits, and a variety of public agency financing to fill the financing gap. VCHC will apply for the following funding sources: State of California Department of Housing and Community Development (HCD) Multifamily Housing Program, Westside Cities Council of Governments and LA County Affordable Housing Solutions Agency (LACAUSA). All of these soft financing resources are expected to carry a 3% simple interest rate and be paid by a proportional share of 50% of residual receipts over a 55-year period.

We anticipate that it will take 18-36 months to secure the financial resources to start construction.

V.E.3. 15-year or longer pro forma analysis

Please see **Attachment F**, which shows the proposed development cash flow for 15 years.

V.E.4. Proposed land acquisition terms (purchase price or lease terms, if applicable).

VCHC is proposing a capitalized ground lease payment of \$1 million, to be disbursed concurrently with the closing of construction financing. In addition to this upfront payment, VCHC is also proposing a pro-rata share of the public funder's residual receipts for the full duration of the ground lease term. The pro-rata allocation will be based on the appraised value of the property.

V.E.5. One-time and/or ongoing revenue to the City (if applicable).

See above for response.



*Building Design Concepts*

# V.F. LIST OF REFERENCES

Org Name	National Equity Fund
Address	500 South Grand Ave, Suite 2300, Los Angeles, CA 90071
Contact Person	Debbie Burkart, Managing Director Supportive Housing
Telephone Number	312.543.5984
E-Mail Address	<a href="mailto:dburkart@nefinc.org">dburkart@nefinc.org</a>
Description of the Work	NEF is the equity investor in Rose Apartments and The Journey Apartments, completed in 2022 and 2024 respectively, both supportive housing developments in the high opportunity neighborhood of Venice. And most recently, 20 <sup>th</sup> Street Apartments in Santa Monica, which started construction in 2025.
Org Name	Genesis LA
Address	801 S. Grand Ave., Suite 850, Los Angeles, CA 90017
Contact Person	Tom De Simone, President & CEO
Telephone Number	213.533.8900
E-Mail Address	<a href="mailto:tdesimone@genes isla.org">tdesimone@genes isla.org</a>
Description of the Work	Genesis LA was a partner and lender in the LA County Community Land Trust pilot project, in which VCH and Liberty Community Land Trust acquired two sites in 2022 for rehabilitation and long-term affordability preservation. In addition, GLA is the acquisition and predevelopment lender for Sankofa Place at Centinela.
Org Name	Bank of America
Address	333 S. Hope Street, 20 <sup>th</sup> Floor
Contact Person	Daniel Rodriguez, Vice President/Senior Relationship Manager
Telephone Number	213.621.7514
E-Mail Address	<a href="mailto:drodriguez54@bofa.com">drodriguez54@bofa.com</a>
Description of the Work	The Bank most recently provided construction financing of over \$17 million and a tax credit equity investment over \$11 million for an affordable housing project with VCHC. The recently completed 40-unit development is for chronically homeless households and transition aged youth. The project was completed in partnership between the Bank, VCHC, and several state and local funders.

## V.G. IMPLEMENTATION SCHEDULE

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An implementation schedule is included as **Attachment G**.

## V.H. CERTIFICATE(S) OF INSURANCE

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Certificates of Insurance evidencing required coverage types and the minimum limits will be provided upon request.

## V.I. BUSINESS TAX CERTIFICATE

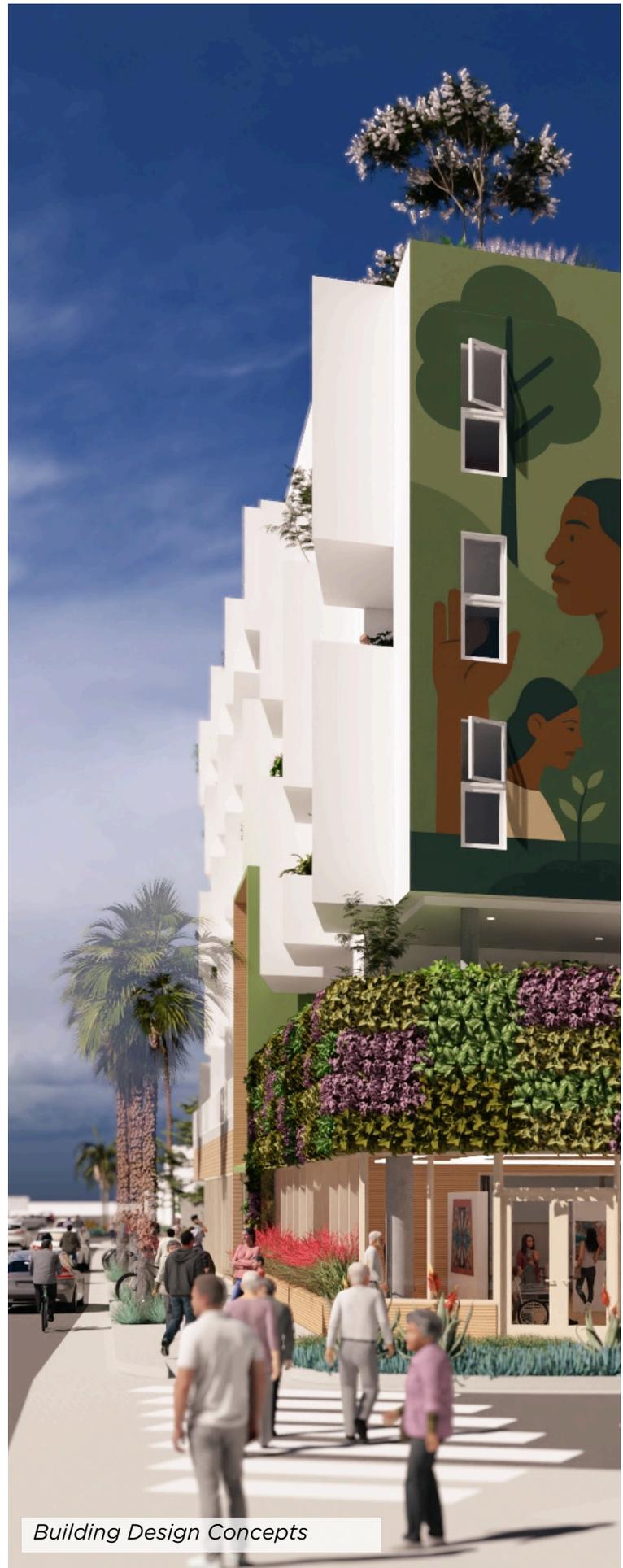
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VCHC does not currently hold a Culver City Business Tax Certificate, but confirm that we will secure one during the contracting process and maintain an active certificate throughout the contract period.

## V.J. EXCLUSIVE NEGOTIATION AGREEMENT AND DISPOSITION AND DEVELOPMENT AGREEMENT

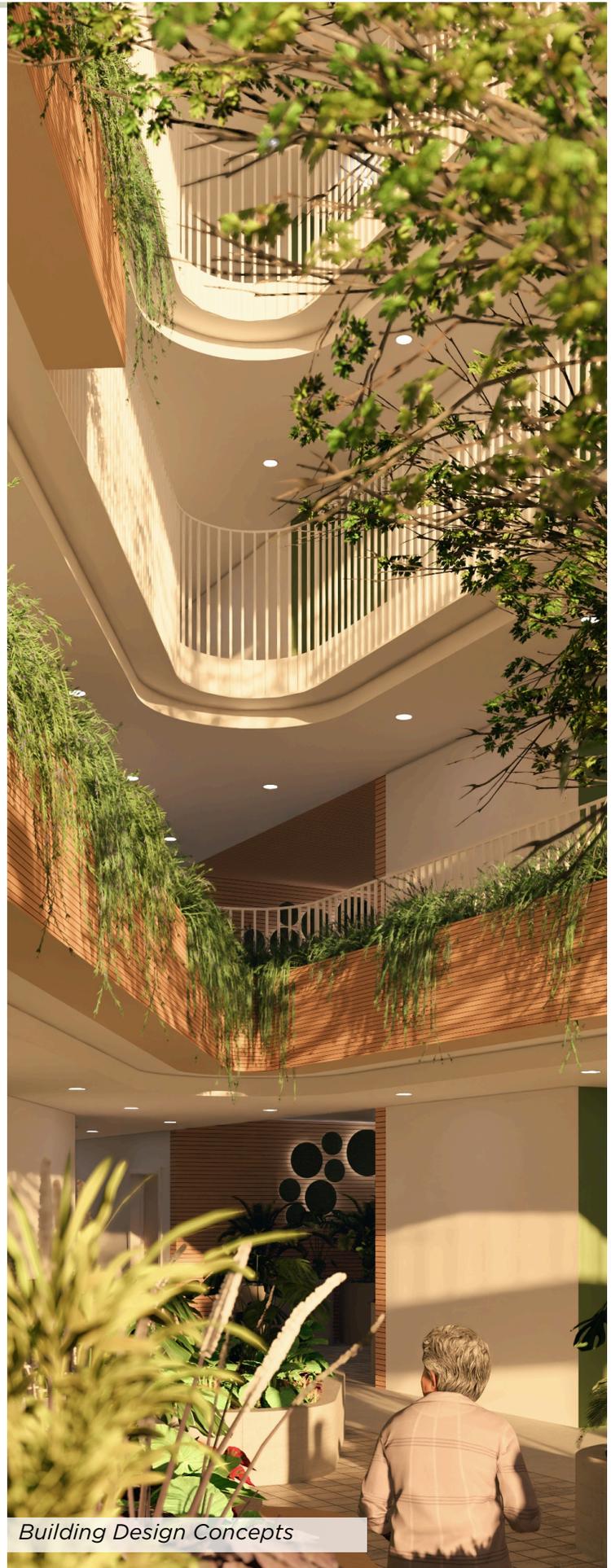
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VCHC is prepared to enter into an Exclusive Negotiation Agreement (ENA) with the City for the purpose of negotiating a Disposition and Development Agreement for purchase and development of the site.



# LIST OF ATTACHMENTS

- **Attachment A - VCH Organizational Chart**
- **Attachment B - VCHC Property Management and Resident Services Portfolio**
- **Attachment C - Organizational Chart Showing Roles and Responsibilities**
- **Attachment D - Personnel Resumes**
- **Attachment E - Concept Drawings**
- **Attachment F - Development Proforma with 15 Year Cash Flow**
- **Attachment G - Implementation Schedule**



*Building Design Concepts*



Venice  
Community  
Housing

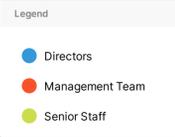
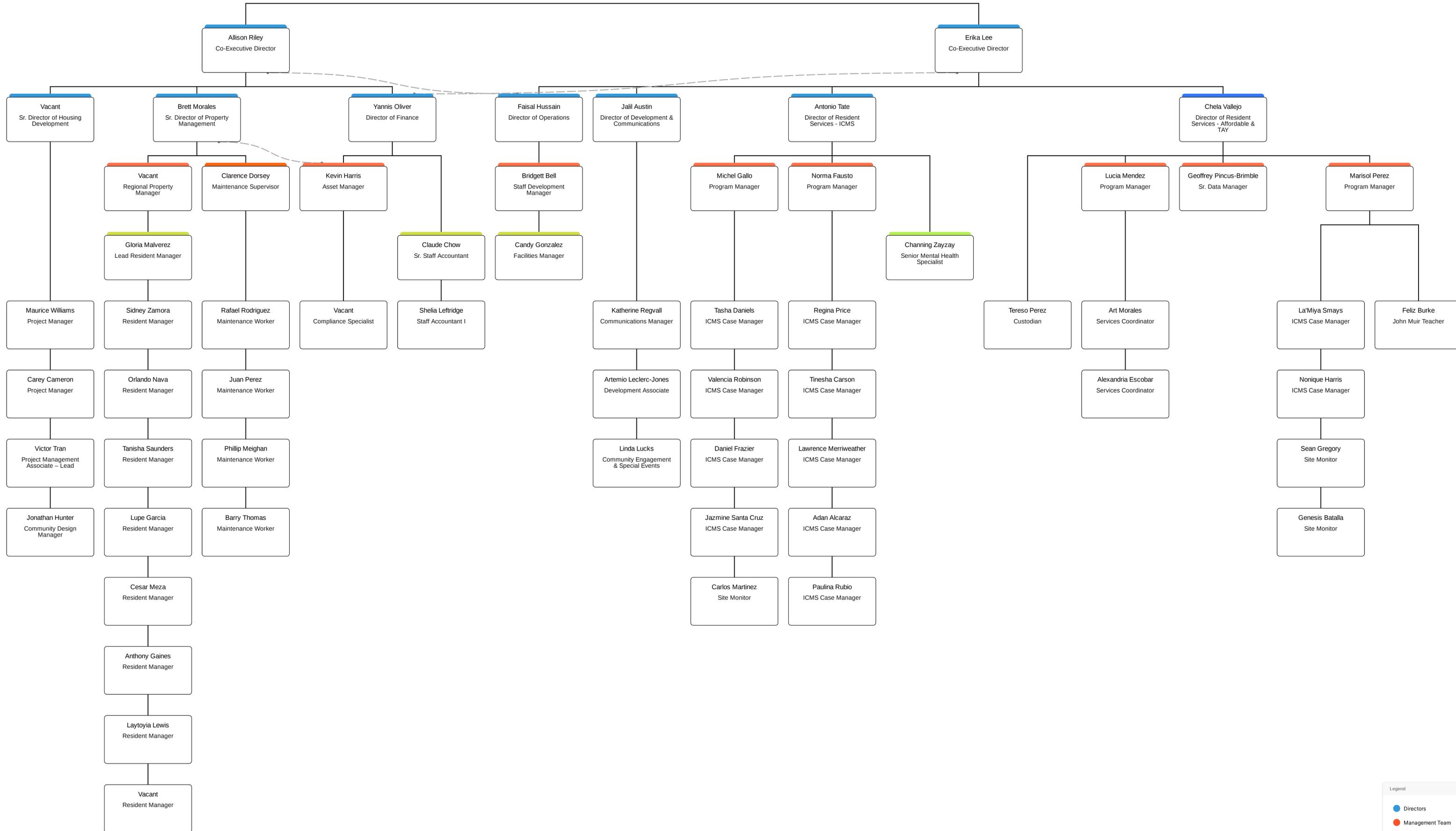
**REDEVELOPMENT OF  
11029 WASHINGTON BOULEVARD  
RFP #2626  
AUGUST 2025  
CITY OF CULVER CITY  
CITY MANAGER'S OFFICE  
9770 CULVER BOULEVARD  
CULVER CITY, CA 90232-0507**

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**ALLISON RILEY  
POINT OF CONTACT**

**Co-Executive Director  
Venice Community Housing Corporation  
200 Lincoln Blvd., Venice, CA 90291  
(310) 399-4100  
[ariley@vchcorp.org](mailto:ariley@vchcorp.org)**

Attachment A - VCH Org Chart



Attachment B - VCH Property Management & Resident Services Portfolio



Portfolio of Venice Community Housing Corporation's Supportive Services and Property Management

	Project Name	Address	Number of Units	PSH Units	PIS	Years Lead Service Provider	Years Property Management
1	Ballona Villa/Slauson II	5026 Slauson, Los Angeles, CA 90066	10	9	1994	31	31
2	Brooks Apts.	511 Brooks Venice, CA 90291	4	0	1994	31	31
3	Slauson III	5032 Slauson Los Angeles, CA 90066	8	0	1995	30	30
4	Sixth Avenue Apts.	920 Sixth Avenue Venice, CA 90291	6	2	1996	29	29
5	Westminster	640 Westminster Venice, CA 90291	3	0	2000	25	25
6	Slauson I	4816 Slauson Los Angeles, CA 90066	8	0	2000	25	25
7	Lincoln Apts.	200-206 Lincoln Blvd. Venice, CA 90291	13	13	3/29/2000	25	25
8	Centinela Apts.	4216 Centinela Avenue Los Angeles, CA 90066	14	8	8/27/2007	18	18
9	Navy Blue Apts.	102 Navy Venice, CA 90291	14	11	7/1/1994	31	16
10	Washington Court	12525 Washington Blvd. Los Angeles, 90066	30	1	11/1/1996 (ph 1)	28	16
11	Tabor Court	345 Fourth Avenue Venice, CA 90291	25	0	8/19/1996	29	16
12	VCHC Pacific Apartments, LLC	4429 Inglewood Blvd. Los Angeles, CA 90066	32	0	2/11/2003	22	22
13	Horizon Apartments, LLC	15 Horizon Venice, CA 90291	20	19	7/7/2011	2	14
14	VCHC Gateway LP	13368 Beach Avenue Marina del Rey, 90292	21	20	3/2/2016	2	5
15	LCLT Pilot Project	2 sites: 1653 W 224 St/6221 Brynhurst, LA, CA 90501/90043	9	0	5/21/2021 8/26/2021	1	4
16	Rose Apartments	720 Rose Avenue Venice, CA 90291	35	34	3/18/2022	3	3
17	Aviation Apartments	11834 Aviation Blvd Inglewood, CA	48	47	1/28/2024	1	1
18	Marian Place Apartments	2211-2219 Marian Place, 841-849 Venice Blvd, Venice, CA 90291	9	8	1/15/2024	1	1
19	The Journey	2471 Lincoln Blvd. Venice, CA 90291	40	39	7/19/2024	0.5	0
	<b>TOTALS:</b>		<b>349</b>	<b>211</b>			

## Attachment C - Org Chart Showing Roles and Responsibilities

# Organizational Chart Showing Roles and Responsibilities for Culver Commons

Venice Community Housing Corporation  
Lead Developer

Allison Riley  
Co-Executive Director

Erika Lee  
Co-Executive Director

Vanessa Luna  
Sr. Director of Housing  
Development

Practice  
Architecture/Design

AMJ Construction  
Management

California Housing  
Partnership  
Financial Consultant

Burns & Bouchard  
Land Use & Entitlement

Raevan  
Flores

Greg  
Kochanowski

Ali Barar

Jack  
Wickersham

Sherin  
Bennet

Jonathan  
Lonner

Jin  
Kim

Casey  
Castor

Henry  
Mosely

## Attachment D - Personnel Resumes

**May 2025-  
Present**                      **Venice Community Housing Corporation  
Co-Executive Director**

Provide strategic leadership of organizational management and operations, in collaboration with the Co-Executive Director and Board of Directors to achieve organizational goals Responsible for ensuring fiscal stability, compliance, and growth across all real estate activities including property management, asset management, and housing development.

**March 2020-  
May 2025**                      **Venice Community Housing Corporation  
Senior Director of Housing Development**

Provided leadership and strategy of organizational real estate development activities including the expansion of VCH's target communities, partnership building, coalition representation, project feasibility and financial structuring, entitlements, design, construction, through initial lease-up. Manages and trains a team that includes four to five staff including project managers and a community design and engagement manager. Since joining VCH, the team placed-in-service four projects (129 units) and currently had five projects (383 units) in predevelopment.

**September 2015-  
February 2020**                      **PATH Ventures  
Managing Director, Real Estate Development**

Provided leadership and strategy of organizational real estate development activities: acquisition feasibility, financial structuring, population programming, architectural design, construction, and initial lease-up. Manages and trains a team that includes five - six staff including project managers and support staff. Since joining PV, the team placed-in-service eight projects (446 units) and had one project (122 units) under construction, and five projects (383 units) in predevelopment. Spearheaded, in collaboration with staff and leadership, the development of PATH's diversity, equity and inclusion committee.

**July 2013 -  
September 2015**                      **California Housing Partnership Corporation  
Senior Housing Finance Consultant**

Strategize with nonprofit affordable housing developers throughout California to identify and implement finance strategies to develop affordable rental housing communities. Develop financial projections including long term tax analysis. Solicit and manage lender and investor selection process. Guide project managers on financial structures, available resources, and process to secure including local, state, and federal funding. Facilitate and participate in affordable housing industry conference panels and training. Negotiate finance agreements including partnership agreements, loan documents, and regulatory agreements. Analyze existing projects' operations and assess feasibility for recapitalization.

**October 2007 -  
July 2013**                      **Linc Housing Corporation  
Senior Project Manager**

Managed and completed 454 units of new construction and rehabilitation projects for families, seniors, and special needs populations. Responsible for each phase of project development including implementation of purchase and sale agreements, securing entitlements, facilitating community meetings, securing and negotiating conventional, government, and private financing sources, selecting and managing the development team—including service partnerships for special needs populations, property management—through the initial lease-up. Managed a team of three staff including Associate Project Managers and an Administrative Assistant.

**September 2006 -  
September 2007**                      **WNC and Associates, Inc.  
Underwriter/Project Manager**

Underwrote new construction and acquisition/rehabilitation projects that were allocated Low Income Housing Tax Credits to identify and minimize tax credit investor's risk. Utilized MS Excel projection to analyze the financial aspects of proposed projects, including tax credit delivery, timing of capital contributions, operating cash flow, and tax consequences, to maximize investor's profit. Conducted, reviewed, and analyzed project due diligence. Presented, recommended, and defended projects to the executive investment committee. Negotiated partnership agreements.

**April 2004 - U.S. Department of Housing and Urban Development**  
**August 2006 Denver Multifamily Hub, Development**  
**Mortgage Credit Analyst and Neighborhood Networks Coordinator**

Analyzed and underwrote financial feasibility of applicants for multifamily mortgage insurance and capital advance programs. Tracked construction financing, processed monthly construction draws, and ensured compliance with statutory and regulatory guidance. Provided training to internal and external clients on HUD processes, procedures, rules, and regulations. Coordinated the establishment of computer labs at HUD properties throughout a six-state region.

**June 2002 - Boulder County Housing Authority**  
**November 2003 Development & Acquisitions-Housing Planner I**

Managed and implemented multifamily acquisition program consisting of mostly small apartment buildings. Researched and wrote successful grant applications and monitored compliance.

2006 Master of Urban and Regional Planning, Tau Sigma Delta (honors fraternity)  
Physical Planning/Real Estate Development  
University of Colorado at Denver and Health Sciences Center

1995 Bachelor of Arts - Government and Politics, Management and Organization  
University of Maryland at College Park

# Erika J. Lee

- [erikalee103@gmail.com](mailto:erikalee103@gmail.com) • (310) 266 – 9610 •
- <http://www.linkedin.com/in/erikajlee> •

## EXPERIENCE

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### **Venice Community Housing**

*Co-Executive Director*

Venice, CA

March 2024- Present

- Supervise and support all programs, services and activities to ensure program objectives are met and best practices are consistently implemented; affordable housing, permanent supportive housing, and interim housing programs; youth education programs
- Ensure compliance and regulatory obligations for all local, state, and federal grants
- Oversee organization's fundraising and communication efforts to raise over \$2 million dollars in private funds
- Coordinate and collaborate with the Co-Executive Director in developing and achieving organizational goals and objectives that advance the organization

*Deputy Director*

June 2020 – March 2024

*Associate Director of Development*

July 2017 - July 2018

- Independently planned and executed annual fundraiser for 300+ attendees, raising over \$115,000
- Completed organization's annual grant calendar and grant proposals for general operating and program budgets; full range of grant research, writing and reporting for foundation, corporate, and government grants
- Cultivated and maintained relationships with donors and volunteers, raising over \$300,000 in individual giving
- Raised over \$1,000,000 for organization, a 30% increase over 3 years
- Led organization's advocacy efforts on affordable housing and anti-criminalization of homelessness through community organizing and engagement of elected officials; planned and executed community organizing events; lead member of Advocacy Committee; testified to elected officials

*Development Manager*

Jan 2015- July 2017

### **Bon Me Foods, LLC**

*Manager*

Boston, MA

Sept 2012- May 2014

- Individually managed staff on 2013 Best of Boston's Food Truck; ensured high quality production and customer service in fast-paced environment
- Assisted in hiring process, trained and oversaw staff; coordinated catering and large party events

### **On The Rise**

*Development Assistant*

Cambridge, MA

Jan 2014- May 2014

- Conducted prospect research and outreach; cultivated relationships with potential funders
- Integral part of planning and coordination of in-house events and fundraisers
- Assisted Director of Development with general development support; managed donor database

### **SolSolution, Inc.**

*Fundraising Coordinator*

Boston, MA

April- June 2012

- Researched and strategized organization's fundraising plan; wrote foundation grants
- Tracked communication and outreach to potential foundation targets on Salesforce

## EDUCATION

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### **Wageningen University & Research**

Candidate for Master of Science in Communication, Health and Life Sciences  
Specialization: Health and Society

Wageningen, Netherlands

Sept 2018 – Nov 2020

### **Northeastern University**

Bachelors of Arts in Environmental Studies and Sociology- Cum Laude

Boston, MA

May 2013

## SKILLS

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*Computer:* Proficient in Microsoft Office, Salesforce, Constant Contact, DonorPerfect Online, WordPress, and Adobe Photoshop on Macs and PCs

*Language:* Conversational Spanish

*Interests:* Cooking, Traveling, Biking, Yoga (200 hour TTC), Tennis, and Hiking

## **Work Experience**

### **Venice Community Housing Corporation**

Senior Director of Housing Development, September 2025 - present

### **Brilliant Corners, Los Angeles, CA**

Director of Multifamily Housing, June 2021-August 2025

Associate Director of Multifamily Housing, March 2020-June 2021

- 243 permanent supportive and affordable housing units among four LIHTC and Homekey developments added to BC's pipeline totaling over \$155 million in financing
- Implementation and oversight of Brilliant Corners' multifamily housing development strategy statewide
- Responsible for initiating joint ventures and other partnerships
- Represents Brilliant Corners in coalitions and advocacy pertaining to multifamily housing development

### **Clifford Beers Housing, Inc., Los Angeles, CA**

Housing Director, May 2013-March 2020

- 356 permanent supportive and affordable housing units among six LIHTC developments added to CBH's pipeline and totaling over \$100 million in financing.
- Pipeline projects include funding from 9% and 4% tax credits, LACDA, HCD, MHSA, AHP, LAHD, DHS, and HACLA
- Experience with acquisitions and ground leasing of publicly owned sites, including sites owned by LAHD and the County of Los Angeles
- Implementing innovative construction techniques such as prefabricated and container construction
- Responsible for initiating joint ventures and other partnerships
- Implementing a shared street typology—the first of its kind in Los Angeles—for a paseo to be developed in conjunction with a PSH development
- Oversight of LIHTC Housing Development department

### **Skid Row Housing Trust, Los Angeles, CA**

Senior Project Manager, September 2011-April 2013

- Responsible for working with private lenders and public agencies to secure and close acquisition, predevelopment, construction, and permanent financing sources for new construction special needs/homeless 9% and 4% LIHTC projects, re-syndications, and projects funded with federal stimulus funds (ARRA)
- Assisted Housing Director with sale of losses on ARRA-funded project; working with Housing Committee; and keeping abreast of changes in funding regulations and requirements
- Supervision of Housing Development Assistant Project Managers and Development Assistant
- Contract negotiation, selection, and oversight of consultants and general contractors

Project Manager, March 2011-September 2011

## **Education**

Master of Planning, University of Southern California

# Practice



Mixed-Use & Housing Experience



Practice designs idea-based, human-centered design places.

# Design Deeply Rooted in Community.

**Practice is widely recognized as a leader in affordable and supportive multi-family housing design throughout Southern California.**

Originally CHCG, then Gonzalez Goodale Architects, and now Practice, creating built environments that reinforce social engagement and support the advancement of our civic, education, and housing clients has always been at the core of what we do. The depth and breadth of our work is the direct result of enduring partnerships with community serving, multiple-stakeholder institutions with whom we share resonant values.

Our team is passionate about our work. We aspire to be an innovative, human-centered architectural design and professional practice, fueled by our diversity.

### Multi-Family Housing Design Leadership

At Practice we understand the need to provide strong design leadership in translating your guiding principles and project aspirations into quality, sustainable built environments. Our work with institutional and non-profit clients focuses on designing the spaces that help promote social engagement, while maintaining facilities long-term, all within budget.

### Designing Spaces for People to Thrive

The potential to amplify the human connection drives us to design with both passion and optimism. Thriving communities are what great cities are made of places that are built upon the power of human experience. From new public schools in urban Los Angeles, to college campuses, to hillside residential communities for the formerly homeless, our designs are deeply rooted in community.

In all of the work that we do, the people we partner with, and the places we create, we ascribe to the following core principles: creativity, collaboration, integrity, and passion.

#### Primary Contact

Ali Barar, AIA

#### Principal Leadership

Ali Barar, AIA

Harry Drake, AIA, CASp

Staci Nesbitt, AIA, LEED AP

Greg Kochanowski, AIA ASLA

#### Ownership Structure

California S-Corporation

#### Registered Small Business Entity (SBE)

State of California,

Department of General Services

#### Size

40 Employees

12 Licensed Architects

9 LEED Accredited Professionals

1 Certified Access Specialist

## Project Experience



**Project Experience**

# Recognized Leaders In Housing Design

**Permanent Supportive & Affordable Housing**

**Abode Communities**

Glassell Park Early Education Center & Family Apartments

**A Community of Friends**

Lorena Plaza Family Apartments

Cedar Springs Transitional Youth Housing

**Belmont Villages**

Pasadena Senior Housing on Church Campus

**Century Housing**

Banning Family Apartments

LAC + USC Restorative Care Village

Uptown Acres - Long Beach Affordable Housing Community

**Cesar Chavez Foundation**

Montebello 6th Street Family Apartments

The Boulevard Montebello Family Apartments

**Clifford Beers Housing**

Burlington Family Apartments

Pomona Holt Family Apartments

**EAH Housing**

South Main Street Family Apartments

**East LA Community Corporation (ELACC)**

1st & Soto Cielito Lindo Family Apartments Ph 1&2

Los Lirios Mixed-Use Development (METRO)

Whittier Boulevard Family and Veterans Apartments Ph 1&2

**Excelerate Housing**

Palmdale Affordable Housing Community

**Heritage Housing Partners**

Affordable Home Ownership Mixed-Use Development

**Hollywood Community Housing Corporation**

Kern Ave Permanent Supportive Housing

**LA Family Housing**

The Campus Supportive Housing & Corporate Headquarters

The Fiesta Permanent Supportive Housing

Day Street Permanent Supportive Housing

Palo Verde Permanent Supportive Housing

'My Angel' Permanent Supportive Housing

The Sieroty 'Home Key' Permanent Supportive Housing

**Michaels Organization**

Jordan Downs Affordable Family Apartments Ph. S4 & S5

Slauson & Wall Community Revitalization

**Many Mansions**

Summit View Supportive Veterans Housing

**META Housing**

Whittier Mixed-Use Development NW

Whittier Mixed-Use Development SE

**PATH Ventures**

Montclair Permanent Supportive Housing

Gramercy Place Permanent Supportive Housing

**Wakeland Housing**

Riverside Mixed-Use Development & Civil Rights Museum

National City Community Revitalization Master Plan

Union Tower Workforce Housing

**Transitional/Bridge Housing**

**County of Los Angeles Department of Public Works**

Rancho Los Amigos Recuperative Care (RCC) &

Residential Treatment Campus (RTP)

**City of Burbank**

Navigation Center

**City of Culver City**

City-Wide Bridge Housing Master Plan

'Room-Key' Motel Conversion Study

**City of Los Angeles**

CD-2 Navigation Center

City of Los Angeles Bureau of Engineering 'Bridge Home'

Imperial Highway Emergency Shelter

St. Andrew's Place Emergency Shelter

100 Sunset Venice Emergency Shelter

CD-15 Figueroa Place Tiny Homes

CD-2 Saticoy & Whitsett Tiny Homes

CD-14 Eagle Rock Tiny Homes

Cypress Park Tiny Homes & RV Village

**City of Pomona**

Emergency Shelter Master Plan

**LA Family Housing**

'The Willows' Adaptive Re-Use Bridge Housing

Transitional Living Center Campus

# Recognized Leaders In Housing

## Projects Completed in Past 10 Years

	Project Name/Location	Completed	Units	AMI	Programming
1	LA Family Housing Day Street Apartments 7639-7653 Day Street Tujunga, CA 91042	2014	47	< 30% AMI	Permanent Supportive Housing
2	Clifford Beers Housing Burlington Family Apartments 415 S Burlington Ave Los Angeles, CA 90057	2014	25	< 60% AMI	Affordable Family Housing
3	East LA Community Corporation Whittier Family Apartments Ph. 1 4125-4131 Whittier Blvd Los Angeles, CA 90023	2015	25	< 30% AMI	Permanent Supportive Housing
4	East LA Community Corporation Whittier Family Apartments Ph. 2 4169 and 4200-4224 Whittier Blvd. Los Angeles, CA 90023	2022	25	< 30% AMI	Permanent Supportive Housing
5	A Community of Friends Cedar Springs Apartments 1320-1350 Palomares Ave. La Verne, CA 91750	2016	38	< 30% AMI	At-Risk Youth Housing
6	East LA Community Corporation Cielito Lindo Apartments Ph. 1 2403 1st St. Los Angeles, CA 90033	2017	50	< 60 AMI	Affordable Family Housing
7	East LA Community Corporation Cielito Lindo Apartments Ph. 2 2403 1st St. Los Angeles, CA 90033	2020	29	< 60 AMI	Affordable Family Housing
8	Clifford Beers Housing Holt Avenue Family Apartments 1445 East Holt Avenue and 2018 North Garey Avenue Pomona, CA 91767	2018	50	< 60 AMI	Affordable Family Housing
9	LA Family Housing Campus The Campus 7843 Lankershim Blvd North Hollywood CA 91605	2019	50	< 30% AMI	Permanent Supportive Housing
10	META Housing Whittier Blvd Development Phase 1 4169 and 4200-4224 Whittier Blvd. Los Angeles, CA 90023	2020	71	< 60 AMI	Affordable Family Housing

	Project Name/Location	Completed	Units	AMI	Programming
11	META Housing Whittier Blvd Development Phase 2 4169 and 4200-4224 Whittier Blvd. Los Angeles, CA 90023	2022	42	< 60 AMI	Affordable Family Housing
12	Heritage Housing Partners Lincoln Orange Grove 745 Orange Grove Boulevard Pasadena, CA 91103	2023	35	< 60 AMI	Affordable Home Ownership
13	PATH Ventures Villas Montclair Apartments 4220 Montclair Street Los Angeles, CA 90018	2022	45	< 30% AMI	Permanent Supportive Housing
14	Wakeland Housing Riverside Civil Rights Institute Mission Heritage Plaza 3933 Mission Inn Ave.	2023	72	< 60% AMI Affordable < 30% AMI PSH	Affordable Family Housing, Permanent Supportive Housing
15	Many Mansions Summitview Apartments 11861 Foothill Boulevard Los Angeles, CA 91342	2023	49	< 60% AMI Affordable < 30% AMI PSH	Permanent Supportive & Affordable Veterans' Housing
16	LA Family Housing The Angel Veterans Housing 8545 Sepulveda Boulevard Los Angeles, CA 91343	2024	54	< 60% AMI Affordable < 30% AMI PSH	Permanent Supportive, Veterans, Affordable Family Housing
17	Century Housing Banning Apartments 841 N. Banning Blvd. Wilmington, CA 90744	2024	64	< 30% AMI	Permanent Supportive Housing
18	Bridge/East LA Community Corporation Los Lirios Family Apartments 113 S. Soto St. Los Angeles, CA 90033	2024	66	< 60% AMI	Affordable Family Housing
19	EAH Housing 4507 S. Main 4507 S. Main Street Los Angeles, CA 90037	2024	61	< 60% AMI	Affordable Family Housing
20	A Community of Friends (ACOF) 1st and Lorena Family Apartments 3401-3415 E. 1st St. Los Angeles, CA 90063	2024	49	< 60% AMI Affordable < 30% AMI PSH	Affordable Family Housing Permanent Supportive Housing



## Riverside Mission Heritage Affordable Housing

**Location**  
Riverside, CA  
Riverside County

**Client**  
Wakeland Housing

**Completed**  
2022

**Size**  
144 Units  
3,500sf Civil Rights Mus

**Unit Mix**  
1 Bed - 62  
2 Bed - 46  
3 bed - 36

**AMI**  
< 60% Local AMI Affordable  
<30% Permanent Supportive

**Sustainability**  
LEED Gold Certified

Located on Mission Inn Avenue and Fairmont Boulevard near Downtown Riverside, Mission Heritage Plaza includes two separate buildings with 72 affordable housing units, Fair Housing Council Offices, one Diversity Multipurpose Room, and the Civil Rights Institute exhibit space. The residential portion of the project includes an open courtyard on the second level, case manager offices, a communal laundry room, and a community room with a patio.

Partnering with Wakeland Housing, Fair Housing Council of Riverside County, and Civil Rights Institute, the project creates a civic plaza and a gallery entry along Mission Inn Avenue, across the street from the Riverside Public Library. Along Fairmont Boulevard and Sixth Street, entry gardens and landscape buffer soften the building edges against single-family homes and the Fox Theater. Mission Heritage Plaza is a continuity of the commercial corridor from downtown Riverside, providing the much-needed transition from the commercial environment to residential zones. It's also another anchor point for promoting and celebrating fair housing rights and Civil Rights history in the City.





## Summit View Supportive Veterans Housing

**Location**  
Los Angeles County  
Sylmar, CA

**Client**  
Many Mansions/  
LA Family Housing

**Completed**  
2023

**Size**  
50 units

**Unit Mix**  
Studio - 37  
1 Bed - 11  
2 bed - 1  
Manager - 1

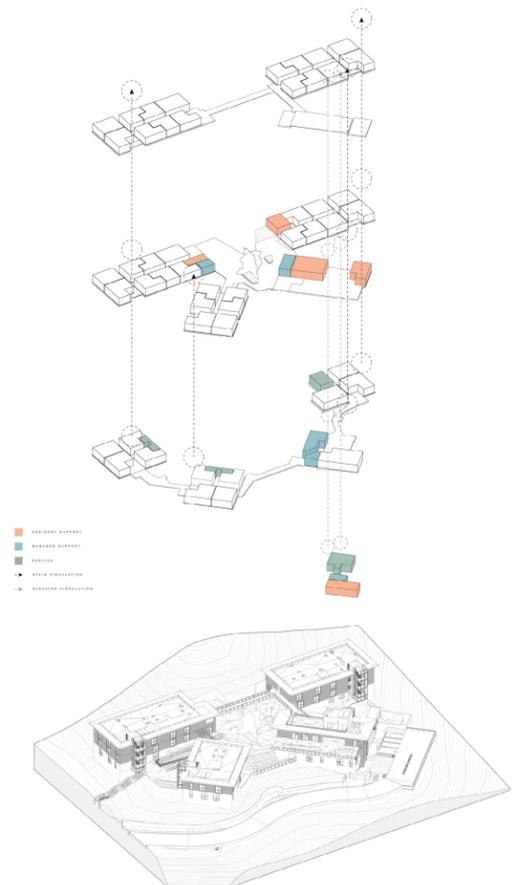
**AMI**  
< 60% Local AMI Affordable  
< 30% Permanent Supportive

**Sustainability**  
LEED Gold Certified

Summit View Apartments offers a unique intersection of several community partners coming together to develop a challenging site and provide a contextual asset to the rural neighborhood and a restorative environment for formerly homeless veterans. The project serves chronically homeless veterans by providing 49 units of permanent supportive housing alongside supportive services that interconnect through an undulating landscape and bridges.

The housing embeds itself into a long-vacant hillside parcel perched over the outstretched Hansen Dam recreational facility. Through the result of an extensive community outreach process the design celebrates the local character of Sylmar's equestrian ranch aesthetic. The four buildings asymmetrically frame a centralized connective space, which affords every unit full advantage of the beautiful surrounding vistas, daylight and natural ventilation. Locally inspired materials of stucco, wood, concrete, metal and glass are composed in a manner to bring scale and definition to the project.

Elements of biophilic and trauma-informed design are woven seamlessly into a housing typology that will bring decades of homeless veterans off the streets and into an opportunity to thrive and grow within a high-quality community with encompassing support programs to ensure long-term resident success.





## Restorative Care Village at LA General Hospital

### Location

Los Angeles, CA

### Client

Century Housing

### Size

Los Angeles County

### Size

300 Housing Units

Community Rooms, Fitness,

Economic development incubator,

other amenities

Landscape terraces, plazas,

courtyards

As part of a broader healthcare district, the project creates a socially woven livable place enmeshed in helping people heal through a holistic and restorative environment. Building on the social concept of Radical Hospitality the project takes an expanded view of whole health and well-being to allow residents to live a fuller life.

Central to our proposal is the holistic integration of architecture and landscape. The project organizes itself as an "urban courtyard block", maximizing the perimeter area of the site to house 300 residential units and supportive programming, while also maximizing contiguous landscape area in the form of a communal landscape.

The spaces – be they urban, site, or building – work to engage the wellness of each individual, rejuvenating the psychosocial, physical, and mental health of the residents. On a regional scale, the project engages the urban fabric, stitching into the neighborhood and activating the street and the varying scalar adjacencies of the site. At the building level, the design creates and engages 1) multiple scales of open space, porches, and loggias, 2) landscape at all levels of the building, 3) public art placemaking, 4) modular construction logics strategically married with social programming.





## Hope Village at the California Endowment

### Location

Los Angeles, CA

### Client

Century Housing / The SOA  
Endowment

### Size

150 Housing Units  
Community Rooms, Fitness,  
Workforce Development,  
Classrooms, Wellness Clinic,  
Visual and Performing Arts  
Classrooms, Landscape terraces,  
plazas, courtyards

The history of Los Angeles' Chinatown District is one of extraction and relocation of people for the benefit of industry and infrastructure. Our proposal for Hope Village seeks to remember these stories and restore connections to the history of this place and its people.

Hope Village is a 300-unit mixed use development for formerly incarcerated individuals, the unhoused, and families affected by the justice system. It contains an extensive network of mental health and social services as well as community amenities, landscape, and open space to establish a network of affiliations both within and beyond the site. A network of programmed pavilions provide for a range of services and spatial conditions that acknowledge varying levels of engagement from public to private, while also reconnecting, and restoring, a pedestrian oriented urban fabric.

By elevating the three values of Choice, Community, and Comfort as principle tenets of a Trauma Informed Design framework, the design places emphasis on the whole person that prioritizes human experience to enhance personal control, dignity, connection, meaning, value, and safety. Additionally, through extensive use of landscape, shade, stormwater management strategies, and noise mitigation, the design attempts to offset some of the environmental impacts of industry and infrastructure disproportionately placed on the Chinatown community.





## Uptown Acres Affordable Housing Community

### Location

### Client

### Size

The project is the outcome of our client's bold vision for holistic partnerships between city and regional agencies alongside health and housing service providers to create Uptown Acres - a supportive community centered around wellness, healthy living, and cultivating social bonds. The development program includes a children's health clinic, a fresh food community kitchen, and a hub of various other community serving spaces with a total of 192 units of affordable and supportive housing and additional bridge housing for a diverse unhoused community.

An internal pedestrian oriented open space network connects the project's 3 phases, knitting together public and semi-private outdoor shaded nodes and connecting to the future Hamilton River Park. Transparency and ample landscaping extend the project's vision for connectivity and healthy living into the interior spaces, while the angled masses of housing above create a dynamic rhythm which supports visual connectivity and natural ventilation. The bridge housing program is a stand-alone complex anchoring the rear of the site, framing a private outdoor space and supportive services.





## The Banning Permanent Supportive Housing

**Location**  
Los Angeles, County  
Wilmington, CA

**Client**  
Century Housing

**Completed**  
2024 - Photography Pending

**Size**  
128 units of permanent supportive  
housing campus

**Unit Mix**  
1 Bed - 57  
2 bed - 7

**AMI**  
< 30%

**Sustainability**  
LEED Silver Certified

Located in the heart of the Wilmington community of Los Angeles, 841 N. Banning community will serve unhoused and housing insecure households by providing high-quality affordable apartment homes with modern amenities and on-site services. The project site links a busy commercial boulevard dotted with semi-industrial uses to a medium scale multifamily residential neighborhood. The proposed development is sensitive to the diverse nature of its edges and proposes appropriate program, building form and scale to bridge the disparate uses and bulk of its neighbors. A Distinct massing, height, a mixture of textures and colors, and lush, native landscaping create a unique identity, pleasing rhythm and welcoming exterior. The design aims to promote residents' health and well-being, maximizing open space, abundant natural lighting and ventilation to all units.

Transparency and connectivity of indoor and outdoor spaces are two of the main organizing themes in the building's configuration. Each component of the building's communal and service program space is connected to an outdoor space designed to connect residents' activity beyond the building envelope and offer opportunities to engage the larger community.

Creating a strong and cohesive community within, a rich array of communal and service program spaces are distributed throughout the building and organized around a network of public and private open spaces to form a comfortable and nurturing living environment reinforcing the residents sense of place and pride in the quality of their home.





## My Angel Permanent Supportive Veterans' Housing

**Location**  
Los Angeles, CA

**Client**  
LA Family Housing

**Completed**  
2024

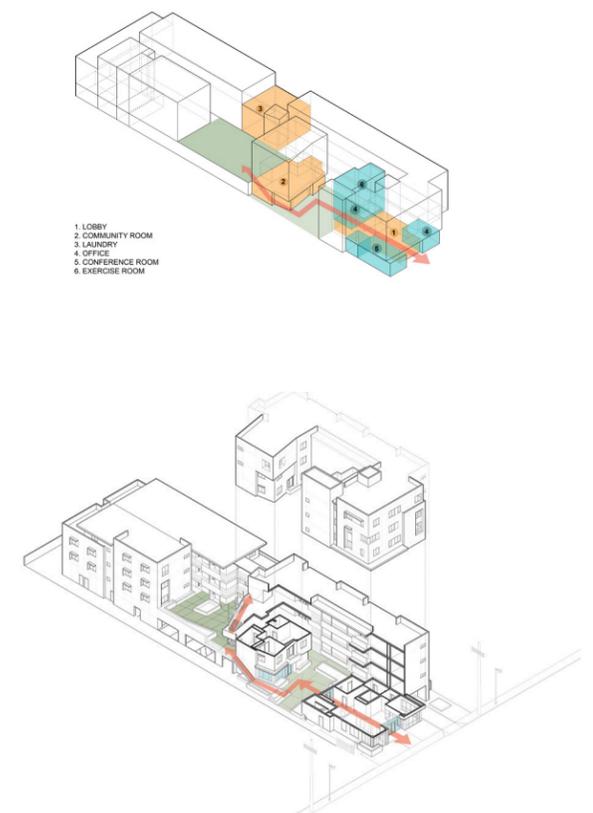
**Size**  
54 Units

**Unit Mix**  
Studios - 53  
Manager - 1

**AMI**  
< 60% Affordable  
< 30% Permanent Supportive

**Sustainability**  
LEED Gold Certified

The new 100% affordable 54-unit (53 studios plus 1 – two bedroom managers unit) Veteran housing project. The project will include two courtyards, meeting/conference, lobby and waiting rooms. Common amenities include central laundry, (3) case management offices, conference room, exercise room, and staff lounge with kitchen, toilet rooms, trash and recycle room, bicycle storage and covered parking. Site amenities include a community garden with both raised boxes and at grade planting beds with vertical growing trellis elements and a gated dog park.





## The Boulevard Permanent Supportive Housing

**Location**  
Montebello, CA

**Client**  
Cesar Chavez Foundation

**Size**  
91 Housing Units  
Community Room, Fitness, Case  
Management Offices  
Landscape Courtyard and  
Terraces

6th Street Grand/ Vista JJ Rodriguez apartments and The Boulevard are part of a multi-phased development aimed to support and invigorate the city of Montebello's effort to revitalize the eastern portion of Whittier boulevard - the city's historic main street connecting Montebello to DTLA. The community's vision for Whittier Boulevard is to return the trajectory of residential development back to the downtown area, and to reclaim the historically car-centric corridor to create a flourishing pedestrian commercial environment.

High density mixed-use developments envisioned for the revitalized corridor will stand in contrast to the existing low-scale development along the corridor and to the largely one- and two- story residential neighborhoods to its North and South. While The Boulevard is directly on the Whittier corridor, 6th Street Grand occupies an in-fill site on a side street, and at the edge of the residential neighborhood directly south. Basic architectural principles of courtyard building and activated pedestrian edges through programming and amenities are common to both projects. Stepped-down massing offer opportunities for roof terraces and enhanced engagement with the life of the street and courtyard, while moderating scale transition to the older neighborhood fabric.





## 6th & Montebello Permanent Supportive Housing

**Location**  
Montebello, CA

**Client**  
Cesar Chavez Foundation

**Size**  
84 Housing Units  
Community Room, Fitness, Case  
Management Offices  
Landscape Courtyard and  
Terraces

6th Street Grand/ Vista JJ Rodriguez apartments and The Boulevard are part of a multi-phased development aimed to support and invigorate the city of Montebello's effort to revitalize the eastern portion of Whittier boulevard - the city's historic main street connecting Montebello to DTLA. The community's vision for Whittier Boulevard is to return the trajectory of residential development back to the downtown area, and to reclaim the historically car-centric corridor to create a flourishing pedestrian commercial environment.

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## Jordan Downs Family Apartments Phase S4 & S5

**Location**  
Los Angeles, CA

**Client**  
Michaels Organization

**Size**  
193 Units

The phase S4 & S5 program spreads 190 units of family apartments over a mix of varied dwelling and multi-family apartment types knit together by a large community park component. The overall approach celebrated and promoted community connection and pride of home through extensive outdoor courtyards, gardens, and play spaces. The end result delivered the opportunity for a vibrant new community which could feasibly be delivered in regards to phasing, constructibility, schedule, and budget.





## Villas Montclair Permanent Supportive Housing

**Location**  
Los Angeles, CA

**Client**  
PATH Ventures

**Size**  
13,000sf, 46 units

New construction of 5 story 100% permanent supportive housing building. Project consists of 45 studio units and 1 two-bedroom manager's unit in level 2-5, and open parking structure with 14 parking spaces, community room, property management and case management offices on the ground floor. Project also includes community garden and outdoor spaces on level 2 and 5.





## Whittier Boulevard Mixed-Use Developments A & B

**Location**  
East Los Angeles, CA

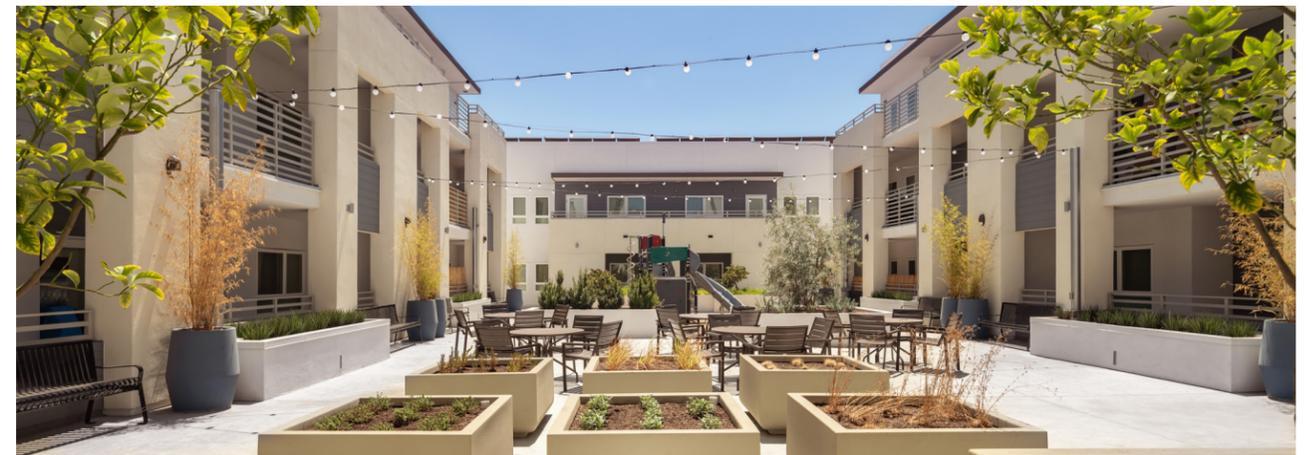
**Client**  
META Housing

**Size**  
SE Site 4,000sf Retail/Office  
Space, 71 Units  
NW site 42 units

Continuing our work on Whittier Boulevard, this collaboratively designed and developed mixed-use site adds much needed density and amenities to the surrounding Downey community. The project will add commercial value to the community while encouraging economic development.

The transit-oriented, affordable apartment community consists of one-, two-, and three-bedroom floorplans, and will be constructed to LEED Gold Certification standards. The property is planned to feature a large courtyard, spacious community room, tot lot, edible container garden, bicycle storage, outdoor BBQ area, and an on-site gym and laundry room.

The two buildings will also provide retail and office space ideal for small business and local economic development.





## Cielito Lindo Family Apartments Phase 1 & 2

**Location**  
Los Angeles, CA

**Client**  
East LA Community Corporation  
(ELACC)

**Size**  
5,000sf commercial space  
79 units  
(Phase 1 and 2)

East LA Community Corporation partnered in pioneering an initiative to develop transit-oriented communities just a few steps from the METRO Soto Gold Line Station. Cielito Lindo is a key example of ELACC's model of community development, addressing the underserved community of Boyle Heights by creating more affordable housing. Cielito Lindo combats gentrification by using ELACC's model of community development. Almost two-thirds of the tenants at Cielito Lindo were already from the eastside and ELACC helped provide them with more stability and the opportunity to stay in their community.

The collection of two- and three-story buildings, bisected by a series of landscaped decks and terrace gardens, provides affordable family housing and commercial space. In addition to one- and two-bedroom units, the project provides community spaces and resident services including: large community room with kitchen and storage, laundry, open-air courtyard, resident service offices, on-site property manager and office, public lobby and on-site parking.



## Whittier Blvd. Permanent Supportive Housing 1 & 2

**Location**  
East Los Angeles, CA

**Client**  
East LA Community Corporation  
(ELACC)

**Size**  
59 Units Permanent Supportive  
Family and Veterans Housing

Responding to the need for more affordable housing in East LA, we have designed a project with permanent supportive housing for families with children aged prenatal to 5 years that are unhoused, or at-risk. Along with one- and two-bedroom units, the project provides community spaces as well as community services including: a large community room with kitchen and storage, on-site laundry, open-air courtyard, resident service offices, on-site property manager and office, public lobby and on-site parking.

The project transforms the commercial frontage along Whittier Blvd through its configuration, overall program distribution and building articulation. Distinct massing, a mixture of textures and colors, and lush native landscaping create a unique identity, pleasing rhythm, and welcoming exterior. Sustainability and safety are achieved through the thoughtful selection of systems and materials.

Phase 2 extends west further along Whittier Boulevard to bookend the block with 25 more units of supportive housing for homeless veterans.



## Los Lirios Mixed-Use METRO Development

**Location**  
East Los Angeles, CA

**Client**  
East LA Community Corporation /  
Bridge Housing

**Size**  
15,500sf, 63 Units

In concert with the adjacent Cielito Lindo developments, Los Lirios is comprehensively designed as a unique mixed-use affordable housing development benefiting the First & Soto METRO. The five-story building, with its mix of studio, one-, two-, and three-bedroom dwellings, will serve unhoused individuals and households earning between 30% and 50% of the area median income, and provide commercial retail space for the surrounding area.

The design creates open space and includes community features such as a central courtyard, roof terrace, and exercise room. Providing the station and surrounding area with quality housing, vital pedestrian life, and an iconic backdrop to the Plaza, the project both serves and expands METRO ridership by expanding the urban fabric in a way that is both vigorous and sensitive to the community.



## 4507 South Main Family Apartments

**Location**  
Los Angeles, CA

**Client**  
EAH Housing

**Size**  
61 Units

The 4507 S. Main apartments are located along a pivotal corridor between the dense and highly commercial context of Downtown Los Angeles and the overwhelmingly single family residence context of South Los Angeles. As a transitional development, 4507 serves to bridge the gap in planning and architecture within the diverse neighborhood environment which it serves. Drawing on precedents of the surrounding historic design language, the new building will provide 61 units of affordable family housing which sit behind and atop a 'front stoop' portal welcoming the street community with commercial space and providing a social connection environment through internal courtyard and garden space.



## Lincoln & Orange Grove Affordable Housing

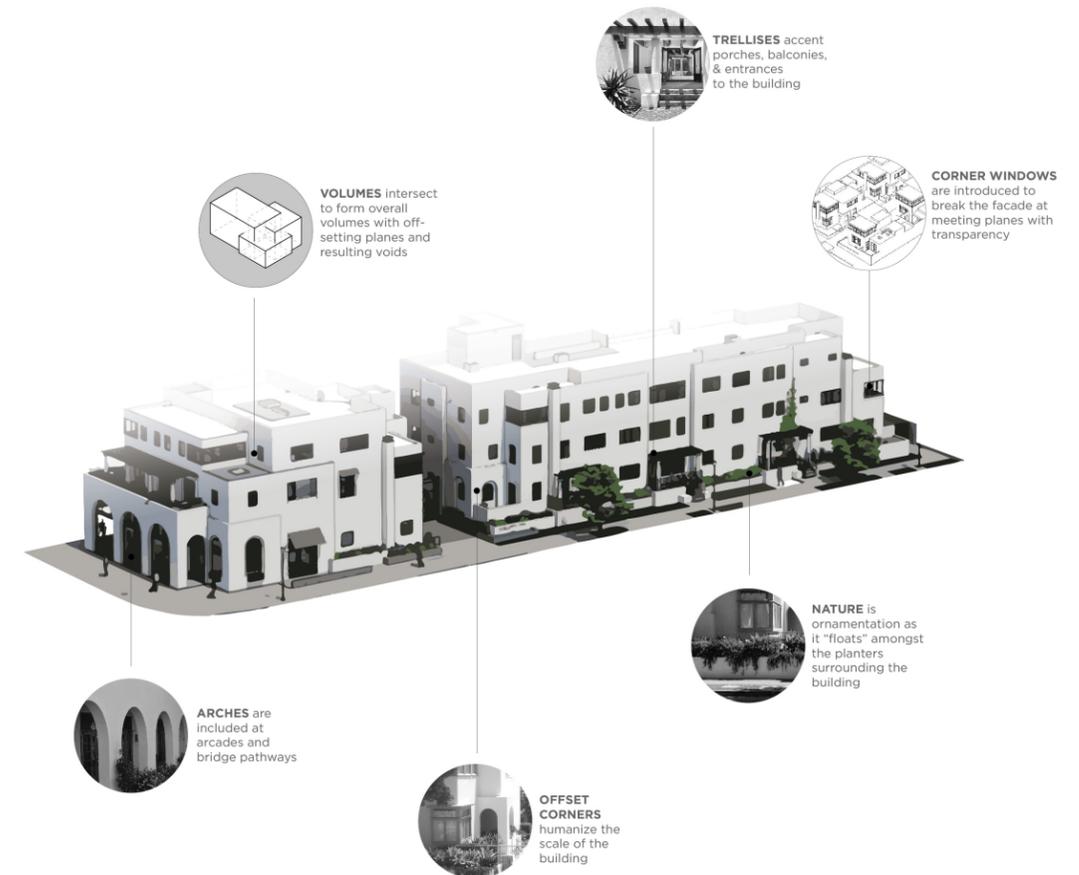
**Location**  
Pasadena, CA

**Client**  
Heritage Housing Partners

**Size**  
48 Units

The Lincoln Orange Grove Apartments are a novel housing typology focused on providing affordable housing to first time home-owners. Drawing on the architectural language of Irving Gil, the new development integrates into its largely historic Pasadena neighborhood through a simple palette and form of white plaster devoid of unnecessary detail. 'Nature' is utilized to float ornamentally around the intersecting and offset forms, while trellises and corner windows provide welcome and transparency to entrances from the neighborhood.

From a retention of lifetime neighborhood residents down to the careful preservation and integration of an existing oak tree, the planning of the development was deeply rooted in the northwest Pasadena community and character. In an all too common current trend for Cities with great historical socio economic inequities, many Pasadena families who were once pushed into these under-resourced areas are now finding themselves quickly priced out of the very neighborhoods which they grew up in and contributed to the environment that now make them prime candidates for gentrification. With a focus on affordable first-time home ownership, the Lincoln at Orange Grove is an opportunity for local residents to get a foothold and stake in the future rewards of their community's revitalization.



LEED Platinum Projects



LA Family Housing  
Day Street Apartments



Clifford Beers Housing  
Burlington Family Apartments



City of LA Bureau of Engineering LADOT BUS  
Maintenance Facility \*\*



A Community of Friends  
Cedar Springs Apartments\*\*



Wakeland Housing  
National Tower Family Apartments \*



LA Family Housing  
The Campus - Fiesta Apartments\*\*\*

LEED Gold Projects



Many Mansions/LA Family Housing  
Summitview Supportive Veterans' Housing



LA Family Housing  
My Angel Permanent Supportive Housing



A Community of Friends  
1st & Lorena Family Apartments \*



Wakeland Housing  
Riverside Mission Heritage Supportive Housing  
& Civil Rights Museum



Century Housing  
Recuperative Care Village at LA General Hospital \*



LAUSD/YMCA  
Westside Family YMCA

LEED Gold Projects



Caltech Hameetman  
Student Center



Michaels Organization  
Jordan Downs Family Apartments \*



META Housing  
Whittier/Downey Family Apartments

LEED Silver Projects



University of La Verne  
Abraham Campus Center



City of Monrovia  
Public Library



East LA Community Corp. Whittier Permanent  
Supportive Housing\*\*\*



LA County Department of Public Works Rancho Los  
Amigos Recuperative Care Campus



LA Family Housing  
Glenoaks Gardens \*\*\*



City of Pasadena Department of Water & Power  
Administration & Operations Building



LA County Community Development Commission  
Rowland Heights Community Center



City of Santa Clarita  
Canyon Country Community Center

Legend

- \* Targeted & Projected
- \*\* Living Building Challenge  
Net-zero
- \*\*\* LEED Homes

Key Personnel



## Ali Barar, AIA

### PRINCIPAL

With over 30 years of experience, Ali has focused his practice on institutional clients and mixed-use housing development. A recognized leader in planning and design, Ali has led a number of urban infill developments that have had a catalyst impact on re-envisioning of a more accessible economic landscape and cultural experience within urban settings of Los Angeles and surrounding areas. Ali holds a deep understanding of planning and entitlement issues. He has served on the Pasadena Planning Commission & the Design Review Commission.

## Select Experience

### Century Housing

Banning Permanent Supportive Housing  
Uptown Acres - Long Beach Affordable Housing Community  
LAC + USC Restorative Care Village - Supportive Housing Campus

### Michaels Organization

Jordan Downs Affordable Family Apartments Phase S4 & S5  
Slauson & Wall Community Revitalization

### City of Los Angeles Bureau of Engineering

Bridge Home Emergency Homeless Shelter Program  
Tiny Home Villages, Navigation Centers, Bridge Housing  
Mayfair Hotel Adaptive Re-Use Bridge Housing Renovation  
LADOT Bus Maintenance Facility

### Cesar Chavez Foundation

Montebello 6th Street Family Apartments  
The Boulevard, Montebello Family Apartments

### EAH Housing

4507 S. Main Street Affordable Housing

### Many Mansions

Sylmar Terrace Supportive Veterans Housing

### LA Family Housing

LAFH Supportive Housing and Services Campus  
Day Street Permanent Supportive Housing  
Palo Verde Permanent Supportive Housing  
'My Angel' Permanent Supportive Housing  
'The Willows' Adaptive Re-Use Bridge Housing Shelter  
'The Sieroty' Home-Key Adaptive Re-Use

### East LA Community Corp (ELACC)

1st & Soto Cielito Lindo Family Apartments Phase 1&2  
Los Lirios Mixed-Use Development (METRO)  
Whittier Boulevard Family and Veterans Apartments Ph 1&2

### META Housing

Whittier Mixed-Use Development Block A&B

### Wakeland Housing

Riverside Mixed-Use Development and Civil Rights Museum  
National City Community Revitalization  
Union TowerFamily Apartments

### Heritage Housing Partners

Affordable Home Ownership Mixed-Use Development



## Greg Kochanowski, AIA ASLA

### DESIGN PRINCIPAL

Greg brings to the studio strong design and critical thinking sensibilities, coupled with over 23 years of extensive experience in a wide range of project types of varying scales and complexities. Specifically, Greg seeks to holistically combine the techniques and strategies of architecture, landscape architecture, and urban design to create unique, forward thinking environments that build upon and enhance the specific qualities of a place.

## Select Experience

### Century Housing

Banning Permanent Supportive Housing  
Uptown Acres - Long Beach Affordable Housing Community  
LAC + USC Restorative Care Village - Supportive Housing Campus

### Michaels Organization

Jordan Downs Affordable Family Apartments Phase S4 & S5  
Slauson & Wall Community Revitalization

### Excelerate Housing

Palmdale Affordable Housing

### Belmont Villages

Senior Housing Development

### Cesar Chavez Foundation

Montebello 6th Street Family Apartments  
The Boulevard, Montebello Family Apartments

### Villa Esperanza Services

Special Needs Education Campus Expansion

### Wakeland Housing

National City Community Revitalization  
Union TowerFamily Apartments

## Select Experience Prior to Practice

### Casitas Lofts Multi-Family Housing

Los Angeles, CA

### Barlow Multi-Family Housing

Los Angeles, CA

### Waverly Multi-Family Development

Los Angeles, CA

### Chinatown Lofts

Los Angeles, CA

### Lincoln Heights Jail

Mixed-Use Development

### Ballwood Gardens Senior Living

Los Angeles, CA

### EDUCATION

#### University of California, Los Angeles

Master of Architecture

#### University of North Carolina

Bachelor of Architecture

#### École Nationale Supérieure des Beaux-Arts

### REGISTRATIONS

#### State of California

Architecture License #C25584

### AFFILIATIONS

#### City of Pasadena Planning Commission

Past Member

#### City of Pasadena, Design Review

Commission, Past Member

#### American Institute of Architects

Pasadena Foothill Chapter, Member

#### Flintridge Center

Board of Trustees

#### Planned Parenthood of Pasadena and San Gabriel Valley

Board of Trustees

### EDUCATION

#### UCLA

Masters of Architecture

#### Temple University

Bachelors of Science in Architecture

#### Rice University

Urban Studies Program

#### Wentworth Institute of Technology

Bachelors of Science in Structural Engineering

### REGISTRATIONS

#### State of California,

Architectural License #C32637

#### State of California,

Landscape Architectural License

### AFFILIATIONS

#### Los Angeles Forum for Architecture

& Urban Design, Co-President

#### Los Angeles Forum for Architecture

& Urban Design, Board Member

#### AIA.LA Urban Design Committee

Advisory Board Member

#### The Malibu Foundation

Resiliency Member

#### Urban Land Institute

Member

#### U.S. Green Building Council

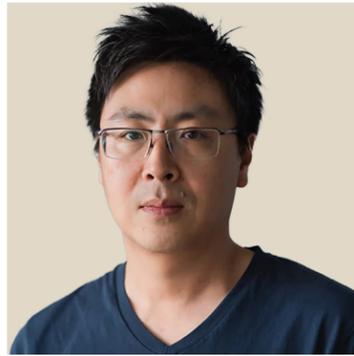
Member

#### Fire Adapted Communities

Learning Network, Member

#### Adjunct Professor

Woodbury University



## Jin Kim, LEED AP

ASSOCIATE PRINCIPAL, SENIOR PROJECT MANAGER

A veteran designer with over 20 years of experience, Jin has a deep level of design, graphic, and software skills that sets a high standard of quality. His precision and honed detailing skills contribute significantly to the overall design excellence, and he has distinguished himself over the years as a team player with an exceptional commitment to quality.

### Select Experience

#### Century Housing

Banning Permanent Supportive Housing  
Uptown Acres - Long Beach Affordable Housing Community  
LAC + USC Restorative Care Village - Supportive Housing Campus

#### Michaels Organization

Jordan Downs Affordable Family Apartments Phase S4 & S5  
Slauson & Wall Community Revitalization

#### City of Los Angeles Bureau of Engineering

Bridge Home Emergency Homeless Shelter Program  
Tiny Home Villages, Navigation Centers, Bridge Housing  
Mayfair Hotel Adaptive Re-Use Bridge Housing Renovation  
LADOT Bus Maintenance Facility

#### Cesar Chavez Foundation

Montebello 6th Street Family Apartments  
The Boulevard, Montebello Family Apartments

#### EAH Housing

4507 S. Main Street Affordable Housing

#### Many Mansions

Sylmar Terrace Supportive Veterans Housing

#### LA Family Housing

LAFH Supportive Housing and Services Campus  
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Palo Verde Permanent Supportive Housing  
'My Angel' Permanent Supportive Housing  
'The Willows' Adaptive Re-Use Bridge Housing Shelter  
'The Sieroty' Home-Key Adaptive Re-Use

#### East LA Community Corp (ELACC)

1st & Soto Cielito Lindo Family Apartments Phase 1&2  
Los Lirios Mixed-Use Development (METRO)  
Whittier Boulevard Family and Veterans Apartments Ph 1&2

#### META Housing

Whittier Mixed-Use Development Block A&B

#### Wakeland Housing

Riverside Mixed-Use Development and Civil Rights Museum  
National City Community Revitalization  
Union Tower Family Apartments

#### Heritage Housing Partners

Affordable Home Ownership Mixed-Use Development



## Ismar Enriquez, AIA LFA LEED AP

PROJECT MANAGER/ARCHITECT

Ismar is a Project Manager and Architect with years experience in design and project implementation. His experience orchestrating the work of the internal team, including coordination of consultant disciplines, helps ensure a timely and accurate delivery of the project. He is an advocate for carbon neutrality, resiliency, climate justice, and equity. In addition to the sustainability initiatives, Ismar is involved in government policy change and advocacy across the state.

### Select Experience

Villa Esperanza Services  
Special Needs Educational Campus Expansion

### Select Experience prior to Practice

Related Companies Of California  
Southwest Village Affordable Apartments 2.3 Acres | 81 Units

Path Ventures  
Path Villas At The Row 95 Units

STS Construction Services  
1317 S. Grand Residential, Micro-Units 65,000 Sf | 147 Units  
1411 Flower Street 95,700 Sf | 227 Units  
603 S. Mariposa 46,000 Sf | 92 Units  
6766 Hawthorne Micro Housing 30,000 Sf | 58 Units

Equity Residential  
Westgate Apartments, Pasadena 172,000 Sf | 111 Units

10011 Washington Blvd LLC  
Culver Midrise Mixed-Use 25,000 | 260 Units

Eskaton  
Eskaton Village Senior Housing 18,000 Sf

Bre Properties, Inc. Pinellas, Ca  
The Villages At Park Place

SUNRISE SENIOR LIVING, INC. La Quinta, CA  
Sunrise - La Quinta 6 acres

### EDUCATION

**Myong Ji University, South Korea**  
Bachelor of Architecture

**Southern California Institute of Architecture (SCI-Arc)**  
Master of Architecture

### REGISTRATIONS

**LEED Accredited Professional**

### EDUCATION

**California State University, Long Beach**  
Bachelor of Fine Arts

### REGISTRATIONS

**State of California**  
Architectural License #C38576

**Living Future Accredited (LFA)**

**LEED Accredited Professional**

### AFFILIATIONS

**American Institute of Architects (AIA)**  
**AIA LA**

Board of Directors, Member  
Committee on the Environment,  
Member  
Past Chair AIA LA, AIA CA COTE,  
Member and Resilient  
Past Chair AIA LA AOC, 2x8 Exhibition

**American Institute of Architects (AIA)**  
**AIA CA**

Climate Action Committee, Member  
Subcommittee Member



## Casey Castor, LEED AP

DIRECTOR OF SUSTAINABILITY

Casey joined the firm in 2016 and immediately immersed himself in sustainable building planning and systems. Fueled by both knowledge and enthusiasm, he is currently overseeing the integration and implementation of sustainability measures of projects firm-wide. While working full time at Practice, his life's passion for sustainability led him to pursue a Masters in Building Science + Sustainable design. Since completing his degree, he continues to research best practices and shape Practice's design processes to achieve full integration of sustainable design practice into every phase of project development.

### EDUCATION

**University of Wisconsin**  
Bachelor of Architecture

**University of Southern California**  
Masters of Building Science and  
Masters of Sustainable Design

### REGISTRATIONS

**LEED Accredited Professional**

### AFFILIATIONS

**AIA Associate**  
**AIA 2030 Signatory Lead**  
**AIA Committee on the Environment**  
**USGBC Member**  
**Carbon Leadership Forum, Member**  
**International Living Future Institute,  
Member**

## Sustainable Design Project Integration

### Site Climate Analysis

Analyzing site for solar orientation/declination, rainfall, cardinal wind directions, and psychometric chart to optimize building layout.

### Building Energy Modeling

Using Cove.tool's parametric software for early-stage building analysis of energy, water, and daylight information; subsequent second phase analysis is performed during Design Development and beyond. A more refined model is developed by coordinating with MEP and using IES-VE software's energy modeling.

### Solar Shading Design + Analysis

Advanced solar shades are designed by analyzing solar information from the site's climate data as well as performing solar angle analysis to define optimal shade depths for heat gain reductions.

### Spatial Daylight Autonomy Analysis

Spatial daylight availability analysis is conducted for regularly occupied floor spaces through simulation software to maximize daylight and occupant comfort; calculations are provided for single-point, ASE or SDA requirements.

### Embodied Carbon Studies + Calcs.

Assist the design team to select eco-materials through product verification EPD's and online Red-List's; calculating embodied carbon of a building for various materials, as well as Life Cycle Assessment.

### Green Building Verifications

Support the design team with research on Green Verifications through LEED, CHPS, or other Greenpoint systems, this includes goal setting with the project team for point qualification and verification.



## STAFF QUALIFICATIONS – HOUSING FINANCE | [chpc.net](http://chpc.net)

Each member of the California Housing Partnership's staff brings a deep commitment to our mission and adds to the breadth and depth of our experience in financing, developing, and advocating in support of the preservation and expansion of affordable homes for Californians with low incomes.

### OFFICE LOCATIONS

The Partnership is a statewide organization with offices in the following locations:

#### SAN FRANCISCO (Main)

49 Stevenson Street, Suite 500, San Francisco, CA 94104

Tel: (415) 433-6804

#### LOS ANGELES (Branch)

Tel: (415) 433-6804

#### SACRAMENTO (Branch)

Sacramento, CA 95814

Tel: (916) 683-1180

#### SAN DIEGO

San Diego, CA 92117

Tel: (415) 433-6804

#### SANTA BARBARA

Santa Barbara, CA 93103

Tel: (805) 914-5401

For team member office locations, please visit: [chpc.net/about-us/staff-board](http://chpc.net/about-us/staff-board)

Richard received a Master of City Planning from the University of California at Berkeley. He served as Chair of the Preservation Working Group of the Non-Profit Housing Association of Northern California and remains active in housing finance technical and policy issues.

## PAUL BEESEMYER

### Managing Director, Financial Consulting

Paul Beesemyer joined the California Housing Partnership in 2000. As *Managing Director, Financial Consulting*, Paul oversees the Partnership's Southern California housing finance consultants and assists Southern California's nonprofit housing community and public agencies in the areas of affordable housing finance, real estate development, preservation of at-risk housing, and general housing policy. Paul was promoted from Southern California Director in 2022.

His career in housing began in 1996 and since then he has conducted numerous seminars and trainings and authored several publications, including *The Tax Credit Turns Fifteen*, a risk analysis of California's early Tax Credit portfolio. In addition, Paul has worked with the City of Los Angeles Housing Department to develop a comprehensive policy for the preservation of at-risk housing and has advised the City on the creation and implementation of a new preservation ordinance.

Prior to joining the California Housing Partnership, Paul developed affordable housing as senior project manager for the Los Angeles Community Design Center, where he managed affordable housing and community development projects serving families, seniors, and various special-needs populations. He is knowledgeable in the use of a wide range of community development financing tools, including Low Income Housing Tax Credits, tax-exempt bond financing, and a variety of public funding programs administered at the local, state, and federal levels. Paul received a Bachelor of Arts in Landscape Architecture from the University of California, Berkeley.

## DIEP DO

### Managing Director, Financial Consulting

Diep Do joined the California Housing Partnership in 2013 and has 25 years of experience in affordable housing development and finance. As *Managing Director, Financial Consulting*, Diep oversees the Partnership's housing finance consultants in California and provides financial consulting, technical assistance, and training to our nonprofit and public agency partners. She advises clients on structuring financing plans utilizing Low-Income Housing Tax Credits, tax-exempt bonds, state HCD and CalHFA programs, and federal and local housing programs.

Prior to joining CHPC, Diep was the Director of Housing Development for Satellite Housing where she was a member of the senior leadership team responsible for managing Satellite's merger with Affordable Housing Associates, as well as overseeing Satellite's real estate development department. Prior to

Prior to joining the California Housing Partnership, Meg worked for two years in the Los Angeles office of the National Equity Fund, a nonprofit tax-credit syndication organization that provides millions of dollars in tax-credit equity to projects throughout the country. There she worked as an underwriter on Low Income Housing Tax Credit projects sited in Seattle and the San Francisco Bay Area. Prior to the National Equity Fund, Meg spent over three years at the King County Housing Authority in Seattle as an intern, Housing Programs Coordinator, and Housing Developer in the Housing Authority's Planning and Development Departments where she worked on the development of projects using Low Income Housing Tax Credits, tax-exempt bonds, and various federal and local financing programs.

Meg received a Master of Public Administration from the University of Washington in Seattle and a bachelor's degree from Boston College. She serves as a board member of the Housing Leadership Council of San Mateo County and Housing Trust Silicon Valley. She was previously a board member of the California Reinvestment Coalition from 2002-2007 and a member of the City of Menlo Park's Housing Commission from 2016-2020.

## SHERIN BENNETT

### Director, Financial Consulting – Housing Finance Training

Sherin Bennett joined the California Housing Partnership's Southern California team in 2016.

*As Associate Director, Financial Consulting – Housing Finance Training*, she provides financial consulting, technical assistance, and training to our nonprofit and government partners and supports the Partnership's training programs. She was promoted from Associate Director in 2023.

Prior to joining the Partnership, Sherin was an underwriter with Chase Community Development Banking in New York City and Los Angeles, where she underwrote over \$200 million in construction and permanent loans, financing over 2,350 units of affordable housing in six states. Sherin was a Housing Fellow for the NYC Department of Housing Preservation & Development and the NYC Housing Development Corporation from 2011-2013. She closed construction financing on one of the first HUD RAD/IRP conversions in the nation and created a database and methodologies to track funding sources and development outcomes for then-mayor Michael Bloomberg's New Housing Marketplace Plan. Sherin earned a Master of Science in Public and Urban Policy from the Milano School of Policy, Management, and Environment (The New School, NYC) and a Bachelor of Fine Arts in Stage Management from the University of Illinois Urbana-Champaign.

## ZORICA STANČEVIĆ

### Senior Director, Financial Consulting – Housing Finance Training

Zorica Stančević rejoined the California Housing Partnership in 2017. *As Senior Director, Financial Consulting – Housing Finance Training*, Zorica provides financial consulting, technical assistance and training to our nonprofit and government clients throughout California, and leads the Partnership's training

**Jonathan Lonner**  
Founding Principal

Jonathan Lonner, oversees predevelopment, project management, permitting, and entitlement clients for Burns & Bouchard, Inc. He is recognized as an expert in his field and his advice and guidance has led to the approval of millions of square feet of developed projects across Southern California.

Prior to forming Burns & Bouchard Mr. Lonner opened and led a Southern California office for USA Properties Fund Inc., a Roseville based tax credit builder, to increase their reach into local acquisition and development. Previously, Mr. Lonner worked as the Vice President of Development for Lee Homes where he handled the predevelopment activities of the firm including land acquisition, entitlements, public/private partnerships, financing, project management as well as sales and marketing. At Lee Homes, Lonner assisted with the entitlement of over 1,000 residential units as well as multiple mixed use and commercial projects.

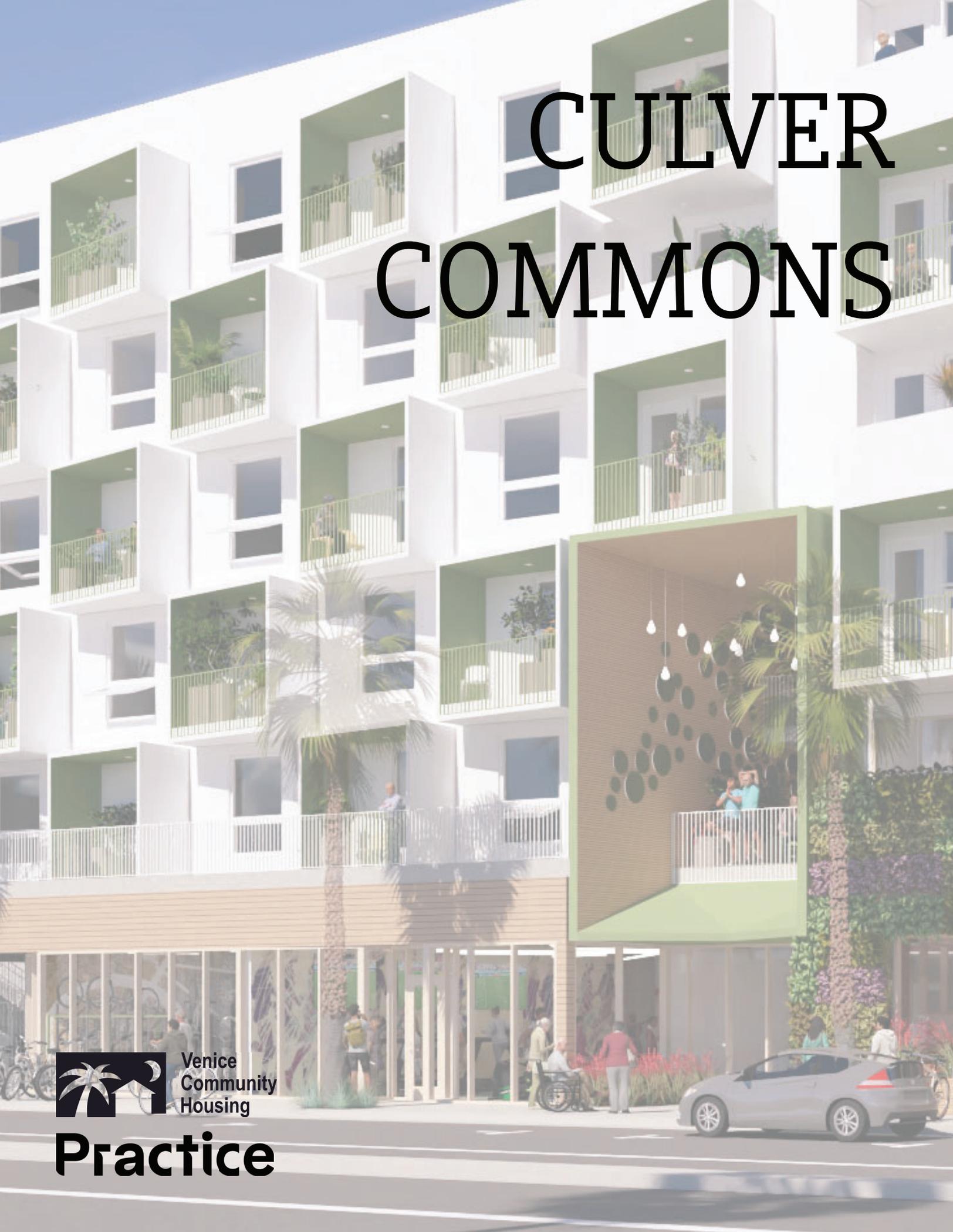
Prior to joining Lee Homes, Mr. Lonner was the Director of Planning and Public Affairs for Garcia, McCoy, and Lee Consulting Group, a land use and public affairs firm founded by partners Dan Garcia, Lucy McCoy, and Mee Hae Semcken. Mr. Lonner met the future partners of GML while employed as editor of two Southern California's premiere monthly publications – *The Planning Report* and *Metro Investment Report*. Both periodicals cover land use, housing, public investment, and related issues of governance and politics in Southern California.

Mr. Lonner holds a Bachelor of Science in Design from Arizona State University and graduated with honors from the University of Southern California with a Master of Urban Planning and a Master of Public Administration. Mr. Lonner received a Merit Award from the California Planning Foundation, Certificate of Merit for Leadership from USC and was recognized by the Anti-Defamation League for completion of its Salvin Leadership Institute. Mr. Lonner is a two-time past President of the Building Industry Association's Los Angeles/Ventura Section, a past Chair of the LAX Coastal Chamber of Commerce.

The Burns & Bouchard family of companies is made up of three separate businesses spanning land use, stakeholder outreach, lobbying, public affairs, crisis communications, issues advocacy, and campaign management. Combined, Burns & Bouchard, Neighborhood Forward, and Pivotal Strategies are united by culture and a common purpose to find unique solutions for our clients.

# Attachment E - Concept Drawings

# CULVER COMMONS



Venice  
Community  
Housing

**Practice**

# CULVER CITY HISTORY

Culver City has long been known as a place of innovation and creativity. Since its founding in 1917, the city has shaped culture worldwide—first as “the Heart of Screenland” with its film studios, later through aerospace innovation at Hughes Aircraft, and most recently as a hub for design, media, and the arts. Investments in transit and walkability have also helped re-knit the community, creating a vibrant, connected city center.

Yet Culver City’s story is also one of resilience and change. Like many American cities, it experienced periods of exclusion and inequity—from restrictive covenants to practices that limited opportunity for many residents.

Over the years, the city has worked to confront these legacies, building new pathways for inclusive, equity, and civic pride. Today, Culver City is recognized as a dynamic hub where history and creativity converge with a renewed commitment to community, diversity, and sustainability.

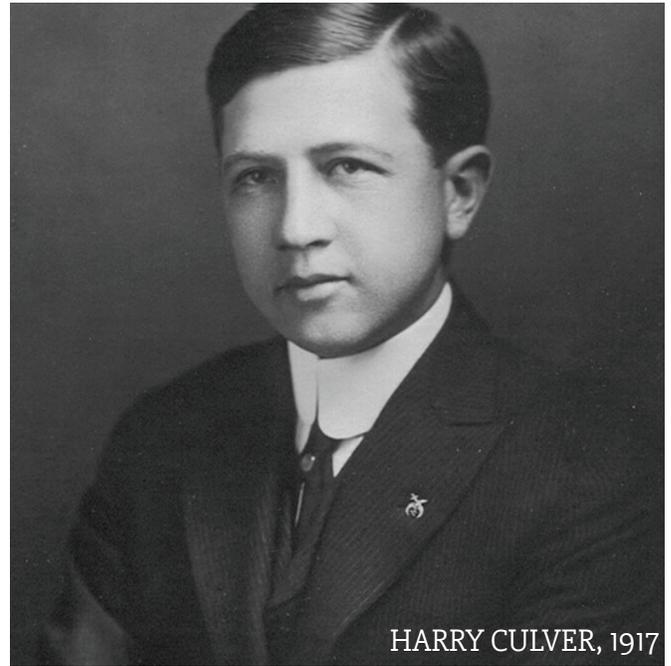
It is within this evolving story that our proposal takes shape. The Culver Commons project is conceived as a welcoming, mobility-forward, 100% affordable senior community that reflects Culver City’s creative spirit while deepening its commitment to equity.

Photo Courtesy of the Los Angeles Public Library, Times Photographic Archive, The Culver Hotel





GOLDWYN STUDIOS, CULVER CITY, 1919



HARRY CULVER, 1917



THE WIZARD OF OZ



DESI ARNAZ & LUCILLE BALL, 1958

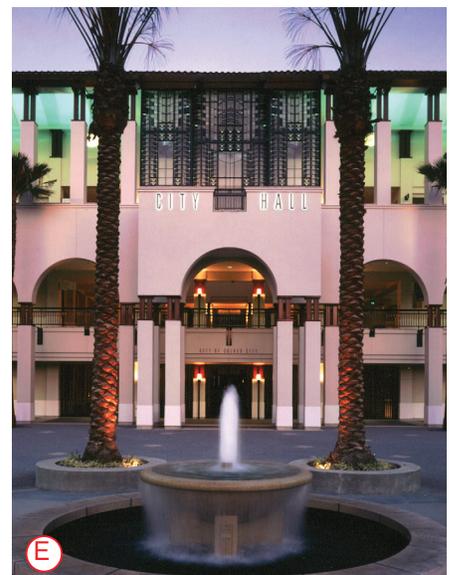


HEART OF SCREENLAND, 1920'S



# CULVER CITY SITE & CONTEXT

Culver City is experiencing a period of renewed growth, where transit-oriented design, new architecture, and placemaking are shaping a more vibrant and connected community. Projects along Washington Boulevard and nearby districts like Ivy Station and the Hayden Tract demonstrate how thoughtful design and mobility investments strengthen the city’s urban fabric—momentum that the Culver Commons proposal will build upon.





# Vicinity Map

## LEGEND

- |                             |                               |
|-----------------------------|-------------------------------|
| (A) PROJECT SITE            | (F) HAYDEN TRACT              |
| (B) HISTORIC HELM'S BAKERY  | (G) SONY STUDIOS              |
| (C) E-LINE IVY STATION      | (H) BALONA CREEK & BIKE TRAIL |
| (D) CULVER CITY DOWNTOWN    | (I) TELLEFSON PARK            |
| (E) CULVER CITY - CITY HALL |                               |





Washington Boulevard - Neighborhood Scale



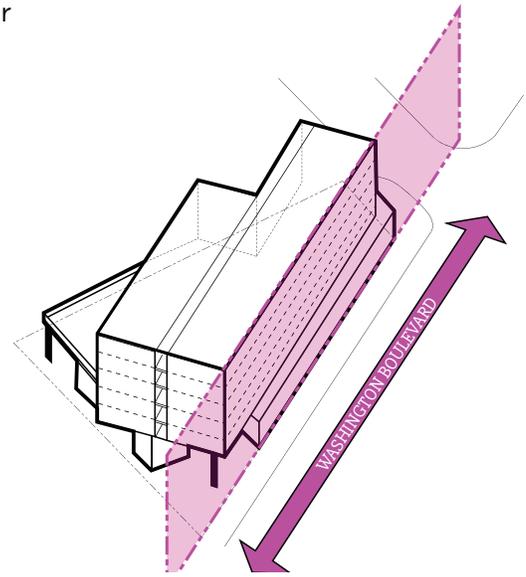
Washington Boulevard - City Scale

# NEIGHBORHOOD ANALYSIS

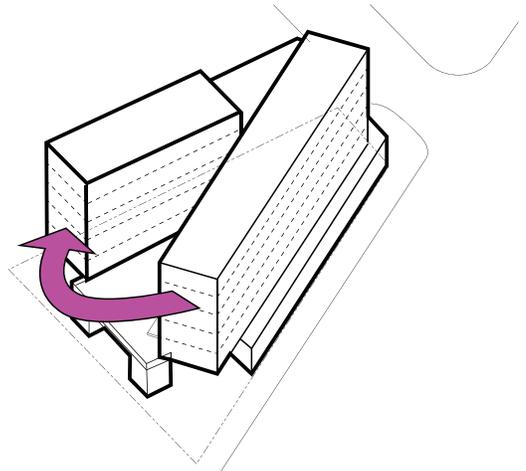
# Massing & Articulation

The Culver Commons Residences will serve as a thoughtful bridge between the dynamic Washington Boulevard commercial corridor and the quieter, residential fabric of Huron Avenue—strengthening Culver City’s urban identity while addressing pressing housing needs. As a climate-responsive design the building is intentionally split to form a central courtyard—a shaded, breezy heart for residents. This design brings daylight into interior spaces, encourages cross-ventilation, and creates opportunities for informal interaction.

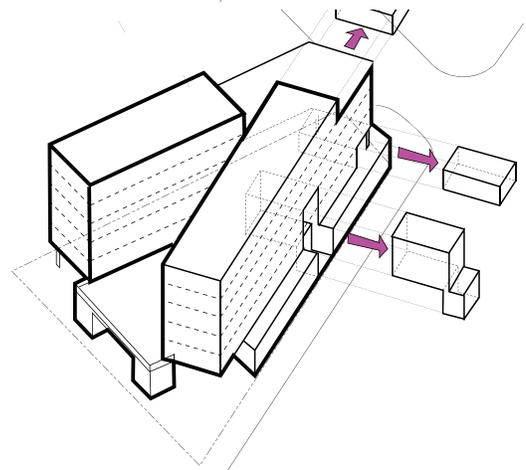
- ① **REINFORCING THE URBAN FABRIC**  
Align main facade along Washington Boulevard to create a strong urban edge at the ground active level while stepping back the upper floors.



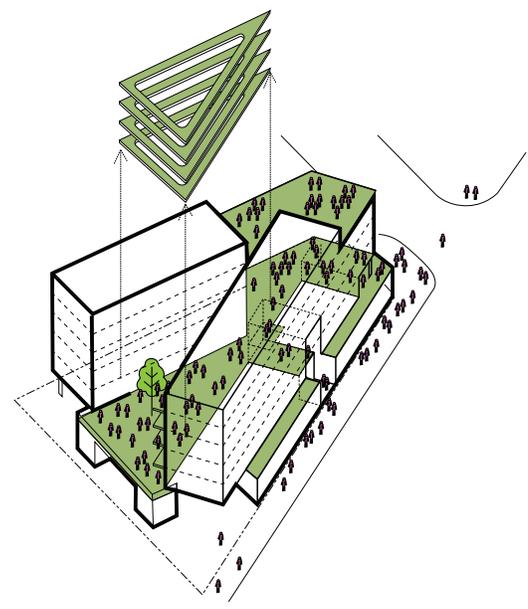
- ② **ADJUSTING TO SITE & CONTEXT**  
Separate the mass to create open space central to the building design to foster places for social activities.



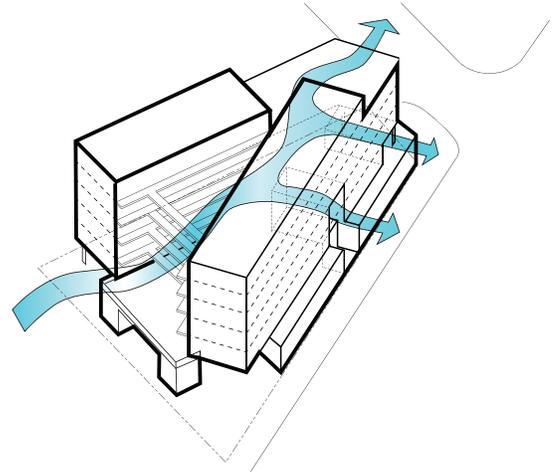
- ③ **ARTICULATION OF MASSING**  
By thoughtfully removing and stepping back parts of the building mass reduces the scale of the building and bolstering a connection between the residents and the neighborhood.



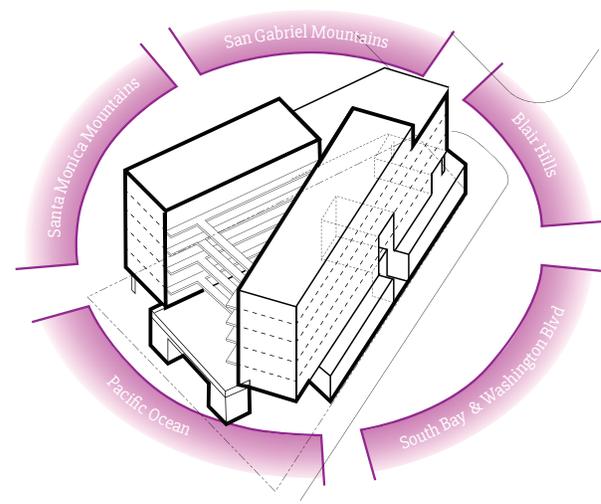
**④ OPEN SPACE**  
 The approach to create a central open space and thoughtfully stepping the buildings thoughtfully welcomes direct sunlight and foster places to gather and socialized surrounded



**⑤ NATURAL VENTILATION**  
 Based on research driven analysis, the building orientation takes advantage of the ocean breeze and prevailing winds to increase thermal comfort as a passive strategy



**⑥ VISUAL CONNECTION TO CONTEXT**  
 The building alignment and open spaces carved into the mass create multiple view to the mountains, the ocean, as well as a connection to the neighborhood



# Site Plan

(EL. +0'-0")



## LEGEND

- |                                 |                               |
|---------------------------------|-------------------------------|
| (A) LOBBY ENTRANCE              | (I) EXISTING RESIDENTIAL AREA |
| (B) COMMUNAL RESIDENTIAL        | (J) APARTMENTS                |
| (C) 2ND FLOOR GARDEN TERRACE    | (K) 7-ELEVEN                  |
| (D) 6TH FLOOR TERRACE           | (L) RESTAURANT                |
| (E) SOLAR PANEL ARRAY (TYPICAL) | (M) DENTAL CARE               |
| (F) PARKING GARAGE ENTRANCE     | (N) MARTIAL ARTS              |
| (G) EXISTING RETAIL             | (O) MUSIC PRODUCTION          |
| (H) EXISTING CROSSWALK          | (P) YOUTH CENTER              |



Aerial View of South Elevation



## PROJECT INFORMATION

### RESIDENTIAL PROJECT INFORMATION

ZONING = MU-1 TPA TIER 4

#### DENSITY ALLOWED:

65 UNITS /ACRE = 19 UNITS  
DOBI + AB1287 = 43 UNITS

#### PROVIDED:

STUDIOS = 17 UNITS  
1-BEDROOM = 24 UNITS  
2-BEDROOMS = 1 UNIT  
**TOTAL = 42 UNITS**

#### OPEN SPACE REQUIRED

REQUIRED = 100 SF X 42 = 4,200

#### OPEN SPACE PROVIDED

COMMUNITY ROOM = 750 SF  
2ND FLOOR COURTYARD = 1,800 SF  
6TH FLOOR DECK = 750 SF  
42 UNITS X 50 SF = 2,100 SF  
**TOTAL = 5,650 SF**

RESIDENTIAL FAR = UNLIMITED

#### RESIDENTIAL PARKING

NOT PROVIDED

#### BIKE PARKING

REQUIRED LONG TERM

1-25 UNITS X 1 = 25 SPACES  
26-100 UNITS X .75 = 12 SPACED  
**TOTAL = 37 SPACES**

**PROVIDED = 40 SPACES**

#### SHORT TERM

1-25 UNITS 1 X 10 = 3 SPACES  
26-100 UNITS 1 X 15 = 2 SPACED  
**TOTAL = 5**

### COMMERCIAL PROJECT INFORMATION

ZONING = MU-1 TPA TIER 4

#### COMMERCIAL FAR = 2.0

REQUIRED  
2 X 12,200 SF = 24,400 SF  
**PROVIDED  
2,700 SF**

RETAIL = 1,100 SF  
GALLERY = 1,700 SF

#### COMMERCIAL PARKING

**8 STALLS**

BIKE PARKING  
LONG TERM = 2  
SHORT TERM = 2

# Ground Floor Plan

(EL. +0'-0")



## LEGEND

- |                                |                             |
|--------------------------------|-----------------------------|
| (A) PEDESTRIAN/LOBBY ACCESS    | (J) JANITOR/MPOE            |
| (B) LOBBY                      | (K) TRASH                   |
| (C) COMMUNITY ROOM             | (L) EXIT STAIR              |
| (D) PUBLIC GALLERY             | (M) ELECTRICAL ROOM         |
| (E) RETAIL SPACE               | (N) PARKING                 |
| (F) PROPERTY MANAGEMENT OFFICE | (O) TRANSFORMERS (SCREENED) |
| (G) MAIL                       |                             |
| (H) ELEVATOR                   |                             |
| (I) BIKE STORAGE (100)         |                             |

# Second Floor

(EL. +15'-0")



## LEGEND

- |                      |                      |
|----------------------|----------------------|
| (A) STUDIO UNIT      | (F) COMMUNAL BALCONY |
| (B) ONE BEDROOM UNIT | (G) LAUNDRY          |
| (C) LOOKOUT COMMUNAL | (H) TRASH            |
| (D) COMMUNAL GARDEN  | (I) EXIT STAIR       |
| (E) CASE MANAGEMENT  | (J) ELEVATOR         |

# Typical Residential Floor Plan



## LEGEND

- |                              |                      |
|------------------------------|----------------------|
| (A) STUDIO UNIT              | (F) COMMUNAL BALCONY |
| (B) ONE BEDROOM UNIT         | (G) LAUNDRY          |
| (C) LOOKOUT COMMUNAL TERRACE | (H) TRASH            |
| (D) SOUTH LOOKOUT            | (I) EXIT STAIR       |
| (E) SOCIAL EXTERIOR CORRIDOR | (J) ELEVATOR         |

# Section Through Community Entry Porch



## LEGEND

- (A) STUDIO UNIT
- (B) ONE BEDROOM UNIT
- (C) MAIN ENTRANCE
- (D) LOBBY
- (E) PROPERTY MANAGER OFFICE
- (F) SOCIAL EXTERIOR CORRIDOR
- (G) PRIVATE OPEN SPACE
- (H) ROOF
- (I) SIDEWALK
- (J) WASHINGTON BLVD



Close up View of Communal Porch / Building Entry, and Activated Pedestrian Zone

# Section Through Community Terraces



## LEGEND

- |                   |                             |
|-------------------|-----------------------------|
| Ⓐ GALLERY         | Ⓖ LOOKOUT COMMUNAL          |
| Ⓑ COMMUNITY ROOM  | ⓓ COMMUNAL BALCONY          |
| Ⓒ LOBBY           | ⓓ SOCIAL EXTERIOR CORRIDOR  |
| Ⓓ EXIT STAIR      | ⓓ 6TH FLOOR OPEN SPACE DECK |
| Ⓔ LAUNDRY         | ⓓ HURON AVENUE              |
| ⓓ CASE MANAGEMENT |                             |



Aerial Terraces and Public Art (placeholder image)  
at East End of Building

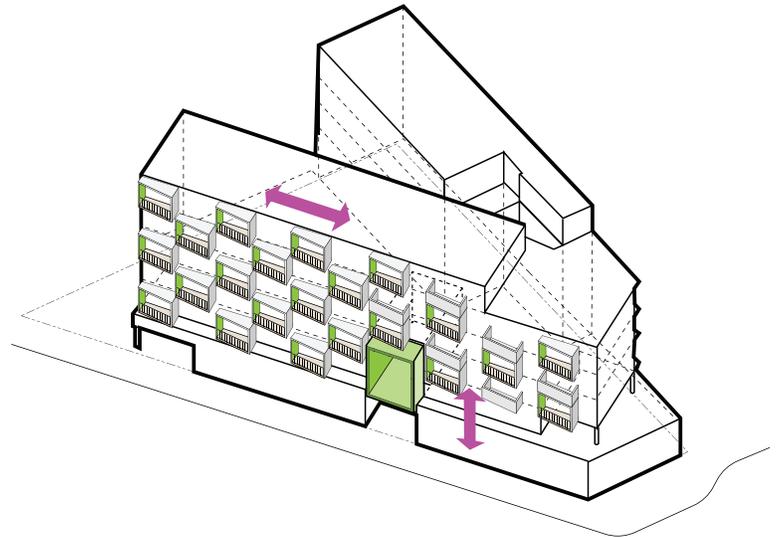
# Urban Integration

Located at the terminus of Huron Avenue and fronting one of Culver City's most prominent streets - Washington Boulevard- the building is conceived as a neighborhood anchor. Along Washington Boulevard, its active ground floor, public-facing uses, and transparent façades create a civic presence that announces arrival into a vibrant mixed-use district. At the same time, massing steps down toward Huron Avenue, ensuring a respectful scale transition to the adjacent residential neighborhood.

## URBAN PORCHES

The building articulation through recessed entries, staggered framed balconies break down mass and create a human-scaled rhythm.

The balconies provide a dynamic urban edge while connecting the residents to the community and serve as front porches



## Facade Precedents





View of Urban Porch Facade

# A Restorative Environment

Architecture and design excellence play a key role in creating restorative, healing environments that lift people’s souls and demonstrate investment to typically under-resourced communities. Key to this is establishing principles of Choice, Community, and Comfort. These 3 tenets anchor a Trauma Informed Design Framework which prioritizes human experience to enhance personal control, dignity, connection, meaning, value, and safety.

## **CHOICE**

### **Empowerment and Personal Control**

Multiple scales of open space – from private balconies to shared courtyards – empower residents to choose how and where to connect.

### **Hope, Dignity, and Self-Esteem**

The proposal celebrates each individual’s inherent worth, by communicating positivity, emphasizing strengths, and maximizing potential. The project accomplishes this by establishing a high level of design quality to demonstrate the value of typically under-resourced and unhoused communities.

## **COMMUNITY**

### **Connection and Community**

Inclusive, barrier-free spaces foster trust, engagement, and belonging among residents, staff, and neighbors.

## **COMFORT**

### **Joy, Beauty, and Meaning**

Architecture celebrates dignity and cultural identity, using warm materials, restorative landscapes, and spaces designed for joy and meaning.



View of Communal Porch Looking Toward Communal Garden



View of Communal Garden Looking Toward Communal Porch

# Mobility Forward

1 out of every 4 Americans faces a disability. The number increases to 2 out of 4 for those 65 or older. The project embraces mobility-first, cross-disability design principles aligned with equity and inclusive, centering residents' diverse needs—physical, sensory, cognitive, and emotional.

Key Inclusive Strategies include:

- Way-finding & Visual Cues
- Universal Mobility Access
- Adaptive Fixtures & Controls
- Sensory Considerations
- Operational Support
- Community Integration



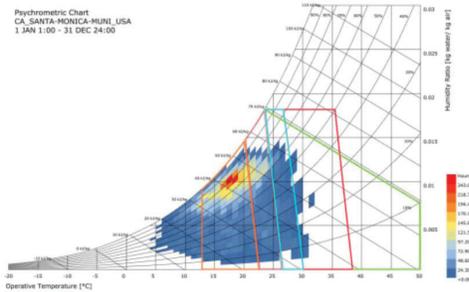
View of Communal Garden



View of Communal Garden Walkways and Terraces

# Environmental Site Analysis

## Psychrometric Chart and Wind Rose Study



**16.14%**

**Comfort- No Passive Strategies**

Impact of Design Strategies % of additional comfort - higher is better

**2.8%**

**Evaporative Cooling**

**2.35%**

**Thermal Mass + Night Ventilation**

**2.57%**

**Occupants use of Fans**

**68.03%**

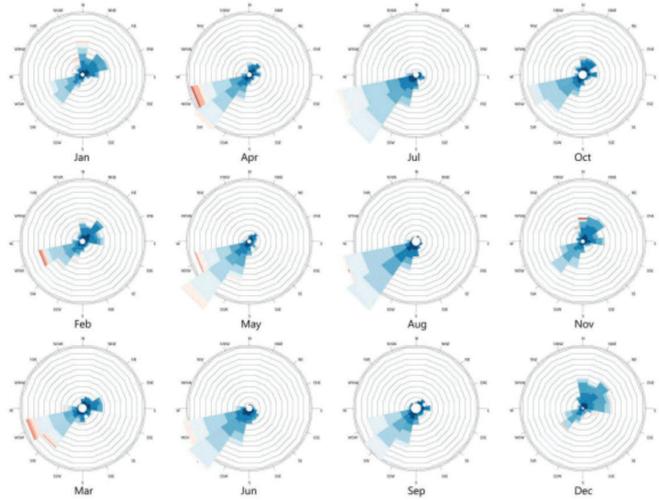
**Internal Heat Gain**

**0.0%**

**Desiccant Dehumidification**

**1.0%**

**Dehumidification**



This chart shows the relationship between air temperature, humidity, and moisture content for Culver City, CA, helping to visualize how air conditions shift with heating, cooling, humidification, and dehumidification.

This chart shows the distribution of wind speed and direction for Culver City, CA, illustrating prevailing patterns and seasonal variations that influence comfort, ventilation, and resilience strategies.



North Elevation Looking West

# Shade and Shadow Analysis

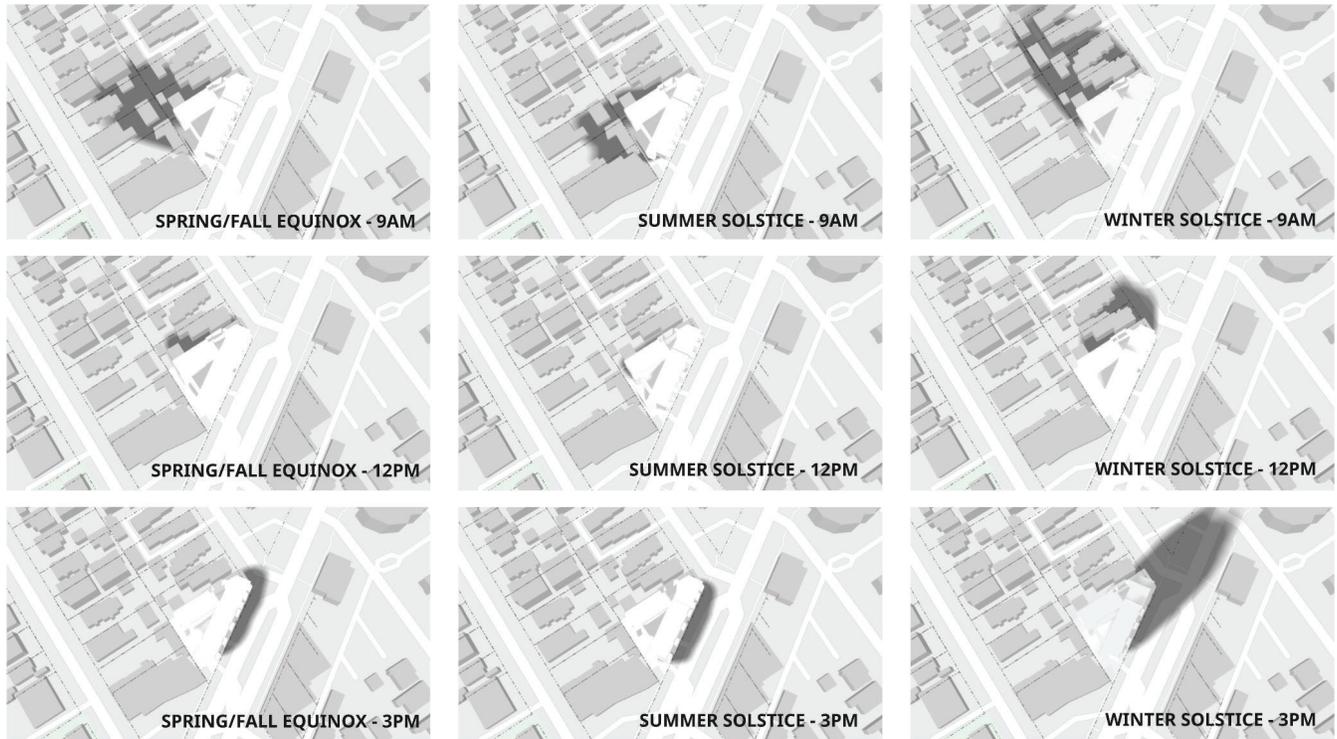
The design emerged from a rigorous, research-driven process that balanced performance, context, and community needs.

Early phases included energy modeling to optimize building orientation, massing, and envelope strategies for reduced energy demand and improved comfort.

Wind studies informed the decision to split the building into two masses, creating a central courtyard that enhances cross-ventilation and outdoor comfort. Shadow diagrams were used to shape setbacks, balcony depths, and rooftop terraces to maximize daylight while minimizing impacts on adjacent neighbors.

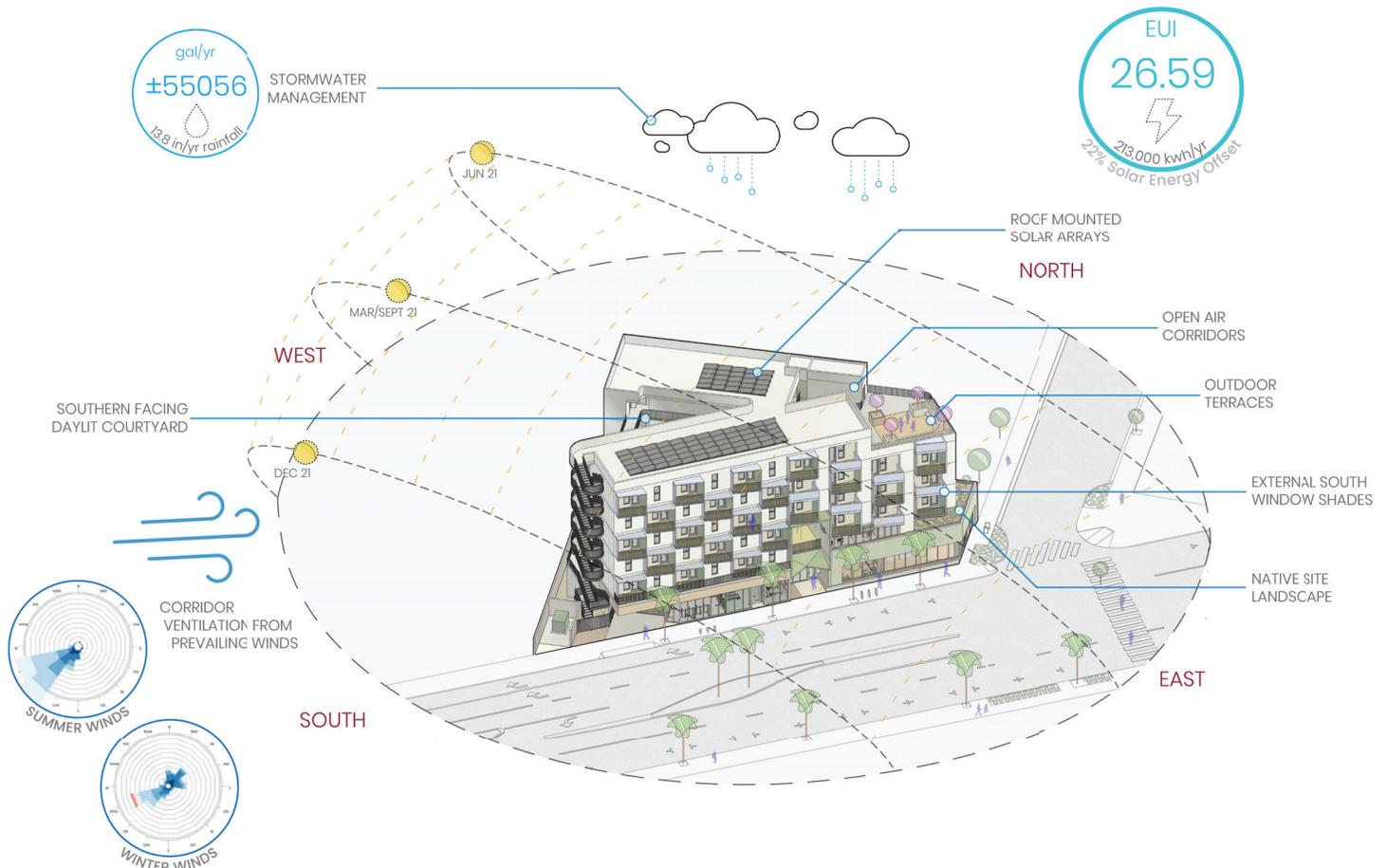
Together, these analytical tools ensured that the final design is not only beautiful and contextual, but also resilient, efficient, and responsive to Culver City's urban fabric.

## Shadow Study



# Resiliency & Sustainability

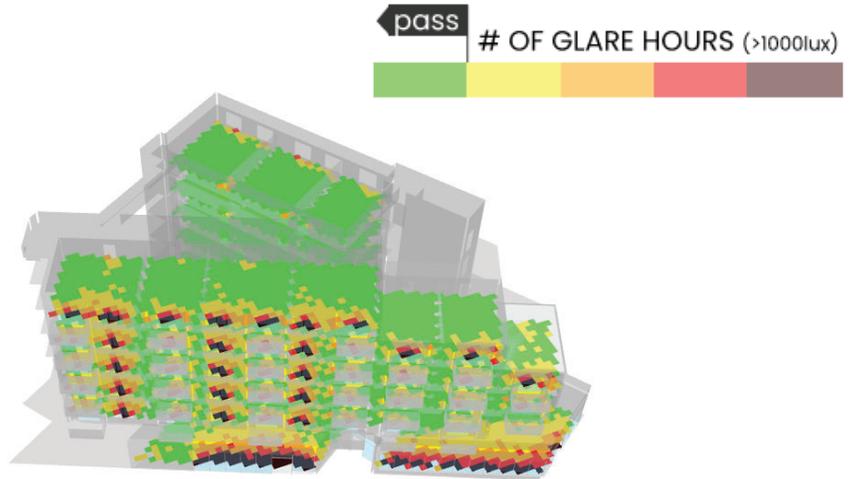
The Culver Commons project embeds sustainability into its core design, using form and landscape to respond directly to climate. The building is split to create a central courtyard that delivers daylight, natural ventilation, and shaded outdoor space for residents. Drought-tolerant planting, and tree canopy, reduce heat island effect, conserve water, and recharge groundwater. These passive strategies enhance environmental performance while fostering healthier, more comfortable spaces for both residents and the community.



The project also integrates active sustainability measures to achieve green building certification. An all-electric system, on-site solar, and a high-performance envelope reduce energy demand and greenhouse gas emissions. Smart ventilation and open-air courts improve indoor air quality, while daylighting and neuro-sensitive materials support wellness and accessibility. Together, these strategies set a new benchmark for sustainable, resilient housing in Culver City that aligns with the city's climate action goals.

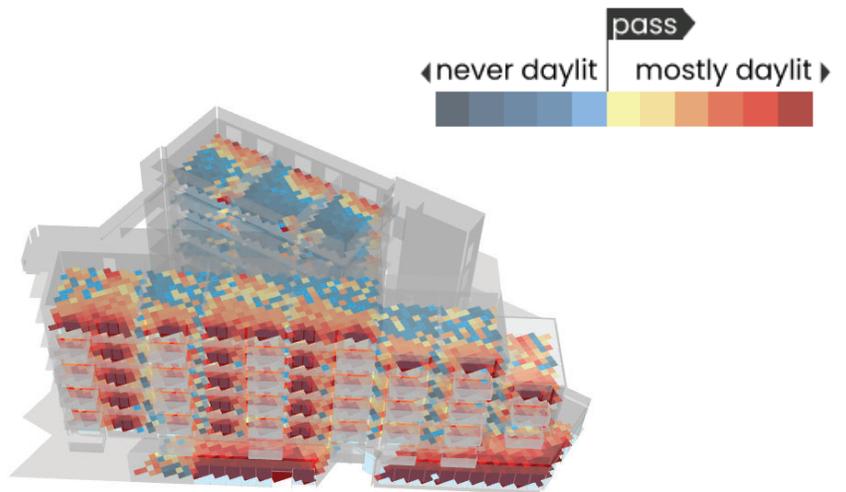
## OCCUPANT COMFORT

Beyond energy and location, the building is derived around health and wellness, its focus being the interior occupant comfort for the end user in many of the allocated support spaces.



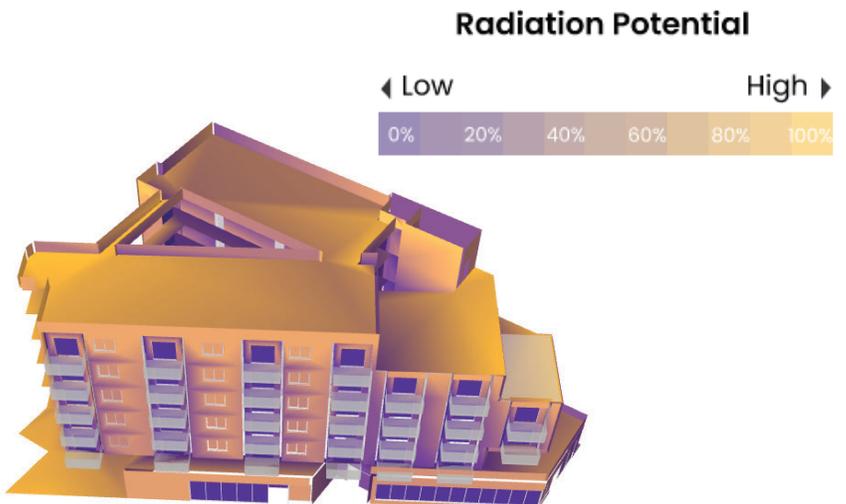
## DAYLIGHTING

The building will provide high levels of interior daylight simulated through building analysis to support circadian rhythm and healing.



## NATURAL VENTILATION

It will also provide healthy air quality by having mechanical systems in place that can recognize and adjust air flow based on toxicity metrics as well as open-air courts and healing plaza that allow the building to be more porous for natural ventilation.





South Elevation Looking East on Washington



South Elevation Looking West on Washington



Night View of East End of Building Illustrating Public Gallery, Terraces, Balconies, and overall character.

Attachment F - Financial Model With 15 Year Cash Flow

DATE: 8/28/2025  
PROJECT NAME: Culver City Commons  
DEVELOPER: Venice Community Housing  
ADDRESS: 11029 WASHINGTON BLVD, Culver City, CA  
PROJECT TYPE: 9% Tax Credit Project

USES	Project	Per Unit	Total
Acquisition	\$ 1,100,000	\$ 26,190	\$ 1,100,000
Construction	\$ 23,184,425	\$ 552,010	\$ 23,184,425
Arch, Eng, 3rd Party	\$ 2,617,143	\$ 62,313	\$ 2,617,143
Permits and Fees	\$ 840,000	\$ 20,000	\$ 840,000
Predevelopment Financing	\$ -	\$ -	\$ -
Construction Financing	\$ 2,252,500	\$ 53,631	\$ 2,252,500
Permanent Financing	\$ 32,000	\$ 762	\$ 32,000
Bond/TCAC Fees	\$ 112,015	\$ 2,667	\$ 112,015
Legal	\$ 165,000	\$ 3,929	\$ 165,000
Taxes and Insurance	\$ 289,000	\$ 6,881	\$ 289,000
Title and Recording	\$ 105,000	\$ 2,500	\$ 105,000
Lease Up and Reserves	\$ 450,000	\$ 10,714	\$ 450,000
Developer Fee/Acctg	\$ 2,633,000	\$ 62,690	\$ 2,633,000
<b>TOTAL</b>	<b>\$ 33,780,083</b>	<b>\$ 804,288</b>	<b>\$ 33,780,083</b>
<b>PERMANENT FINANCING SOURCES</b>			
	<b>Project Total</b>	<b>Interest</b>	<b>Amo</b>
MHP	\$ 5,000,000	3.00%	55
Westside Cities Council of Governments	\$ 1,000,000		
LACAHS	\$ 8,400,000	3.00%	55
GP Equity	\$ 100		
Federal Credit Equity	\$ 19,379,983		
<b>Total</b>	<b>\$ 33,780,083</b>		
(Gap) / Surplus	\$ -		
<b>CONSTRUCTION FINANCING SOURCES</b>			
	<b>Project Total</b>	<b>Interest</b>	<b>Term (Mos)</b>
Construction Loan Tax Exempt	\$ 20,911,985	7.10%	28
Westside Cities Council of Governments	\$ 1,000,000	3.00%	28
LACAHS	\$ 8,400,000	3.00%	28
GP Equity	\$ 100		
LP Equity	\$ -		
Deferred Cost	\$ 430,000		
State Credit Equity	\$ 0	15%	
Federal Credit Equity	\$ 1,937,998	10%	
<b>Total</b>	<b>\$ 33,780,083</b>		
(Gap) / Surplus	\$ -		

DATE: 8/28/2025  
 PROJECT: NAI Culver City Commons  
 DEVELOPER: Venice Community Housing  
 Project Type: 9% Tax Credit Project

Residential % 100%  
 Commercial % 0.00%  
 Tax Credit Type 9.00%

DEVELOPMENT COST	Total	Total Costs		LIHTC		NOTES AND QUESTIONS
		Residential Cost	Acquisition	Rehab/New Construction	Aggregate Basis	
<b>Acquisition</b>						
Land Cost or Value	\$ 1,000,000	\$ 1,000,000			\$ 1,000,000	Proposing a \$1 million capitalized ground lease payment
Building Value		\$ -			\$ -	
Demolition	\$ 100,000	\$ 100,000			\$ 100,000	Demo of existing property
Legal/Title		\$ -			\$ -	
Acquisition Interest / Holding Cost		\$ -			\$ -	
<b>Subtotal</b>	<b>\$ 1,100,000</b>	<b>\$ 1,100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,100,000</b>	
<b>Construction</b>						
Off Site Improvements		\$ -			\$ -	
On-Site Improvements/Landscape	\$ 265,000	\$ 265,000			\$ 265,000	
Personal Property		\$ -			\$ -	
FF and E		\$ -			\$ -	
Solar		\$ -			\$ -	
Structures - Residential per unit 446,892.00	\$ 17,850,000	\$ 17,850,000		\$ 17,850,000	\$ 17,850,000	
Structures - Commercial per SF 200					\$ -	
Gen Requirements, O-P 14%	\$ 2,513,000	\$ 2,513,000		\$ 2,513,000	\$ 2,513,000	
Prevailing Wage		\$ -			\$ -	Included in Structures
General Liability Insurance 1.25%	\$ 224,375	\$ 224,375		\$ 224,375	\$ 224,375	
Bond/LOC 1.25%	\$ 224,375	\$ 224,375		\$ 224,375	\$ 224,375	
Construction Contingency 10% 0.10	\$ 2,107,675	\$ 2,107,675		\$ 2,107,675	\$ 2,107,675	
<b>Subtotal</b>	<b>\$ 23,184,425</b>	<b>\$ 23,184,425</b>	<b>\$ -</b>	<b>\$ 22,919,425</b>	<b>\$ 23,184,425</b>	
<b>Architecture, Engineering, and Party</b>						
Design/Supervision 6%	\$ 1,275,143	\$ 1,275,143		\$ 1,275,143	\$ 1,275,143	5-5% of construction contract - residential and commercial
Construction Management 7500	\$ 180,000	\$ 180,000		\$ 180,000	\$ 180,000	\$6500/month 24 months
Prevailing Wage Monitor	\$ 65,000	\$ 65,000		\$ 65,000	\$ 65,000	Standard Costs for reproduction
Engineering/Survey/Soils	\$ 90,000	\$ 90,000		\$ 90,000	\$ 90,000	materials testing, draw admin and Phase I
CEQA/Entitlements Consulting	\$ -	\$ -		\$ -	\$ -	
Environmental Audit/Geotech	\$ 100,000	\$ 100,000		\$ 100,000	\$ 100,000	
Appraisal	\$ 10,000	\$ 10,000		\$ 10,000	\$ 10,000	Standard Cost
Commercial Soft Costs (Non-construction)	\$ 100,000	\$ 100,000		\$ 100,000	\$ 100,000	\$100/hr on average based on past projects
Deputy Inspections	\$ 15,000	\$ 15,000		\$ 15,000	\$ 15,000	
Market Study	\$ -	\$ -		\$ -	\$ -	Based on past projects
Community Relations	\$ 50,000	\$ 50,000		\$ 50,000	\$ 50,000	applications or partner is doing/carrying costs
LEED Documentation/Consulting/CASP	\$ 226,000	\$ 226,000		\$ 226,000	\$ 226,000	Standard for LEED and CASp consulting
Furnishings-Common Area and SN Units 3000	\$ 150,000	\$ 150,000		\$ 150,000	\$ 150,000	= \$100,000 common areas;
Utility Hookups	\$ 356,000	\$ 356,000		\$ 356,000	\$ 356,000	For gas, electric, water and sewer facilities hook up charges
Soft Contingency 4%	\$ -	\$ -		\$ -	\$ -	Need to increase to 5% instead of approx 1%
<b>Subtotal</b>	<b>\$ 2,617,143</b>	<b>\$ 2,617,143</b>	<b>\$ -</b>	<b>\$ 2,602,143</b>	<b>\$ 2,602,143</b>	
<b>Permits and Fees</b>						
Impact Fees-County Fire and Public Works	\$ 304,500	\$ 304,500		\$ 304,500	\$ 304,500	
Building Permits/Planning/Entitlements 3%	\$ 535,500	\$ 535,500		\$ 535,500	\$ 535,500	3% of hard cost
<b>Subtotal</b>	<b>\$ 840,000</b>	<b>\$ 840,000</b>	<b>\$ -</b>	<b>\$ 840,000</b>	<b>\$ 840,000</b>	
<b>Predevelopment Loan Interest</b>						
Loan Interest 6%	\$ 243,600.00	\$ -		\$ -	\$ -	
Loan Fees 1%	\$ -	\$ -		\$ -	\$ -	
Lender Legal	\$ -	\$ -		\$ -	\$ -	
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	
<b>Construction Interest and Fees</b>						
Loan Interest Construction-Housing	\$ 2,078,651	\$ 1,950,000		\$ 1,298,700	\$ 1,298,700	4%, 24 months, 60% average outstanding balance
Commercial Loan Interest 3.66%	\$ 24	\$ -		\$ -	\$ -	
Loan Origination Fees 0.8%	\$ 156,840	\$ 172,500		\$ 113,850	\$ 113,850	Depreciation not available for 4%
Lender Costs	\$ 45,000	\$ 45,000		\$ 45,000	\$ 45,000	Depreciation not available for 4%
Lender Attorney	\$ 75,000	\$ 75,000		\$ 75,000	\$ 75,000	Depreciation not available for 4%
Lender Due Diligence (inspections)	\$ 10,000	\$ 10,000		\$ 10,000	\$ 10,000	Depreciation not available for 4%
<b>Subtotal</b>	<b>\$ 2,252,500</b>	<b>\$ 2,252,500</b>	<b>\$ -</b>	<b>\$ 1,542,550</b>	<b>\$ 1,542,550</b>	
<b>Permanent Financing</b>						
Loan Fees 1.000%	\$ -	\$ 12,000		\$ -	\$ -	
LACDA Fees	\$ 20,000	\$ 20,000		\$ -	\$ -	
Lender Counsel	\$ 20,000	\$ 20,000		\$ -	\$ -	
<b>Subtotal</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	
<b>Bond Fees</b>						
Underwriter	\$ -	\$ -		\$ -	\$ -	
Financial Advisor 35,000 35,000	\$ -	\$ -		\$ -	\$ -	
Bond Counsel 55,000 55,000	\$ -	\$ -		\$ -	\$ -	
Credit Enhancement Fee (Construction) 0.8000% 167,296	\$ -	\$ -		\$ -	\$ -	
Trustee Fee and Trustee Counsel 10,000	\$ -	\$ -		\$ -	\$ -	
CDLAC Fees (includes performance deprec) 0.035% 7,319	\$ -	\$ -		\$ -	\$ -	
Issuer Fees 0.250% 52,280	\$ -	\$ -		\$ -	\$ -	
TEFRA/Misc 3,000 3,000	\$ -	\$ -		\$ -	\$ -	
Prepaid Annual Issuer Fees 0.250% 52,280	\$ -	\$ -		\$ -	\$ -	
CDIAC Fees 0.024% 5,019	\$ -	\$ -		\$ -	\$ -	
COI Contingency	\$ -	\$ -		\$ -	\$ -	
TCAC Fees-Hard Code amount shown 105,353	\$ 112,015	\$ 112,015		\$ -	\$ -	\$410/unit compliance and performance deposit;
Other: Construction Loan Fees	\$ -	\$ -		\$ -	\$ -	
Other: Construction Loan Legal and Due Diligence	\$ -	\$ -		\$ -	\$ -	
LACDC Fee	\$ -	\$ -		\$ -	\$ -	Per LACDC underwriting
<b>Subtotal</b>	<b>\$ 112,015</b>	<b>\$ 112,015</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	
<b>Legal</b>						
Organizational	\$ 10,000	\$ 10,000		\$ -	\$ -	Developer legal for partnership formation
Acquisition	\$ -	\$ -		\$ -	\$ -	
Land Use	\$ -	\$ -		\$ -	\$ -	
Acquisition	\$ -	\$ -		\$ -	\$ -	Developer legal for entitlements approval in CEQA
Construction Lender Legal	\$ 75,000	\$ 75,000		\$ -	\$ -	
Syndication	\$ 80,000	\$ 80,000		\$ 80,000	\$ 80,000	Developer legal for syndicator counsel
Construction	\$ -	\$ -		\$ -	\$ -	
<b>Subtotal</b>	<b>\$ 165,000</b>	<b>\$ 165,000</b>	<b>\$ -</b>	<b>\$ 80,000</b>	<b>\$ 80,000</b>	
<b>Taxes and Insurance</b>						
Property Taxes 1.25%	\$ 25,000	\$ 25,000		\$ 25,000	\$ 25,000	Assumes welfare exemption
Insurance (construction period)	\$ 264,000	\$ 264,000		\$ 264,000	\$ 264,000	Builders Risk and General Liability for 24 months
<b>Subtotal</b>	<b>\$ 289,000</b>	<b>\$ 289,000</b>	<b>\$ -</b>	<b>\$ 289,000</b>	<b>\$ 289,000</b>	
<b>Title &amp; Recording</b>						
Construction Closing	\$ 90,000	\$ 90,000		\$ 90,000	\$ 90,000	Estimate based on comparable projects
Permanent Closing	\$ 15,000	\$ 15,000		\$ -	\$ -	Estimate based on comparable projects
<b>Subtotal</b>	<b>\$ 105,000</b>	<b>\$ 105,000</b>	<b>\$ -</b>	<b>\$ 90,000</b>	<b>\$ 90,000</b>	
<b>Lease-Up and Reserves</b>						
Marketing/Lease Up	\$ 85,000	\$ 85,000		\$ -	\$ -	Reserve for property management fees for lease up
Transition Reserve (6 mos)	\$ -	\$ -		\$ -	\$ -	
Operating / Rent Reserves 6 months	\$ 365,000	\$ 365,000		\$ -	\$ -	6 months debt service, operating expense, and reserves REQUIRED
<b>Subtotal</b>	<b>\$ 450,000</b>	<b>\$ 450,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	
<b>Organizational Costs/Developer Fee</b>						
Relocation	\$ -	\$ -		\$ -	\$ -	No relocation is assumed
Developer Fee	\$ 2,500,000	\$ 2,500,000		\$ 2,500,000	\$ 2,500,000	Capitalized max per TCAC regulations
GP Equity	\$ -	\$ -		\$ -	\$ -	
Syndication Consulting	\$ 100,000	\$ 100,000		\$ -	\$ -	
Financial Advisor	\$ 33,000	\$ 33,000		\$ -	\$ -	
First Yr Audit/Accounting	\$ -	\$ -		\$ -	\$ -	1st yr accounting and tax return
<b>Subtotal</b>	<b>\$ 2,633,000</b>	<b>\$ 2,633,000</b>	<b>\$ -</b>	<b>\$ 2,500,000</b>	<b>\$ 2,500,000</b>	
<b>TOTAL DEVELOPMENT COST</b>	<b>\$ 33,780,083</b>	<b>\$ 33,780,083</b>	<b>\$ -</b>	<b>\$ 30,889,118</b>	<b>\$ 32,228,118</b>	

DATE: 8/28/2025  
 PROJECT NAME: Culver City Commons  
 DEVELOPER: Venice Community Housing  
 PROJECT TYPE: 9% Tax Credit Project

AMI	Studio	1	2	3	4	Total	% of Total	TCAC Pts (Max 52)
15%						0	0%	
20%						0	0%	
25%						0	0%	
30%	2	3	0	0		5	12%	
35%						0	0%	
40%						0	0%	
45%	4	5	0	0		9	21%	
50%	7	10	0	0		17	40%	50
55%						0	0%	
60%	4	6				10	24%	
70%						0	0%	
80%						0	0%	
Manager Unit			1			1	2%	-
Subtotals by Unit Type	17	24	1	0	0	42	100%	52
Sec 8	17					17	40%	
Special Needs						0	0%	
LACDA Restricted						0	0%	
Homeless						0	0%	
DHS Units						0	0%	
Avg. Affordability	49%	49%	0%	0%	0%		49%	

AMI	Efficiency	1	2	3	4
15%	398	426	511	591	727
20%	530	568	681	788	969
25%	663	710	852	985	1,212
30%	795	852	1,022	1,181	1,454
35%	928	994	1,192	1,378	1,696
40%	1,060	1,136	1,362	1,575	1,938
45%	1,193	1,278	1,533	1,772	2,181
50%	1,325	1,420	1,703	1,969	2,423
60%	1,590	1,704	2,044	2,363	2,908
70%	1,855	1,988	2,384	2,757	3,392
80%	2,120	2,272	2,725	3,150	3,877
100%	2,650	2,840	3,406	3,938	4,846
HACLA Sec 8 Pymt	2,328	2,394	3,024	3,843	4,257
LACDA Pymt Stnd	2,142	2,439	3,078	3,915	4,338
HUD COC FMR Pymt Stn	2,040	2,300	2,222	2,888	3,170

Effective Date:	Studio	1	2	3	4
Elec. Heating	20	27	35	44	58
Elec. Water Hea	19	27	35	43	54
Elec. Cooking	10	14	18	22	28
Basic Electric	38	46	55	67	77
Air Con	15	21	27	34	44
<b>Total</b>	<b>102</b>	<b>135</b>	<b>170</b>	<b>210</b>	<b>261</b>

SAFMR Effective January 1, 2025  
 Effective 01/01/25; Small Area FMR

DATE:

8/28/2025

PROJECT NAME:

Culver City Commons

Number of Units

42

DEVELOPER:

Venice Community Housing

<b>Administrative &amp; Staffing Expenses</b>	<b>Residential</b>	<b>Commercial</b>	<b>Total</b>	<b>PUPA</b>
Advertising	1,000		1,000	24
Legal	5,000		5,000	119
Accounting/ Audit	7,500		7,500	179
Security	-		-	-
Other: Office Supplies, Communication	7,000		7,000	167
<b>Total Administrative &amp; Staffing Expenses</b>	<b>20,500</b>	<b>0</b>	<b>20,500</b>	<b>488</b>
<b>Total Management Fee</b>	<b>48,960</b>		<b>48,960</b>	<b>1,166</b>
<b>Utilities</b>				
Fuel			-	-
Gas			-	-
Electricity	40,000		40,000	952
Water/ Sewer	25,000		25,000	595
<b>Total Utilities Expenses</b>	<b>65,000</b>	<b>0</b>	<b>65,000</b>	<b>1,548</b>
<b>Payroll/ Payroll Taxes</b>				
Onsite Manager	62,000		62,000	1,476
Maintenance Personnel	40,000		40,000	952
Other	0		-	-
<b>Total Payroll/ Payroll Taxes</b>	<b>102,000</b>		<b>102,000</b>	<b>2,429</b>
<b>Total Insurance</b>	<b>150,000</b>		<b>150,000</b>	<b>3,571</b>
<b>Maintenance</b>				
Painting			-	-
Repairs	8,000		8,000	190
Trash Removal	12,000		12,000	286
Exterminating	10,000		10,000	238
Grounds	10,000		10,000	238
Elevator	10,000		10,000	238
Other: Maintenance Supplies, HVAC, Misc.	5,000		5,000	119
<b>Total Maintenance</b>	<b>50,000</b>		<b>50,000</b>	<b>1,190</b>
<b>Other Operating Expenses</b>				
Other: Licenses and Fees	7,500		7,500	179
Other:			-	-
Other:			-	-
Other:			-	-
<b>Total Other Expenses</b>	<b>7,500</b>	<b>-</b>	<b>7,500</b>	<b>179</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>443,960</b>	<b>-</b>	<b>443,960</b>	<b>10,570</b>
Total 3- Month Operating Reserve				-
Total Annual Transit Pass/ Internet Expense				-
<b>Total Annual Services Budget*</b>	<b>16,820</b>		<b>16,820</b>	<b>400</b>
Total Annual Replacement Reserves	21,000		29,500	702
Total Annual Monitoring Fees				-
Total Annual Real Estate Taxes	12500		12500	298
Specialty Locality Taxes				-
Other: Transition Reserve			-	-
<b>TOTAL EXPENSES</b>	<b>494,280</b>		<b>502,780</b>	<b>11,971</b>
<b>GP Asset Management Fee</b>	<b>15000</b>			
<b>LP Asset Management Fee</b>	<b>7500</b>			

DATE: 8/28/2025  
 PROJECT NAME: Culver City Commons  
 DEVELOPER: Venice Community Housing

Month QO Begins 0  
 Replacement Reserves PUPA: \$ 500  
 Operating Expense PUPA: \$ 10,570

Total Units		42														
	Inflation Factor	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
RENT (Tenant Paid)																
Resident Rent	2.5%	604,716	619,834	635,330	651,213	667,493	684,181	701,285	718,817	736,788	755,207	774,088	793,440	813,276	833,608	854,448
Total Rental Subsidy (Sec 8 / COC)	2.5%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gross Rental Income		604,716	619,834	635,330	651,213	667,493	684,181	701,285	718,817	736,788	755,207	774,088	793,440	813,276	833,608	854,448
OTHER INCOME: Laundry	2.5%	3,276	3,358	3,442	3,528	3,616	3,706	3,799	3,894	3,991	4,091	4,194	4,298	4,406	4,516	4,629
<b>GROSS INCOME</b>		<b>607,992</b>	<b>623,192</b>	<b>638,772</b>	<b>654,741</b>	<b>671,109</b>	<b>687,887</b>	<b>705,084</b>	<b>722,711</b>	<b>740,779</b>	<b>759,299</b>	<b>778,281</b>	<b>797,738</b>	<b>817,682</b>	<b>838,124</b>	<b>859,077</b>
VACANCY LOSS																
Resident	5.0%	\$ (30,236)	\$ (30,992)	\$ (31,766)	\$ (32,561)	\$ (33,375)	\$ (34,209)	\$ (35,064)	\$ (35,941)	\$ (36,839)	\$ (37,760)	\$ (38,704)	\$ (39,672)	\$ (40,664)	\$ (41,680)	\$ (42,722)
Subsidy	5.0%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Laundry	5.0%	\$ (164)	\$ (168)	\$ (172)	\$ (176)	\$ (181)	\$ (185)	\$ (190)	\$ (195)	\$ (200)	\$ (205)	\$ (210)	\$ (215)	\$ (220)	\$ (226)	\$ (231)
Total Vacancy Loss		\$ (30,400)	\$ (31,160)	\$ (31,939)	\$ (32,737)	\$ (33,555)	\$ (34,394)	\$ (35,254)	\$ (36,136)	\$ (37,039)	\$ (37,965)	\$ (38,914)	\$ (39,887)	\$ (40,884)	\$ (41,906)	\$ (42,954)
<b>EFFECTIVE GROSS INCOME</b>		<b>577,592</b>	<b>592,032</b>	<b>606,833</b>	<b>622,004</b>	<b>637,554</b>	<b>653,493</b>	<b>669,830</b>	<b>686,576</b>	<b>703,740</b>	<b>721,334</b>	<b>739,367</b>	<b>757,851</b>	<b>776,798</b>	<b>796,218</b>	<b>816,123</b>
Residential Operating Expenses	3.5%	\$ (431,460)	\$ (459,499)	\$ (475,581)	\$ (492,226)	\$ (509,454)	\$ (527,285)	\$ (545,740)	\$ (564,841)	\$ (584,611)	\$ (605,072)	\$ (626,249)	\$ (648,168)	\$ (670,854)	\$ (694,334)	\$ (718,636)
Property Taxes	0.0%	\$ (12,500)	\$ (12,500)	\$ (12,500)	\$ (12,500)	\$ (12,500)	\$ (12,500)	\$ (12,500)	\$ (12,500)	\$ (12,500)	\$ (12,500)	\$ (12,500)	\$ (12,500)	\$ (12,500)	\$ (12,500)	\$ (12,500)
Supportive Services Coordination	3.5%	\$ (16,820)	\$ (17,409)	\$ (18,018)	\$ (18,649)	\$ (19,301)	\$ (19,977)	\$ (20,676)	\$ (21,400)	\$ (22,149)	\$ (22,924)	\$ (23,726)	\$ (24,557)	\$ (25,416)	\$ (26,306)	\$ (27,226)
Ground Lease	3.0%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>OPERATING EXPENSES</b>		<b>(460,780)</b>	<b>(489,407)</b>	<b>(506,099)</b>	<b>(523,375)</b>	<b>(541,256)</b>	<b>(559,762)</b>	<b>(578,916)</b>	<b>(598,741)</b>	<b>(619,259)</b>	<b>(640,496)</b>	<b>(662,476)</b>	<b>(685,225)</b>	<b>(708,770)</b>	<b>(733,140)</b>	<b>(758,362)</b>
RESERVES																
Replacement Reserve	0.0%	(21,000)	(21,000)	(21,000)	(21,000)	(21,000)	(21,000)	(21,000)	(21,000)	(21,000)	(21,000)	(21,000)	(21,000)	(21,000)	(21,000)	(21,000)
Total Reserve Deposits		(21,000)	(21,000)	(21,000)	(21,000)	(21,000)	(21,000)	(21,000)	(21,000)	(21,000)	(21,000)	(21,000)	(21,000)	(21,000)	(21,000)	(21,000)
<b>NET OPERATING INCOME</b>		<b>95,812</b>	<b>81,625</b>	<b>79,734</b>	<b>77,629</b>	<b>75,298</b>	<b>72,731</b>	<b>69,914</b>	<b>66,835</b>	<b>63,481</b>	<b>59,838</b>	<b>55,891</b>	<b>51,626</b>	<b>47,027</b>	<b>42,078</b>	<b>36,761</b>
DEBT SERVICE																
Debt Service	1.15%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Issuer Fee	0%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Debt Service		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>CASH FLOW</b>		<b>95,812</b>	<b>81,625</b>	<b>79,734</b>	<b>77,629</b>	<b>75,298</b>	<b>72,731</b>	<b>69,914</b>	<b>66,835</b>	<b>63,481</b>	<b>59,838</b>	<b>55,891</b>	<b>51,626</b>	<b>47,027</b>	<b>42,078</b>	<b>36,761</b>
Investor Partnership Management Fee	3.5%	(15,000)	(15,525)	(16,068)	(16,631)	(17,213)	(17,815)	(18,439)	(19,084)	(19,752)	(20,443)	(21,159)	(21,900)	(22,666)	(23,459)	(24,280)
Partnership Management Fee	3.5%	(10,000)	(10,350)	(10,712)	(11,087)	(11,475)	(11,877)	(12,293)	(12,723)	(13,168)	(13,629)	(14,106)	(14,600)	(15,111)	(15,640)	(16,187)
<b>NET CASH FLOW</b>		<b>70,812</b>	<b>55,750</b>	<b>52,953</b>	<b>49,911</b>	<b>46,610</b>	<b>43,039</b>	<b>39,182</b>	<b>35,028</b>	<b>30,561</b>	<b>25,765</b>	<b>20,626</b>	<b>15,127</b>	<b>9,251</b>	<b>2,979</b>	<b>(3,706)</b>
<b>AVAILABLE FOR DISTRIBUTIONS</b>		<b>70,812</b>	<b>55,750</b>	<b>52,953</b>	<b>49,911</b>	<b>46,610</b>	<b>43,039</b>	<b>39,182</b>	<b>35,028</b>	<b>30,561</b>	<b>25,765</b>	<b>20,626</b>	<b>15,127</b>	<b>9,251</b>	<b>2,979</b>	<b>-</b>

## Attachment G - Implementation Schedule

## Development Activity Milestone Schedule

**Name of Project: Culver Commons**

**Estimated Milestones**

PHASE	MILESTONE	ESTIMATED COMPLETION DATE (or N/A)	NOTES
Phase I: Planning & Pre-Development	Execute Exclusive Negotiation Agreement	Jan-26	
Phase I: Planning & Pre-Development	Finalize Development Team	Jan-26	
Phase I: Planning & Pre-Development	Finalize Feasibility Study	Jan-26	
Phase I: Planning & Pre-Development	Execute Architectural Contract	Feb-26	
Phase I: Planning & Pre-Development	Commence Community Engagement Process	Feb-26	
Phase I: Planning & Pre-Development	Finalize Site Programming	Mar-26	
Phase I: Planning & Pre-Development	Complete Community Engagement Process	Mar-26	
Phase I: Planning & Pre-Development	Complete Fit Study	Mar-26	
Phase I: Planning & Pre-Development	Submit for Entitlements	Apr-26	
Phase I: Planning & Pre-Development	Entitlements Secured	Jul-26	Considering a Density Bonus
Phase II: Design Development	Schematic Drawings (SDs) Start	Mar-26	
Phase II: Design Development	Construction Manager Hired	Jan-26	Hired at inception of project.
Phase II: Design Development	Engineering Teams Hired (Civil/Structural/MEP)	Feb-26	Architect will manage engineering teams.
Phase II: Design Development	Schematic Drawings (SDs) Complete	Apr-26	
Phase II: Design Development	Preliminary Plan Review at Planning Dept.	Apr-26	
Phase II: Design Development	Host Community Engagement Process Update Meeting	Apr-26	
Phase II: Design Development	Design Drawings (DDs) Start	Sep-26	
Phase II: Design Development	Design Drawings (DDs) Complete	Oct-26	
Phase III: Financing	HCD MHP Application	May-26	
Phase III: Financing	HCD MHP Award	Jul-26	
Phase III: Financing	Westside Cities Council of Governments Application	Jul-26	
Phase III: Financing	Westside Cities Council of Governments Award	Sep-26	
Phase III: Financing	LACAHSAs Application	Jul-26	
Phase III: Financing	LACAHSAs Award	Sep-26	
Phase III: Financing	CDLAC/CTCAC Application	Mar-27	
Phase III: Financing	CDLAC/CTCAC Award	Jun-27	
Phase III: Financing	Construction Loan Application	Jun-27	
Phase III: Financing	Construction Loan Disbursement	Dec-27	
Phase III: Shovel Ready	Construction Drawings (CDs) Start	Mar-27	
Phase III: Shovel Ready	General Contractor RFP Start	Jun-27	
Phase III: Shovel Ready	General Contractor Selected	Jul-27	
Phase III: Shovel Ready	Construction Contract (GMAX) executed	Dec-27	
Phase III: Shovel Ready	Construction Drawings (CDs) 85% complete	Apr-27	
Phase III: Shovel Ready	CDs submitted for Building Permit	May-27	
Phase III: Shovel Ready	Building Permit Issued	Dec-27	Based on 180 days to close post CDLAC/CTCAC Award
Final Phase: Construction	Break Ground/Start Construction	Dec-27	
Final Phase: Construction	Host Community Engagement Process Update Meeting	Dec-27	
Final Phase: Construction	Foundations Complete	Mar-28	
Final Phase: Construction	Exterior Envelope Complete	Apr-29	
Final Phase: Construction	Finish Construction	Dec-29	24 month construction timeline
Final Phase: Construction	Walk Thru/Sign Off	Dec-29	
Final Phase: Construction	All Liens Lifted/Final Payments	Feb-30	
Final Phase: Construction	Temporary Certificate of Occupancy Issued	Dec-29	
Project Completion	Interiors & Operating Systems Finalized	Dec-29	
Project Completion	Start Operations	Jan-30	
Project Completion	Occupancy of All Tax Credit Units	May-30	4-5 month lease up timeframe

DATE: 8/28/2025  
PROJECT NAME: Culver City Commons  
DEVELOPER: Venice Community Housing  
ADDRESS: 11029 WASHINGTON BLVD, Culver City, CA  
PROJECT TYPE: 9% Tax Credit Project

USES	Project	Per Unit	Total
Acquisition	\$ 1,100,000	\$ 26,190	\$ 1,100,000
Construction	\$ 23,184,425	\$ 552,010	\$ 23,184,425
Arch, Eng, 3rd Party	\$ 2,617,143	\$ 62,313	\$ 2,617,143
Permits and Fees	\$ 840,000	\$ 20,000	\$ 840,000
Predevelopment Financing	\$ -	\$ -	\$ -
Construction Financing	\$ 2,252,500	\$ 53,631	\$ 2,252,500
Permanent Financing	\$ 32,000	\$ 762	\$ 32,000
Bond/TCAC Fees	\$ 112,015	\$ 2,667	\$ 112,015
Legal	\$ 165,000	\$ 3,929	\$ 165,000
Taxes and Insurance	\$ 289,000	\$ 6,881	\$ 289,000
Title and Recording	\$ 105,000	\$ 2,500	\$ 105,000
Lease Up and Reserves	\$ 450,000	\$ 10,714	\$ 450,000
Developer Fee/Acctg	\$ 2,633,000	\$ 62,690	\$ 2,633,000
<b>TOTAL</b>	<b>\$ 33,780,083</b>	<b>\$ 804,288</b>	<b>\$ 33,780,083</b>
<b>PERMANENT FINANCING SOURCES</b>			
	<b>Project Total</b>	<b>Interest</b>	<b>Amo</b>
MHP	\$ 5,000,000	3.00%	55
Westside Cities Council of Governments	\$ 1,000,000		
LACAHSAs	\$ 8,400,000	3.00%	55
GP Equity	\$ 100		
Federal Credit Equity	\$ 19,379,983		
<b>Total</b>	<b>\$ 33,780,083</b>		
(Gap) / Surplus	\$ -		
<b>CONSTRUCTION FINANCING SOURCES</b>			
	<b>Project Total</b>	<b>Interest</b>	<b>Term (Mos)</b>
Construction Loan Tax Exempt	\$ 20,911,985	7.10%	28
Westside Cities Council of Governments	\$ 1,000,000	3.00%	28
LACAHSAs	\$ 8,400,000	3.00%	28
GP Equity	\$ 100		
LP Equity	\$ -		
Deferred Cost	\$ 430,000		
State Credit Equity	\$ 0	15%	
Federal Credit Equity	\$ 1,937,998	10%	
<b>Total</b>	<b>\$ 33,780,083</b>		
(Gap) / Surplus	\$ -		

DATE: 8/28/2025  
 PROJECT: NAI Culver City Commons  
 DEVELOPER: Venice Community Housing  
 Project Type: 9% Tax Credit Project

Residential % 100%  
 Commercial % 0.00%  
 Tax Credit Type 9.00%

DEVELOPMENT COST	Total	Total Costs		LIHTC		NOTES AND QUESTIONS
		Residential Cost	Acquisition	Rehab/New Construction	Aggregate Basis	
<b>Acquisition</b>						
Land Cost or Value	\$ 1,000,000	\$ 1,000,000			\$ 1,000,000	Proposing a \$1 million capitalized ground lease payment
Building Value		\$ -			\$ -	
Demolition	\$ 100,000	\$ 100,000			\$ 100,000	Demo of existing property
Legal/Title		\$ -			\$ -	
Acquisition Interest / Holding Cost		\$ -			\$ -	
<b>Subtotal</b>	<b>\$ 1,100,000</b>	<b>\$ 1,100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,100,000</b>	
<b>Construction</b>						
Off Site Improvements		\$ -			\$ -	
On-Site Improvements/Landscape	\$ 265,000	\$ 265,000			\$ 265,000	
Personal Property		\$ -			\$ -	
FF and E		\$ -			\$ -	
Solar		\$ -			\$ -	
Structures - Residential per unit 446,892.00	\$ 17,850,000	\$ 17,850,000		\$ 17,850,000	\$ 17,850,000	
Structures - Commercial per SF 200						
Gen Requirements, O-P 14%	\$ 2,513,000	\$ 2,513,000		\$ 2,513,000	\$ 2,513,000	
Prevailing Wage		\$ -			\$ -	Included in Structures
General Liability Insurance 1.25%	\$ 224,375	\$ 224,375		\$ 224,375	\$ 224,375	
Bond/LOC 1.25%	\$ 224,375	\$ 224,375		\$ 224,375	\$ 224,375	
Construction Contingency 10% 0.10	\$ 2,107,675	\$ 2,107,675		\$ 2,107,675	\$ 2,107,675	
<b>Subtotal</b>	<b>\$ 23,184,425</b>	<b>\$ 23,184,425</b>	<b>\$ -</b>	<b>\$ 22,919,425</b>	<b>\$ 23,184,425</b>	
<b>Architecture, Engineering, and Party</b>						
Design/Supervision 6%	\$ 1,275,143	\$ 1,275,143		\$ 1,275,143	\$ 1,275,143	5-5% of construction contract - residential and commercial
Construction Management 7500	\$ 180,000	\$ 180,000		\$ 180,000	\$ 180,000	\$6500/month 24 months
Prevailing Wage Monitor	\$ 65,000	\$ 65,000		\$ 65,000	\$ 65,000	Standard Costs for reproduction
Engineering/Survey/Soils	\$ 90,000	\$ 90,000		\$ 90,000	\$ 90,000	materials testing, draw admin and Phase I
CEQA/Entitlements Consulting	\$ -	\$ -		\$ -	\$ -	
Environmental Audit/Geotech	\$ 100,000	\$ 100,000		\$ 100,000	\$ 100,000	
Appraisal	\$ 10,000	\$ 10,000		\$ 10,000	\$ 10,000	Standard Cost
Commercial Soft Costs (Non-construction)	\$ 100,000	\$ 100,000		\$ 100,000	\$ 100,000	\$100/hr on average based on past projects
Deputy Inspections	\$ 15,000	\$ 15,000		\$ 15,000	\$ 15,000	
Market Study	\$ -	\$ -		\$ -	\$ -	Based on past projects
Community Relations	\$ 50,000	\$ 50,000		\$ 50,000	\$ 50,000	applications or partner is doing/carrying costs
LEED Documentation/Consulting/CASP	\$ 226,000	\$ 226,000		\$ 226,000	\$ 226,000	Standard for LEED and CASp consulting
Furnishings-Common Area and SN Units 3000	\$ 150,000	\$ 150,000		\$ 150,000	\$ 150,000	= \$100,000 common areas;
Utility Hookups	\$ 356,000	\$ 356,000		\$ 356,000	\$ 356,000	For gas, electric, water and sewer facilities hook up charges
Soft Contingency 4%	\$ -	\$ -		\$ -	\$ -	Need to increase to 5% instead of approx 1%
<b>Subtotal</b>	<b>\$ 2,617,143</b>	<b>\$ 2,617,143</b>	<b>\$ -</b>	<b>\$ 2,602,143</b>	<b>\$ 2,602,143</b>	
<b>Permits and Fees</b>						
Impact Fees-County Fire and Public Works	\$ 304,500	\$ 304,500		\$ 304,500	\$ 304,500	
Building Permits/Planning/Entitlements 3%	\$ 535,500	\$ 535,500		\$ 535,500	\$ 535,500	3% of hard cost
<b>Subtotal</b>	<b>\$ 840,000</b>	<b>\$ 840,000</b>	<b>\$ -</b>	<b>\$ 840,000</b>	<b>\$ 840,000</b>	
<b>Predevelopment Loan Interest</b>						
Loan Interest 6%	\$ 243,600.00	\$ -		\$ -	\$ -	
Loan Fees 1%	\$ -	\$ -		\$ -	\$ -	
Lender Legal	\$ -	\$ -		\$ -	\$ -	
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	
<b>Construction Interest and Fees</b>						
Loan Interest Construction-Housing	\$ 2,078,651	\$ 1,950,000	\$ 1,950,000	\$ 1,298,700	\$ 1,298,700	4%, 24 months, 60% average outstanding balance
Commercial Loan Interest 3.66%	\$ 24	\$ -	\$ -	\$ -	\$ -	
Loan Origination Fees 0.8%	\$ 156,840	\$ 172,500	\$ 172,500	\$ 113,850	\$ 113,850	Depreciation not available for 4%
Lender Costs	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	Depreciation not available for 4%
Lender Attorney	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	Depreciation not available for 4%
Lender Due Diligence (inspections)	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	Depreciation not available for 4%
<b>Subtotal</b>	<b>\$ 2,252,500</b>	<b>\$ 2,252,500</b>	<b>\$ -</b>	<b>\$ 1,542,550</b>	<b>\$ 1,542,550</b>	
<b>Permanent Financing</b>						
Loan Fees 1.000%	\$ -	\$ 12,000	\$ 12,000	\$ -	\$ -	
LACDA Fees	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	\$ -	
Lender Counsel	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	\$ -	
<b>Subtotal</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	
<b>Bond Fees</b>						
Underwriter	\$ -	\$ -	\$ -	\$ -	\$ -	
Financial Advisor 35,000	\$ 35,000	\$ -	\$ -	\$ -	\$ -	
Bond Counsel 55,000	\$ 55,000	\$ -	\$ -	\$ -	\$ -	
Credit Enhancement Fee (Construction) 0.8000%	\$ 167,296	\$ -	\$ -	\$ -	\$ -	
Trustee Fee and Trustee Counsel 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	
CDLAC Fees (includes performance deprec) 0.035%	\$ 7,319	\$ -	\$ -	\$ -	\$ -	
Issuer Fees 0.250%	\$ 52,280	\$ -	\$ -	\$ -	\$ -	
TEFRA/Misc 3,000	\$ 3,000	\$ -	\$ -	\$ -	\$ -	
Prepaid Annual Issuer Fees 0.250%	\$ 52,280	\$ -	\$ -	\$ -	\$ -	
CDIAC Fees 0.024%	\$ 5,019	\$ -	\$ -	\$ -	\$ -	
COI Contingency	\$ -	\$ -	\$ -	\$ -	\$ -	
TCAC Fees-Hard Code amount shown 105,353	\$ 112,015	\$ 112,015	\$ 112,015	\$ -	\$ -	\$410/unit compliance and performance deposit;
Other: Construction Loan Fees	\$ -	\$ -	\$ -	\$ -	\$ -	
Other: Construction Loan Legal and Due Diligence	\$ -	\$ -	\$ -	\$ -	\$ -	
LACDC Fee	\$ -	\$ -	\$ -	\$ -	\$ -	Per LACDC underwriting
<b>Subtotal</b>	<b>\$ 112,015</b>	<b>\$ 112,015</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	
<b>Legal</b>						
Organizational	\$ 10,000	\$ 10,000			\$ -	Developer legal for partnership formation
Acquisition	\$ -	\$ -			\$ -	
Land Use	\$ -	\$ -			\$ -	
Acquisition	\$ -	\$ -			\$ -	Developer legal for entitlements approval in CEQA
Construction Lender Legal	\$ 75,000	\$ 75,000			\$ -	Developer legal for syndicator counsel
Syndication	\$ 80,000	\$ 80,000			\$ 80,000	
Construction	\$ -	\$ -			\$ -	
<b>Subtotal</b>	<b>\$ 165,000</b>	<b>\$ 165,000</b>	<b>\$ -</b>	<b>\$ 80,000</b>	<b>\$ 80,000</b>	
<b>Taxes and Insurance</b>						
Property Taxes 1.25%	\$ 25,000	\$ 25,000		\$ 25,000	\$ 25,000	Assumes welfare exemption
Insurance (construction period)	\$ 264,000	\$ 264,000		\$ 264,000	\$ 264,000	Builders Risk and General Liability for 24 months
<b>Subtotal</b>	<b>\$ 289,000</b>	<b>\$ 289,000</b>	<b>\$ -</b>	<b>\$ 289,000</b>	<b>\$ 289,000</b>	
<b>Title &amp; Recording</b>						
Construction Closing	\$ 90,000	\$ 90,000		\$ 90,000	\$ 90,000	Estimate based on comparable projects
Permanent Closing	\$ 15,000	\$ 15,000		\$ 15,000	\$ 15,000	Estimate based on comparable projects
<b>Subtotal</b>	<b>\$ 105,000</b>	<b>\$ 105,000</b>	<b>\$ -</b>	<b>\$ 90,000</b>	<b>\$ 90,000</b>	
<b>Lease-Up and Reserves</b>						
Marketing/Lease Up	\$ 85,000	\$ 85,000			\$ -	Reserve for property management fees for lease up
Transition Reserve (6 mos)	\$ -	\$ -			\$ -	
Operating / Rent Reserves 6 months	\$ 365,000	\$ 365,000			\$ -	6 months debt service, operating expense, and reserves REQUIRED
<b>Subtotal</b>	<b>\$ 450,000</b>	<b>\$ 450,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	
<b>Organizational Costs/Developer Fee</b>						
Relocation	\$ -	\$ -			\$ -	No relocation is assumed
Developer Fee	\$ 2,500,000	\$ 2,500,000		\$ 2,500,000	\$ 2,500,000	Capitalized max per TCAC regulations
GP Equity	\$ -	\$ -		\$ -	\$ -	
Syndication Consulting	\$ 100,000	\$ 100,000		\$ -	\$ -	
Financial Advisor	\$ 33,000	\$ 33,000		\$ -	\$ -	1st yr accounting and tax return
First Yr Audit/Accounting	\$ -	\$ -		\$ -	\$ -	
<b>Subtotal</b>	<b>\$ 2,633,000</b>	<b>\$ 2,633,000</b>	<b>\$ -</b>	<b>\$ 2,500,000</b>	<b>\$ 2,500,000</b>	
<b>TOTAL DEVELOPMENT COST</b>	<b>\$ 33,780,083</b>	<b>\$ 33,780,083</b>	<b>\$ -</b>	<b>\$ 30,893,118</b>	<b>\$ 32,228,118</b>	

DATE: 8/28/2025  
 PROJECT NAME: Culver City Commons  
 DEVELOPER: Venice Community Housing  
 PROJECT TYPE: 9% Tax Credit Project

AMI	Studio	1	2	3	4	Total	% of Total	TCAC Pts (Max 52)
15%						0	0%	
20%						0	0%	
25%						0	0%	
30%	2	3	0	0		5	12%	
35%						0	0%	
40%						0	0%	
45%	4	5	0	0		9	21%	
50%	7	10	0	0		17	40%	50
55%						0	0%	
60%	4	6				10	24%	
70%						0	0%	
80%						0	0%	
Manager Unit			1			1	2%	-
Subtotals by Unit Type	17	24	1	0	0	42	100%	52
Sec 8	17					17	40%	
Special Needs						0	0%	
LACDA Restricted						0	0%	
Homeless						0	0%	
DHS Units						0	0%	
Avg. Affordability	49%	49%	0%	0%	0%		49%	

AMI	Efficiency	1	2	3	4
15%	398	426	511	591	727
20%	530	568	681	788	969
25%	663	710	852	985	1,212
30%	795	852	1,022	1,181	1,454
35%	928	994	1,192	1,378	1,696
40%	1,060	1,136	1,362	1,575	1,938
45%	1,193	1,278	1,533	1,772	2,181
50%	1,325	1,420	1,703	1,969	2,423
60%	1,590	1,704	2,044	2,363	2,908
70%	1,855	1,988	2,384	2,757	3,392
80%	2,120	2,272	2,725	3,150	3,877
100%	2,650	2,840	3,406	3,938	4,846
HACLA Sec 8 Pymt	2,328	2,394	3,024	3,843	4,257
LACDA Pymt Stnd	2,142	2,439	3,078	3,915	4,338
HUD COC FMR Pymt Stn	2,040	2,300	2,222	2,888	3,170

Effective Date:	Studio	1	2	3	4
Elec. Heating	20	27	35	44	58
Elec. Water Hea	19	27	35	43	54
Elec. Cooking	10	14	18	22	28
Basic Electric	38	46	55	67	77
Air Con	15	21	27	34	44
<b>Total</b>	<b>102</b>	<b>135</b>	<b>170</b>	<b>210</b>	<b>261</b>

SAFMR Effective January 1, 2025  
 Effective 01/01/25; Small Area FMR

DATE:

8/28/2025

PROJECT NAME:

Culver City Commons

Number of Units

42

DEVELOPER:

Venice Community Housing

<b>Administrative &amp; Staffing Expenses</b>	<b>Residential</b>	<b>Commercial</b>	<b>Total</b>	<b>PUPA</b>
Advertising	1,000		1,000	24
Legal	5,000		5,000	119
Accounting/ Audit	7,500		7,500	179
Security	-		-	-
Other: Office Supplies, Communication	7,000		7,000	167
<b>Total Administrative &amp; Staffing Expenses</b>	<b>20,500</b>	<b>0</b>	<b>20,500</b>	<b>488</b>
<b>Total Management Fee</b>	<b>48,960</b>		<b>48,960</b>	<b>1,166</b>

<b>Utilities</b>				
Fuel			-	-
Gas			-	-
Electricity	40,000		40,000	952
Water/ Sewer	25,000		25,000	595
<b>Total Utilities Expenses</b>	<b>65,000</b>	<b>0</b>	<b>65,000</b>	<b>1,548</b>

<b>Payroll/ Payroll Taxes</b>				
Onsite Manager	62,000		62,000	1,476
Maintenance Personnel	40,000		40,000	952
Other	0		-	-
<b>Total Payroll/ Payroll Taxes</b>	<b>102,000</b>		<b>102,000</b>	<b>2,429</b>
<b>Total Insurance</b>	<b>150,000</b>		<b>150,000</b>	<b>3,571</b>

<b>Maintenance</b>				
Painting			-	-
Repairs	8,000		8,000	190
Trash Removal	12,000		12,000	286
Exterminating	10,000		10,000	238
Grounds	10,000		10,000	238
Elevator	10,000		10,000	238
Other: Maintenance Supplies, HVAC, Misc.	5,000		5,000	119
<b>Total Maintenance</b>	<b>50,000</b>		<b>50,000</b>	<b>1,190</b>

<b>Other Operating Expenses</b>				
Other: Licenses and Fees	7,500		7,500	179
Other:			-	-
Other:			-	-
Other:			-	-
<b>Total Other Expenses</b>	<b>7,500</b>	<b>-</b>	<b>7,500</b>	<b>179</b>

<b>TOTAL OPERATING EXPENSES</b>	<b>443,960</b>	<b>-</b>	<b>443,960</b>	<b>10,570</b>
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Total 3- Month Operating Reserve

-

Total Annual Transit Pass/ Internet Expense

-

**Total Annual Services Budget\***

16,820

16,820

**400**

Total Annual Replacement Reserves

21,000

29,500

**702**

Total Annual Monitoring Fees

-

Total Annual Real Estate Taxes

12500

12500

**298**

Specialty Locality Taxes

-

Other: Transition Reserve

-

**TOTAL EXPENSES**

494,280

502,780

**11,971****GP Asset Management Fee**

15000

**LP Asset Management Fee**

7500

DATE: 8/28/2025  
 PROJECT NAME: Culver City Commons  
 DEVELOPER: Venice Community Housing

Month QO Begins 0  
 Replacement Reserves PUPA: \$ 500  
 Operating Expense PUPA: \$ 10,570

Total Units		42														
	Inflation Factor	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
RENT (Tenant Paid)																
Resident Rent	2.5%	604,716	619,834	635,330	651,213	667,493	684,181	701,285	718,817	736,788	755,207	774,088	793,440	813,276	833,608	854,448
Total Rental Subsidy (Sec 8 / COC)	2.5%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gross Rental Income		604,716	619,834	635,330	651,213	667,493	684,181	701,285	718,817	736,788	755,207	774,088	793,440	813,276	833,608	854,448
OTHER INCOME: Laundry	2.5%	3,276	3,358	3,442	3,528	3,616	3,706	3,799	3,894	3,991	4,091	4,194	4,298	4,406	4,516	4,629
<b>GROSS INCOME</b>		<b>607,992</b>	<b>623,192</b>	<b>638,772</b>	<b>654,741</b>	<b>671,109</b>	<b>687,887</b>	<b>705,084</b>	<b>722,711</b>	<b>740,779</b>	<b>759,299</b>	<b>778,281</b>	<b>797,738</b>	<b>817,682</b>	<b>838,124</b>	<b>859,077</b>
VACANCY LOSS																
Resident	5.0%	\$ (30,236)	\$ (30,992)	\$ (31,766)	\$ (32,561)	\$ (33,375)	\$ (34,209)	\$ (35,064)	\$ (35,941)	\$ (36,839)	\$ (37,760)	\$ (38,704)	\$ (39,672)	\$ (40,664)	\$ (41,680)	\$ (42,722)
Subsidy	5.0%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Laundry	5.0%	\$ (164)	\$ (168)	\$ (172)	\$ (176)	\$ (181)	\$ (185)	\$ (190)	\$ (195)	\$ (200)	\$ (205)	\$ (210)	\$ (215)	\$ (220)	\$ (226)	\$ (231)
Total Vacancy Loss		\$ (30,400)	\$ (31,160)	\$ (31,939)	\$ (32,737)	\$ (33,555)	\$ (34,394)	\$ (35,254)	\$ (36,136)	\$ (37,039)	\$ (37,965)	\$ (38,914)	\$ (39,887)	\$ (40,884)	\$ (41,906)	\$ (42,954)
<b>EFFECTIVE GROSS INCOME</b>		<b>577,592</b>	<b>592,032</b>	<b>606,833</b>	<b>622,004</b>	<b>637,554</b>	<b>653,493</b>	<b>669,830</b>	<b>686,576</b>	<b>703,740</b>	<b>721,334</b>	<b>739,367</b>	<b>757,851</b>	<b>776,798</b>	<b>796,218</b>	<b>816,123</b>
Residential Operating Expenses	3.5%	\$ (431,460)	\$ (459,499)	\$ (475,581)	\$ (492,226)	\$ (509,454)	\$ (527,285)	\$ (545,740)	\$ (564,841)	\$ (584,611)	\$ (605,072)	\$ (626,249)	\$ (648,168)	\$ (670,854)	\$ (694,334)	\$ (718,636)
Property Taxes	0.0%	\$ (12,500)	\$ (12,500)	\$ (12,500)	\$ (12,500)	\$ (12,500)	\$ (12,500)	\$ (12,500)	\$ (12,500)	\$ (12,500)	\$ (12,500)	\$ (12,500)	\$ (12,500)	\$ (12,500)	\$ (12,500)	\$ (12,500)
Supportive Services Coordination	3.5%	\$ (16,820)	\$ (17,409)	\$ (18,018)	\$ (18,649)	\$ (19,301)	\$ (19,977)	\$ (20,676)	\$ (21,400)	\$ (22,149)	\$ (22,924)	\$ (23,726)	\$ (24,557)	\$ (25,416)	\$ (26,306)	\$ (27,226)
Ground Lease	3.0%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>OPERATING EXPENSES</b>		<b>(460,780)</b>	<b>(489,407)</b>	<b>(506,099)</b>	<b>(523,375)</b>	<b>(541,256)</b>	<b>(559,762)</b>	<b>(578,916)</b>	<b>(598,741)</b>	<b>(619,259)</b>	<b>(640,496)</b>	<b>(662,476)</b>	<b>(685,225)</b>	<b>(708,770)</b>	<b>(733,140)</b>	<b>(758,362)</b>
RESERVES																
Replacement Reserve	0.0%	(21,000)	(21,000)	(21,000)	(21,000)	(21,000)	(21,000)	(21,000)	(21,000)	(21,000)	(21,000)	(21,000)	(21,000)	(21,000)	(21,000)	(21,000)
Total Reserve Deposits		(21,000)	(21,000)	(21,000)	(21,000)	(21,000)	(21,000)	(21,000)	(21,000)	(21,000)	(21,000)	(21,000)	(21,000)	(21,000)	(21,000)	(21,000)
<b>NET OPERATING INCOME</b>		<b>95,812</b>	<b>81,625</b>	<b>79,734</b>	<b>77,629</b>	<b>75,298</b>	<b>72,731</b>	<b>69,914</b>	<b>66,835</b>	<b>63,481</b>	<b>59,838</b>	<b>55,891</b>	<b>51,626</b>	<b>47,027</b>	<b>42,078</b>	<b>36,761</b>
DEBT SERVICE																
Debt Service	1.15%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Issuer Fee	0%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Debt Service		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>CASH FLOW</b>		<b>95,812</b>	<b>81,625</b>	<b>79,734</b>	<b>77,629</b>	<b>75,298</b>	<b>72,731</b>	<b>69,914</b>	<b>66,835</b>	<b>63,481</b>	<b>59,838</b>	<b>55,891</b>	<b>51,626</b>	<b>47,027</b>	<b>42,078</b>	<b>36,761</b>
Investor Partnership Management Fee	3.5%	(15,000)	(15,525)	(16,068)	(16,631)	(17,213)	(17,815)	(18,439)	(19,084)	(19,752)	(20,443)	(21,159)	(21,900)	(22,666)	(23,459)	(24,280)
Partnership Management Fee	3.5%	(10,000)	(10,350)	(10,712)	(11,087)	(11,475)	(11,877)	(12,293)	(12,723)	(13,168)	(13,629)	(14,106)	(14,600)	(15,111)	(15,640)	(16,187)
<b>NET CASH FLOW</b>		<b>70,812</b>	<b>55,750</b>	<b>52,953</b>	<b>49,911</b>	<b>46,610</b>	<b>43,039</b>	<b>39,182</b>	<b>35,028</b>	<b>30,561</b>	<b>25,765</b>	<b>20,626</b>	<b>15,127</b>	<b>9,251</b>	<b>2,979</b>	<b>(3,706)</b>
<b>AVAILABLE FOR DISTRIBUTIONS</b>		<b>70,812</b>	<b>55,750</b>	<b>52,953</b>	<b>49,911</b>	<b>46,610</b>	<b>43,039</b>	<b>39,182</b>	<b>35,028</b>	<b>30,561</b>	<b>25,765</b>	<b>20,626</b>	<b>15,127</b>	<b>9,251</b>	<b>2,979</b>	<b>-</b>

# Proposal for Redevelopment of 11029 Washington Boulevard



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# EXECUTIVE SUMMARY

We are proud to present our proposal for the redevelopment of 11029 Washington Boulevard to the City of Culver City. Our vision is to transform this underutilized site into a vibrant, community-centered affordable housing development that provides deeply affordable homes for seniors, strengthens Culver City's local economy, and delivers lasting community benefits. This proposal is uniquely shaped by a team of firms based in Culver City, bringing local knowledge, relationships, and accountability to every stage of the project.

## PROPOSAL OVERVIEW AND VISION

The Washington Boulevard proposal will deliver 37 new homes, including 36 affordable units reserved for seniors at 30–50% of Area Median Income (AMI) and one on-site manager's unit. With an average affordability level of 45% AMI, the project responds directly to Culver City's urgent need for deeply affordable senior housing. To ensure long-term stability, Decro is prepared to record 99-year affordability covenants tied to the ground lease, as well as resyndicate affordability restrictions at each refinancing event. Our proposed schedule ensures that the project commences development in January 2026 with entitlement and predevelopment activities, and can begin housing people as early as 2029 or 2030, and possibly earlier depending on the availability of matching funding.

The project emphasizes community activation and neighborhood integration. The ground floor will feature 770 square feet of commercial space reserved for a Culver City-based small business or nonprofit at below-market rents, counteracting rising rents and displacement pressures. Above, the development introduces a Vertical Park and 5,800 square feet of landscaped open space, including gardens, terraces, and social gathering areas, capped by a rooftop terrace with panoramic views. These amenities not only serve residents but also provide a unique civic benefit for the neighborhood.

## A DESIGN FOR HEALTH, SUSTAINABILITY, AND CONTEXT

The project is designed by Lorcan O'Herlihy Architects (LOHA), an internationally recognized practice known for advancing affordable housing through contextual, sustainable, and community-oriented design. LOHA's approach, rooted in "Amplified Urbanism," ensures that the building blurs the line between private and public space, creating civic connections that strengthen the fabric of the neighborhood.

The building's stepped massing transitions respectfully to adjacent medium-density housing, while a central courtyard, operable windows, and green roofs maximize natural light, ventilation, and environmental performance. The project is designed to exceed Title 24 standards and is anticipated to achieve LEED certification, reinforcing its commitment to sustainability and long-term resilience.

## EXPERIENCE AND QUALIFICATIONS

Decro Corporation will serve as lead developer. Founded in Culver City and operating for over 35 years, Decro has completed 38 affordable housing projects serving more than 1,800 residents and currently manages over 1,300 affordable and supportive housing units. CEO Ted Handel, Chief Real Estate Development Officer Fathia Macauley, and Real Estate Development Director Armeen Neshat bring decades of combined experience in nonprofit development, affordable housing finance, and public-sector housing production.

## A CULVER CITY-BASED, EXPERIENCED DEVELOPMENT TEAM

Our proposal is distinguished by a development team rooted in Culver City, with three of the lead firms headquartered within the City. Collectively, the team brings decades of experience delivering high-quality affordable housing while remaining deeply invested in the local community.

**Decro Corporation (Lead Developer):** With over 35 years of experience and a portfolio of more than 1,300 affordable and supportive units, Decro has a proven record of delivering successful, community-driven affordable housing.

**Lorcan O’Herlihy Architects (Design Architect):** Recognized internationally and awarded over 100 design honors, LOHA brings a design approach that merges affordability, sustainability, and civic engagement.

**Dreyfuss Builders, LLC (General Contractor):** A Culver City-based builder with over \$670 million in completed projects, including 15 affordable housing developments in the last five years, Dreyfuss has deep expertise in municipally sponsored housing and a strong record of partnership with nonprofit developers.

**three6ixty (Entitlements & Planning):** A women-led, Culver City-based land use consulting firm, three6ixty brings over 30 years of entitlement, planning, and community engagement experience, with founder Dana Sayles having served nearly a decade on the Culver City Planning Commission.

**Nous Engineering (Structural) and A3 Engineering (MEP):** Trusted subconsultants with extensive expertise in sustainable, high-performance building systems, reporting to LOHA.

Together, this team blends local investment, national design recognition, and decades of affordable housing expertise to ensure that the Washington Boulevard redevelopment is delivered on time, on budget, and in alignment with the City’s goals. Each of these firms will work in close coordination, with Decro as lead developer ensuring the integration of design, construction, and community engagement from entitlement through operations. With a proposal team grounded in Culver City, our team combines proven experience with a personal stake in the City’s future, ensuring the Washington Boulevard project becomes a lasting community asset.

**A.**

# **Company and General Information**

**DECRO**  
*Transforming Lives & Communities*

Proposal for Property Name

[WWW.DECRO.ORG](http://WWW.DECRO.ORG)

08/28/2025

John M. Nachbar  
City of Culver City  
City Manager's Office  
9770 Culver Blvd.  
Culver City, CA 90232

DECRO  
Transforming Lives & Communities

# Letter of Transmittal

RE: Response to Request for Proposals: Redevelopment of 11029 Washington Blvd

Dear Mr. Nachbar,

On behalf of Decro Corporation, I am pleased to submit our response to the above-referenced Request for Proposals. Decro Corporation, a California nonprofit public benefit corporation, will serve as the Prime Proposer for this engagement. We are proud to present a highly qualified team, consisting of Decro Corporation, Lorcan O'Herlihy Architects, Dreyfuss Construction, and Three6ixty. The key point of contact for this proposal is:

Armeen Neshat  
Real Estate Development Director  
Decro Corporation  
424-603-4586  
Bids@decro.org

As Chief Executive Officer of Decro Corporation, I am authorized to bind the organization in contractual matters with the City of Culver City. In accordance with the RFP requirements, our team affirms that it has read and will comply with all terms and conditions of this RFP. We appreciate the opportunity to be considered for this project and look forward to the possibility of working in partnership with the City of Culver City. Should you require any additional information or clarification, please do not hesitate to contact Mr. Neshat directly, as he is the primary contact able to answer questions about the proposal.

Sincerely,



Ted Handel  
Chief Executive Officer  
Decro Corporation

**B.**

# Qualifications and Experience of the Firm

The key team members of this proposal include Decro Corporation (Decro) as the lead developer, Lorcan O’Herlihy Architects (LOHA) as the lead architectural firm, Dreyfuss Builders, LLC (Dreyfuss) as the general contractor, and three6ixty as the entitlement and planning consultant. Nous Engineering will serve as the proposal’s structural engineer, and A3 Engineering will serve as the Mechanical/Electrical/Plumbing Engineer, both as subconsultants reporting to LOHA. Below is a description of Decro’s Qualifications and Experience, as the lead firm for this proposal.

## DECRO CORPORATION

Decro is an established affordable housing developer with over 35 years of experience in Southern California, primarily based in Los Angeles County. Decro is a California nonprofit public benefit corporation, founded and incorporated in 1989, whose primary business is affordable housing and community development. Decro is headquartered in Culver City, California, and is governed by a Board of Directors. Decro’s Board is currently composed of Christian von Merkatz (Chair), Alexander Nweeia (Treasurer), Meg Babakhanian (Secretary), Warren Avery, and Paul Pierorth. Decro is currently led by CEO Ted Handel and Chief Real Estate Development Office Fathia Macauley. The lead individuals for Decro on this project will be CEO Ted Handel, Chief Real Estate Officer Fathia Macauley, and Real Estate Development Director Armeen Neshat.

Decro currently has 13 full time staff members across five departments: Accounting, Asset and Portfolio Management, Executive, Real Estate Development, and Resident/Community Engagement. Decro’s Real Estate Development department will be responsible for overseeing all development and project management scopes of the Project, including managing all consultants and subconsultants, securing all financing, construction management, as well as ongoing project management. To date, Decro has completed 18 affordable housing projects, collectively serving over 1,800 residents, and operates over 1,300 affordable and supportive housing units in its portfolio. Within the last five years, Decro has completed over 351 units of affordable housing, and has an additional two projects for 93 combined units under construction and due for completion by 2026. Decro’s Organizational Chart is included, which provides the organization’s position titles, along with key staff’s resumes.

Decro is a well-renowned leader in Southern California in developing affordable housing, including master campus redevelopments to include both commercial and community space. Below is a sample of comparative projects in Decro’s recent portfolio, each of which has been completed within the last five years:

## BRINE RESIDENTIAL

Brine Residential is a mixed-use development with 28,000 square feet of commercial space under 97 units of permanent supportive and affordable housing. This development incorporates classroom facilities, a fitness room, community room with a full kitchen, indoor and outdoor lounges, property management and supportive services offices, laundry rooms and over 200 racks of bicycle parking. The project is also proud of its street level improvements such as street lighting and sidewalk upgrades and accessibility improvements.

This is a multiphase project that recently completed the first phase, the residential component, in December of 2024. Brine Residential is part of a larger campus development that is anticipated to include a 9,856 square foot community health center, a 3,687 square foot pediatric mental health clinic, and a 17,300 square foot medical office building above a multi-story parking structure, as well as two additional residential phases. Brine Residential is part of the larger Brine Campus redevelopment project, which includes multiple phases. It is also structured as a ground lease model, with a 99-year ground lease to Brine Residential utilized as the tool for long-term site control. The subsequent phases will utilize a similar structure as they proceed to construction. For Brine Residential, Decro served as the developer, and was responsible for conducting all community outreach, securing planning and entitlement approvals, securing all public and private financing, overseeing construction activities, and continues to provide ongoing management and ownership of the property. Decro managed this project from initial conception through operation, and continues to manage the project in coordination with social service providers and property management. Decro applied for and secured a variety of public funds, including Proposition HHH, No Place Like Home, and 4% Low Income Housing Tax Credits and bonds.

## FIRMIN COURT

Firmin Court is a 63 unit, 7-story, permanent supportive housing development developed by Decro in the City West neighborhood of Los Angeles. 45 units are permanent supportive housing reserved for individuals experiencing chronic homelessness, and 18 units are restricted for low income households. Firmin Court is currently in operation and was completed in 2023.

The project won a 2023 Gold Nugget Merit Award in the Best Affordable Community category, reflecting Decro's focus and emphasis on high quality design. Firmin Court was designed in a Spanish Colonial vernacular featuring white stucco walls, barrel tile roofs, decorative wrought iron railing, decorative trim at window and door openings, and colorful ceramic tile accents. This design reflects extensive community outreach and feedback, and the project underwent several months of in-person and remote community meetings. The second floor houses the main lobby and lounge, which are directly accessible from the sidewalk, as well as resident supportive service offices, a community space, arts and crafts room, and library. Onsite services include independent living skills, mental and behavior counseling, employment educational assistance, and a learning center open to residents and neighborhood children. The third (podium) level has a community room that directly connects to an outdoor, landscaped and hardscaped courtyard, while a skydeck on the seventh floor enjoys views of the downtown skyline. Firmin Court successfully applied for a variety of public funding for Firmin Court, including Proposition HHH, HCD's Supportive Housing Multifamily Housing Program, and 4% Low Income Housing Tax Credits and bonds. Much like Brine Residential, Firmin Court is highly reflective of our approach to affordable housing development, by embracing and incorporating extensive community feedback on the project, utilizing high quality design in a cost efficient manner, ensuring ample community space for residents to enjoy the surrounding neighborhood, and ensuring that the project can be a community serving asset that is well connected to the surrounding environment.

## 7TH AND WITMER

7th & Witmer Apartments is a 76-unit, 6-story, mixed-use permanent supportive housing development for individuals experiencing chronic homelessness in Decro's portfolio, and is a partnership with the City of Los Angeles. 7th & Witmer is currently in operation, and was completed in 2019. The building is fully reserved for individuals experiencing chronic homelessness, and includes ground floor space for commercial tenants.

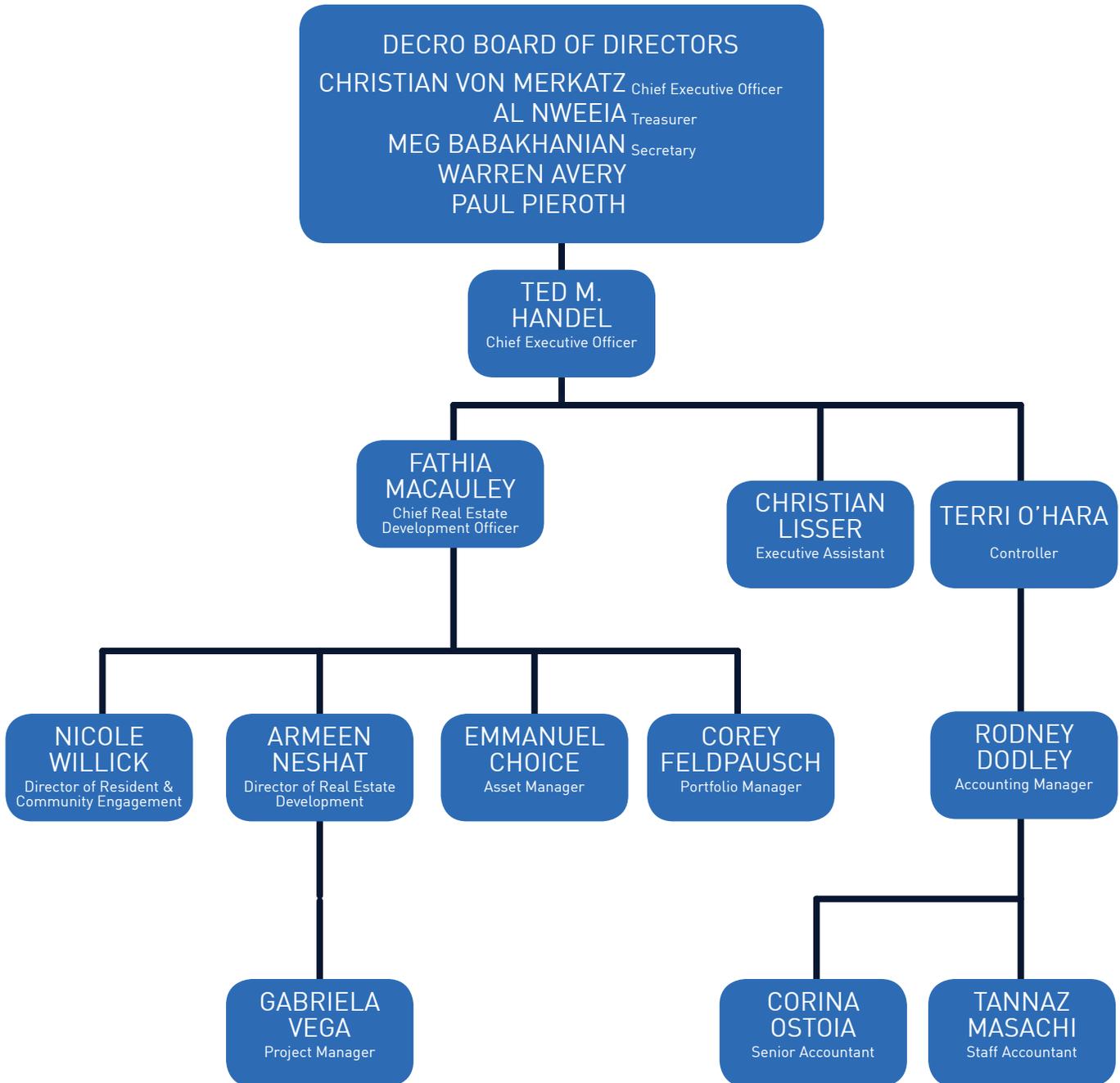
The project was awarded an AHSC grant from the California Department of Housing and Community Development for its commitment to building sustainable communities within Los Angeles, and the city is a coapplicant on the project. The award focused on the pedestrian and bimodal experience - by creating a space for a bikeshare and improvements that would result in greater connectivity and enhance overall mobility to the community of Westlake / Macarthur Park. These improvements included but were not limited to new bus zones, sidewalk repairs, and Accessible Pedestrian Signals and Lead Intervals. 7th and Witmer

was a pioneering AHSC project for the City of Los Angeles as one of the first in its pipeline, and enabled the city to receive over \$10 million in transit and transportation infrastructure funding. 7th and Witmer delivered on greater ESG (Environmental, Social and Governance) social impact targets – including focusing on local hires and commercial prevailing wages to all construction workers, obtaining a “LEED for Homes” sustainability certification, increasing tree count in the community and drought tolerant planting, and building the first greywater system in the City of Los Angeles that uses both stormwater (rain recapture and reuse) and greywater to supply toilets and irrigation.

We are set apart from other firms due to our high integration into the Culver City Community. Our organization is not only headquartered within Culver City, but located within just two miles of the Washington Boulevard site, and within walking distance of Culver City’s City Hall. Our firm’s leadership is also highly rooted in Culver City. Our CEO, Ted Handel, is a longtime Culver City resident and homeowner, our Director of Resident and Community Engagement, Nicole Willick, has been a Culver City resident for decades. We not only have a deep understanding of Culver City and a connection to Culver City residents, but our leadership is made up of stakeholders of the very same community. This has not only guided the development of our proposal, but will be a critical asset as the project is further developed in partnership with the city of Culver City. Our deep rooted connectivity is paired with renowned mixed-use development expertise along with affordable housing subject matter experts, which will be a key asset for the Washington Boulevard project. Decro has leveraged its expertise and leadership in Southern California to help craft our proposal, working in conjunction with the rest of the proposal team to produce a project that is highly informed by the neighborhood context of Culver City, while achieving ambitious goals in a realistic manner.

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DECRO CORP: ORGANIZATIONAL CHART - JUNE 2025



## DECRO CORP: RESUMES



**TED M. HANDEL**  
Chief Executive Officer

As Chief Executive Officer of Decro Corporation and its affiliated entities, Mr. Handel is responsible for the strategic direction and overall management of this California nonprofit, tax-exempt organization. Since Mr. Handel became Decro's CEO in July 2016, the nonprofit has grown to 17 affordable housing developments in California and Florida totaling 1,048 units. Decro, on its own or in partnerships, is constructing seven permanent supportive and affordable housing projects in Los Angeles, California with 368 units, including Firmin Court and Watts Works which are scheduled to open in late summer 2022 and The Brine which is a transformative multi-phase mixed-use, medical office, and pediatric mental health center project in the Lincoln Heights community of Los Angeles.

Prior to joining Decro, Mr. Handel had more than 25 years of experience in developing, financing, syndicating, operating, constructing and managing affordable housing developments. Mr. Handel represented nonprofits and National Equity Fund (NEF) as counsel in affordable housing transactions, formed California nonprofit public benefit corporations, and advised nonprofit Board of Directors on legal compliance issues. At NEF, he closed 57 development deals representing a gross equity investment by this low-income housing tax credit syndicator of \$315 million. **Mr. Handel has the authority to execute agreements on behalf of Decro Corp.**



**FATHIA MACAULEY**  
Chief Real Estate Development Officer

Fathia Macauley joined Decro Corporation as Chief Real Estate Development Officer in July 2024. At Decro she oversees the pipeline of new affordable housing developments, and shares oversight of asset management for Decro's portfolio of real estate owned. Ms. Macauley comes to Decro with over 21 years of experience in financing and developing redevelopment projects throughout California, ranging from affordable housing to community facilities such as charter schools and health clinics. She has managed over \$1 billion in Community Reinvestment Act (CRA) and affordable housing projects either as a developer or lender. She has participated in the creation of over 5,000 affordable homes.

Ms. Macauley began working for affordable housing consultants and developers in Los Angeles, and expanded to other aspects of affordable housing, becoming a Senior Loan Officer for Century Housing Corporation, and then participated in the political end of redevelopment projects in the office of Los Angeles Mayor Richard J. Riordan. Ms. Macauley has over 14 years in community development finance lending and most recently she was Chief Lending Officer for Housing Trust Silicon Valley in San Jose where, under her leadership over \$320M in loans were originated, and she co-led relationships with capital partners such as Apple and Google. In this position Ms. Macauley provided oversight for Housing Trust's lending programs including multifamily and first-time homebuyer programs, as well as new lending initiatives.



**ARMEEN NESHAT**  
Real Estate Development Director

Armeen Neshat is the Real Estate Development Director at Decro, where he is responsible for the development of affordable housing and mixed-use projects, managing them through all phases—from due diligence and acquisition to construction and completion. With seven years of experience in affordable housing and urban planning, he previously served as Deputy Director of Affordable Housing Production in the Los Angeles Mayor's Office. In that role, he led key initiatives like Project Homekey and the Affordable Housing and Sustainable Communities program, securing over \$103 million in funding for AHSC projects. He also expedited all 170 affordable housing projects in the city, facilitated the acquisition and financing of 1,250 interim housing units, and advanced innovation in permanent housing construction to expand housing access across Los Angeles.

Decro is a well-renowned leader in Southern California in developing affordable housing, including master campus redevelopments to include both commercial and community space. Below is a sample of comparative projects in Decro's recent portfolio, each of which has been completed within the last five years:



BRINE RESIDENTIAL

Brine Residential- Brine Residential is a mixed-use development with 28,000 square feet of commercial space under 97 units of permanent supportive and affordable housing. This development incorporates classroom facilities, a fitness room, community room with a full kitchen, indoor and outdoor lounges, property management and supportive services offices, laundry rooms and over 200 racks of bicycle parking. The project is also proud of its street level improvements such as street lighting and sidewalk upgrades and accessibility improvements.

This is a multiphase project that recently completed the first phase, the residential component, in December of 2024. Brine Residential is part of a larger campus development that is anticipated to include a 9,856 square foot community health center, a 3,687 square foot pediatric



BRINE RESIDENTIAL

mental health clinic, and a 17,300 square foot medical office building above a multi-story parking structure, as well as two additional residential phases. Brine Residential is part of the larger Brine Campus redevelopment project, which includes multiple phases. It is also structured as a ground lease model, with a 99-year ground lease to Brine Residential utilized as the tool for long-term site control. The subsequent phases will utilize a similar structure as they proceed to construction. For Brine Residential, Decro served as the developer, and was responsible for conducting all community outreach, securing planning and entitlement approvals, securing all public and private financing, overseeing construction activities, and continues to provide ongoing management and ownership of the property. Decro managed this project from initial conception through operation, and continues to manage the project in coordination with social service providers

and property management. Decro applied for and secured a variety of public funds, including Proposition HHH, No Place Like Home, and 4% Low Income Housing Tax Credits and bonds.

The second floor houses the main lobby and lounge, which are directly accessible from the sidewalk, as well as resident supportive service offices, a community space, arts and crafts room, and library. Onsite services include independent living skills, mental and behavior counseling, employment educational assistance, and a learning center open to residents and neighborhood children.

7th & Witmer - 7th & Witmer Apartments is a 76-unit, 6-story, mixed-use permanent supportive housing development for individuals experiencing chronic homelessness in Decro's portfolio, and is a partnership with the City of Los Angeles. 7th & Witmer is currently in operation, and was completed in 2019. The building is fully reserved for individuals experiencing chronic homelessness, and includes ground floor space for commercial tenants.

The project was awarded an AHSC grant from the California Department of Housing and Community Development for its commitment to building sustainable communities within Los Angeles, and the city is a coapplicant on the project. The award focused on the pedestrian and bimodal experience - by creating a space for a bikeshare and improvements that would result in greater connectivity

and enhance overall mobility to the community of Westlake / Macarthur Park. These improvements included but were not limited to new bus zones, sidewalk repairs, and Accessible Pedestrian Signals and Lead Intervals. 7th and Witmer was a pioneering AHSC project for the City of Los Angeles as one of the first in its pipeline, and enabled the city to receive over \$10 million in transit and transportation infrastructure funding. 7th and Witmer delivered on greater ESG (Environmental, Social and Governance) social impact targets - including focusing on local hires and commercial prevailing wages to all construction workers, obtaining a "LEED for Homes" sustainability certification, increasing tree count in the community and drought tolerant planting, and building the first greywater system in the City of Los Angeles that uses both stormwater (rain recapture and reuse) and greywater to supply toilets and irrigation.



FIRMIN COURT



7TH & WITMER



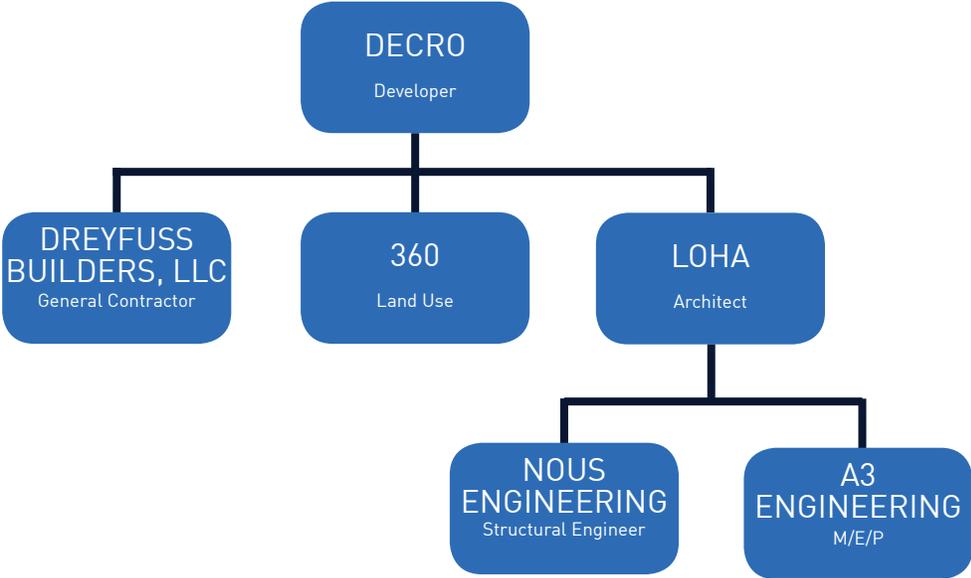
7TH & WITMER

**C.**

# **Qualifications and Experience of Proposed Development Team**

As stated previously, the key team members of this proposal include Decro Corporation (Decro) as the lead developer, Lorcan O’Herlihy Architects (LOHA) as the lead architectural firm, Dreyfuss Builders, LLC (Dreyfuss) as the general contractor, and three60 as the entitlement and planning consultant. Nous Engineering will serve as the proposal’s structural engineer, and A3 Engineering will serve as the Mechanical/Electrical/Plumbing Engineer, both as subconsultants reporting to LOHA. Decro’s qualifications were detailed in the previous section (B), and below are the qualifications of the rest of the proposed Development Team. A Development Team organizational chart is also included, which details the reporting relationship of the team, as well as a high-level assignment of their roles.

TEAM ORGANIZATIONAL CHART



## DREYFUSS

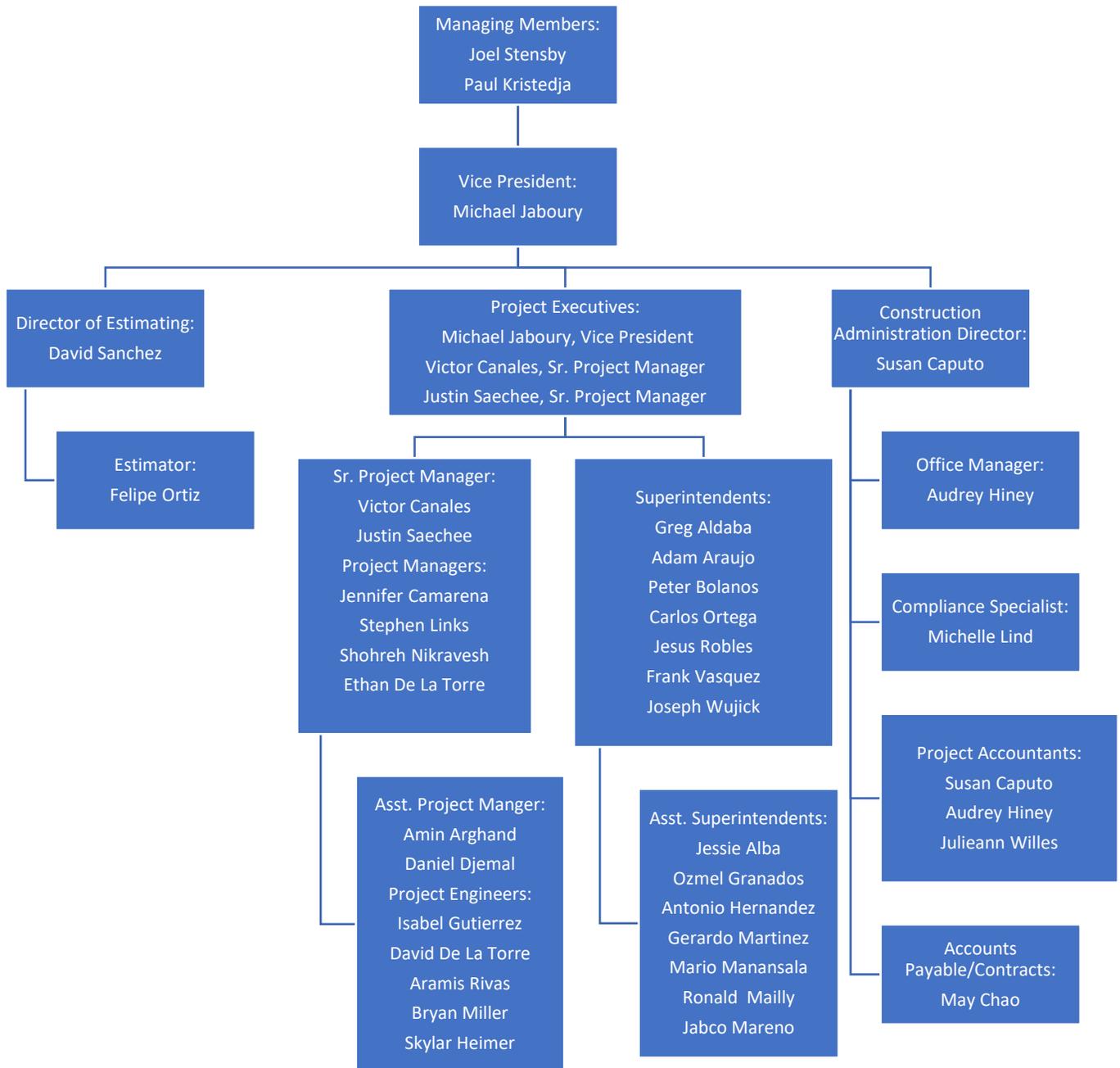
For more than three decades, Dreyfuss Builders, LLC has built affordable and market-rate housing across Southern California with one clear focus: delivering high-quality projects that strengthen communities. What sets Dreyfuss apart is not just the scope of their work, with over \$670 million in construction projects completed to date, but their deep ties to the community they serve. Like Decro and three6ixty, Dreyfuss is proudly headquartered in Culver City, just a few miles from the Washington Boulevard project site. The company is led by Managing Members Joel Stensby and Paul Kristedja, and a team of senior Project Executives, Project Managers, and Superintendents, each bringing decades of experience in affordable housing, mixed-use, adaptive reuse, supportive housing, and public-private partnerships. Senior staff will be directly engaged in the Washington Boulevard project from preconstruction through completion. An organizational chart for Dreyfuss is included, along with resumes for key staff of the Washington Boulevard project.

With a California Class B General Building Contractor license and an average of \$50–80 million in annual construction volume in recent years, Dreyfuss has the capacity and proven systems to manage large, complex projects while maintaining the responsiveness and personal accountability of a local firm. Their leadership team brings decades of experience in affordable housing, mixed-use, adaptive reuse, supportive housing, and public-private partnerships, making them uniquely suited for a project of this scale and importance.

In the past five years alone, Dreyfuss has completed more than 15 affordable and municipally sponsored housing developments totaling over 700 units across Los Angeles County and beyond. These include the 100-unit Willow Tree Project Homekey conversion (2025), Marcella Gardens and Ruth Teague Apartments in South Los Angeles (2024, 112 units combined), The Whole Child Interim Housing in Santa Fe Springs (2024, 19 units), The Journey Apartments in Venice (2024, 43 units), and NoHo 5050 in North Hollywood (2024, 40 units). Each of these projects required close collaboration with nonprofit developers, city partners, and funding agencies, underscoring Dreyfuss's ability to successfully deliver municipally sponsored affordable housing.

For the Washington Boulevard project, Dreyfuss Builders will serve as General Contractor reporting directly to Decro Corporation, working in close coordination with project architect LOHA (Lorcan O'Herlihy Architects) and entitlement consultant three6ixty. Their role will begin in preconstruction, where they will provide critical feedback on constructability, project delivery strategies, and cost effectiveness, ensuring that the project remains feasible without sacrificing its design quality, sustainability, or community-serving goals. During construction, Dreyfuss will manage subcontractor bidding, scheduling, quality control, and compliance with prevailing wage requirements, while maintaining close communication with Decro and LOHA to ensure the project vision is fully realized.

Together with Decro and three6ixty, Dreyfuss brings a Culver City-based, highly experienced, and collaborative team that combines local investment with a proven record of delivering high-quality affordable housing. Their expertise, hands-on approach, and commitment to the City make them an ideal partner to bring the Washington Boulevard site from vision to completion.



**EDUCATION**

Masters of Science in Civil Engineering, Concentration in Construction Engineering and Management *Columbia University*

Bachelors of Science in Civil Engineering w/Construction Emphasis *University of Southern California*

**MICHAEL JABOURY**

Vice President, Project Executive, LLC Member

As Vice President, Project Executive and LLC Member of Dreyfuss Construction, Michael oversees one of Southern California's leading general contractors. Michael has spent the entirety of his career in the building industry. He started as an intern at one of nation's largest general contractors in his college years and worked his way thru the ranks in the industry. After completing his master's degree in Civil Engineering in the Construction Management Program at Columbia University he started working at Dreyfuss Construction in 2003 under the mentorship of Mr. Jim Dreyfuss, the founder and former Principal of the firm. He also worked for a prominent Los Angeles multi-family and hotel developer as an inhouse Construction and Project Manager for a few years before returning to Dreyfuss in 2011.

Michael has over 20 years of experience in the construction industry on projects ranging in size from \$2MM to \$200MM. Project types include Type I, III, V, new construction and rehabilitation, podium and subterranean, affordable and market rate housing, tenant improvement, hospitality, restaurant, parking structures and medical.

At Dreyfuss Construction Michael's responsibilities include overseeing all aspects of the business including marketing, estimating, preconstruction, operations, and administration. His expertise in representing owners on commercial and residential projects brings the owner's perspective into the culture of Dreyfuss Construction.

## **DAVID SANCHEZ, SR.**

Director of Estimating

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### **Chief Estimator**

David oversees all phases of estimating and preconstruction, including design and constructability reviews, bidding, value engineering, cost estimating and contract negotiation. He has in-depth experience as a conceptual estimator, scheduler, and project manager for an extensive portfolio of complex as well as small scale projects throughout Southern California. David and his staff of skilled estimators work with the design team from the preliminary estimate through the contract phase.

### **EXPERIENCE**

David has been with Dreyfuss Construction since 1998. Prior to being promoted to Chief Estimator David's primary role at Dreyfuss Construction was as Sr. Project Manager, Project Executive and General Superintendent during he's tenure with the firm. He has also run several projects successfully as Superintendent. David has over 40 years of experience in the construction industry on projects ranging in size from \$2MM to \$87MM. Project type include new construction and rehabilitation, podium and subterranean, affordable and market rate housing and parking structures.

David also has experience as a construction manager, asset manager, compliance officer, senior building inspector. David's current responsibilities have included preconstruction services, cost estimating, scheduling, bid proposal development and design/development and buy-out support for projects ranging in size from \$10 million to \$40 million. David has taken on the challenge of developing the estimating department and pulling together the preconstruction processes and procedures that are in use today.

### THREE6IXTY

The field of land use consulting demands vast experience and continuing knowledge to effectively compete in the ubiquitous but niche industry of urban planning. Dana Sayles, the owner and founder of three6ixty, brings over 30 years of experience in project and construction management, education in and knowledge of urban planning, and regulatory policy. Similar to Decro and Dreyfuss, three6ixty is rooted and based in Culver City, with a headquarters on Washington Boulevard just half a mile from the project site. Three6ixty is a women-led, small business, full-service land use and expediting firm providing entitlement, permit expediting, project management, community engagement, and governmental advocacy for clients throughout the state of California. Three6ixty is celebrating our thirteenth year of providing clients with the best guidance in their development projects from inception through construction.

Three6ixty is also led by senior staff member Sara Houghton, Senior Vice President, who offers clients a strategic approach through her over 25 years of experience as a licensed architect, specializing in areas of design, construction, and land use entitlements; with over 15 years of experience in permitting solutions, specializes in complex projects including tenant improvements, affordable housing, hospitality, and new construction for mixed-use and residential projects.

Together Dana and her team have well-represented clients within the greater County and City of Los Angeles and, have been in the top ten of Los Angeles Business Journal Lobbying Firms since 2016 and Top 100 Women-Led Firms in Los Angeles for the past three years.

Three6ixty will be responsible for navigating all entitlements and land use approvals for the Washington Boulevard project, and coordinating all necessary city requirements for the project's approval through city council, in coordination with and reporting to Decro. Three6ixty will also play a role in community engagement for the project, assisting with planning meetings with the community, drafting and releasing public materials on the project, and assisting Decro and the rest of the project team with soliciting feedback from the community to inform the final project.



**Dana Sayles**  
Owner/Managing Member  
[dana@three6ixty.net](mailto:dana@three6ixty.net)

Dana is the founder and owner of three6ixty. She envisioned the company as a full-service land use and entitlement firm that combined her experience with fast-paced project and construction management with her education and knowledge of urban planning and regulatory processes. After working as a Director of Development at Urban Pacific Builders and Vice President of Development at John Laing Homes, Dana started working independently in 2007 and founded three6ixty in 2012. Dana's 28 years of project management experience, extensive knowledge of zoning code and land use policy, and an intuitive strategic approach ensures that three6ixty clients have the best guidance with their development projects internally, with cities and with local communities.

Dana has a broad network of relationships with city staff and elected officials, and she frequently participates with policy working groups and advisory committees. Dana holds an undergraduate degree in City and Regional Planning from Cornell University, a Master's of Urban Planning from the University of Southern California, and is a licensed member of the American Institute of Certified Planners since 2001. She served on the Culver City Planning Commission from 2013-2022, and has been actively involved in various non-profit organizations focused on philanthropy, and currently sits on the board of the Hollywood Central Park. Outside of the office, Dana loves to travel, skiing and the outdoors, great restaurants, and spending time with her two sons.

As an expert in the planning and land use field, Dana leads the firms project work, specializing in up front site feasibility, zoning analyses and approval strategies. Dana also conducts most forward-facing public hearings, community meeting presentations, and strategy presentations with Clients as needed. She is an expert in housing law and policy, specifically affordable and equitable housing in Los Angeles and surrounding jurisdictions. Dana's success and track record has led to policy advocacy on a broader scale, particularly in the housing and special purpose housing spaces, and has participated on task forces for both the City and County of Los Angeles' housing element updates, as well as the City of Culver City and the City of Downey. Through these efforts Dana has led the approval of streamlined special purpose housing projects in various jurisdictions including City of Los Angeles, County of Los Angeles, Long Beach, Inglewood, Culver City, and Chico California.

**Selected Project Experience:**

- Avenue 34, Shangri La – Mixed Use
- 1185 Sunset Blvd, Aragon Corp.– 214 Unit Mixed Use
- 8070 Beverly Blvd, Black Equities Group - 100 Units Eldercare Project
- AMP Lofts, Bolour Associates – 320 Units, Completed
- 639 La Brea, CGI Strategies – Mixed-Use
- Belle on Bev, 1800 Beverly Blvd, Cityview – Mixed-Use
- 6136 Manchester Avenue, Cityview - 489 units Mixed Use
- The Village, ETTA - 64 Units, Special Needs Housing
- 6711 Sepulveda, Hanover - 180 Unit Apartment
- Thatcher Yards, Thomas Safran & Associates - 98 Units, Affordable Residential
- Dream Hollywood Complex - Tao/Beauty Essex, Retail/Hotel/Restaurant Approvals

- Hollywood's Godfrey Hotel, Oxford Capital Group – 200 Rooms
- 2121 Westwood, RBM of California – 92 Units, Residential
- Downtown Women's Center Expansion, Daylight – 97 Units, Permanent Supportive Housing
- Raising Cane's – Various locations, California

**Credentials:**

- B.S. in City and Regional Planning from Cornell University
- Master's of Urban Planning (MUP) from the University of Southern California
- American Institute of Certified Planners (AICP)



### ABOUT LOHA

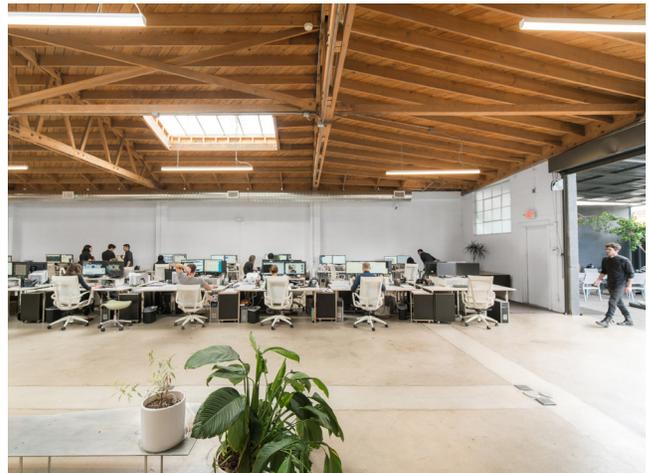
Lorcan O'Herlihy Architects [LOHA] is inspired by the transformative potential of architecture. Our work is driven by ruthless optimism, creative pragmatism, and a profound conviction that bold, enlightened design elevates the soul and enriches communities.

We balance ideals and pragmatics, intuition and logic, radical visions and fulfilled expectations. We ground our process in rigorous exploration, persistent questioning, and technical expertise. We craft distinctive, sustainable, elegantly resolved designs that meet the needs of our clients and respond to broader civic and social ambitions.

Grounded in years of experience, we confront preconceptions with an understanding that, while working within parameters, creative improvisation can yield unexpected solutions and remarkable results.

Since 1994, LOHA has built over 100 projects across three continents. Based out of our studio in Los Angeles and Detroit with twenty-five designers, our diverse work ranges from large, mixed-use developments and university residential complexes to art galleries and bus shelters. LOHA has been published in over 20 countries and recognized with over 100 awards, including the Architect Magazine's ARCHITECT 50 #1 Design Firm Award, AIA California Council Distinguished Practice Award, and AIA Los Angeles Firm of the Year Award.

In 2025, LOHA was recognized as #1 in Architecture on Fast Company's list of World's Most Innovative Companies.





SUNSET BILLBOARDS

### RUTHLESS OPTIMISM

We believe transformative architecture is possible regardless of constraints. We approach our work with a tenacity rooted in experience to achieve highly effective, robust projects that exceed expectations. We pride ourselves in seeing opportunities in everything, of producing the extraordinary from the ordinary, and in creating something from nothing. Combining rigor with a ceaseless curiosity for new formal and material possibilities has allowed us to create award-winning spaces that serve as agents of change.



TEST ONLY. PLEASE SELECT A PHOTO.  
MLK1101 SUPPORTIVE HOUSING

### CREATIVE PRAGMATISM

Creativity embraces more than aesthetics; we apply it equally when navigating budgets, schedules, existing spaces, and regulatory parameters, enabling us to balance ideals and pragmatics. Our open and elastic approach to even the most challenging project parameters yields unexpected and exceptional results. Our design strategies combine ingenuity and efficiency, creating exceptional solutions that are both innovative and enduring.



SANTA MONICA BIG BLUE BUS STOPS

### CIVIC ENGAGEMENT

Our designs are not autonomous entities. Each project engages its broader context and catalyzes a civic dialogue that transcends the project brief in pursuit of higher ideals. From the creation of unprecedented collective spaces to the thoughtful introduction of unique pathways, inviting bridges, or sensitively integrated benches, our work inspires a powerful and positive shared community experience.



WILLOUGHBY7917

### CONTEXTUAL RESPONSE

Our design methodology, Amplified Urbanism, is informed by the desire to create fluid interactions between public and private spaces, emphasize social and civic connections, and harness existing infrastructural and ecological patterns to cultivate vibrant communities. This approach was developed over years of building, with each project informing our approach and philosophy. The urban context is considered as part of the architectural project, looking at how architecture engages with the broader context whether single family homes or city masterplans. We are committed to developing projects that consider and enrich the city.



NIKE ICON STUDIOS

### CULTURE & COMMUNITY

Culture and community are key elements to a vibrant city. We value architecture as a cultural act and a response to our contemporary society. With this belief, we consistently seek opportunities that also cultivate other cultural endeavors. In our projects for cultural institutions, we support the diverse needs through flexible spaces that allow for a broad range of activities. Our engagement with culture through thoughtful, considered architecture is developed with the mission to add cultural value in a community through urban studies and buildings.



SL11024 STUDENT HOUSING

### PLACEMAKING

As cities around the world continue to grow in population and density, housing is increasingly an urgent issue. Our expertise in housing has been developed over years of practice across a range of scales from single family residences to large low-income developments. As with all our projects, housing extends beyond the interior space to engage with and respond to the surrounding community. Using the principles outlined in Amplified Urbanism, we seek a multi-faceted approach to develop housing projects that foster community within the built environment.



GRANVILLE 1500 MIXED USE

### ACTIVATED EDGES

Activated edges serve to dematerialize the boundaries of a building to create a fluid connection between the architecture and the community. Activated edges allow the surrounding community to permeate the site and provide opportunities for exchange between public and private zones.



BELLEVUE 53

### STRATEGIC VOIDS

Strategic voids carve out and enliven spaces within the massing of a structure or site. Embedding elements of the public sphere into otherwise private developments, strategic voids create opportunities for light, landscaping, and social interactions.



JOHN R 2660

### BOLD MATERIALITY

Bold Materiality renders a deliberate and adaptive manipulation of conventional concrete, wood, metal and glass, with unorthodox off-the-shelf components to produce a distinct and vibrant identity for site's overall environment. The creative process is rooted in this method and melds artful intuition with meticulous craftsmanship.



NIKE ICON STUDIOS

## PROGRAMMING FOR SUSTAINABILITY

Designated spaces for plant life helps clean the air and provide a sense of stewardship in a built environment, and reducing our carbon footprint is critical in our role as designers to limit impacts to our atmosphere.

In all project types we create adaptable environments that allow for spaces to be flexible and ensure they can evolve with programmatic needs for the building. Through strategic programming and the utilization of building technologies, spaces can be used for meeting, workshopping, independent study or larger-scale public events.

In addition, access to fresh air is core to our mental health and wellbeing. We value opportunities to connect interior and exterior environments with operable windows to allow fresh air inside. Utilizing passive cooling lessens the need for conditioned air and the energy burden associated with mechanical systems. These strategies require consideration to programming, scale, context and building orientation. On our Nike Icon Studios, large doors allow entire walls to open in photography studios, allowing production work to move fluidly from interior to exterior, while large operable doors over skylights allow for daylight to be controlled throughout the day for different production needs.

With strategic planning the result is innovative spatial relationships that allow for the building to service many programs over time. This efficiency is at its root a sustainable practice.

## SUSTAINABILITY

### EFFICIENT ECOLOGY

LOHA's LEED Platinum student housing project utilizes passive design strategies and innovative material choices, and resulted in a project that is substantially more efficient and utilitarian than standard new construction, and will continue to reduce ecological and economic impact in the years and decades to come.

Regularized units that seamlessly stack upon one another as well as the utilization of off-the-shelf industrial grade materials create efficiency in both short-term resource management and long-term adaptability. Outdoor single-loaded corridors with aluminum sunshades were designed to encourage both an outdoor lifestyle and passive ventilation throughout units. Passive fresh air intake units were also designed for each unit's entryway.



LEED PLATINUM UCSB SAN JOAQUIN STUDENT HOUSING



SANDI SIMON CENTER FOR DANCE

### PASSIVE SURVIVABILITY FOR OUR CLIMATE

At LOHA we celebrate strategies that allow us to prioritize access to the natural realm through architecture. When working with existing buildings, we explore means to bring natural light deep into spaces through skylights and interior openings while striking a balance between diffused and direct light. We find that choice of material can be critical in filtering light to provide well-illuminated places. When working with existing buildings, we explore means to bring natural light deep into spaces through skylights and interior openings while striking a balance between diffused and direct light. We find that choice of material can be critical in filtering light to provide well-illuminated places, and that studying solar angles for each specific site throughout the year is an early programmatic step for all our projects.

Our adaptive reuse strategy for the Sandi Simon Center for Dance identifies opportunities through the building's existing industrial sawtooth roof and skylights while activating them through passive design strategies. Natural light and ventilation are maximized throughout, and expanded to lower floors via a large cut inserted in the existing floor slab. The operable clerestory windows were retrofit with actuators to open and expel heat when triggered by the mechanical system. We salvaged the original maple planks from the cut-out packing-room floor, repurposing them as historically evocative vertical cladding around the office volume and main stairway. Sandi Simon Center for Dance is an example of utilizing centuries-old passive design solutions for today's building technologies.

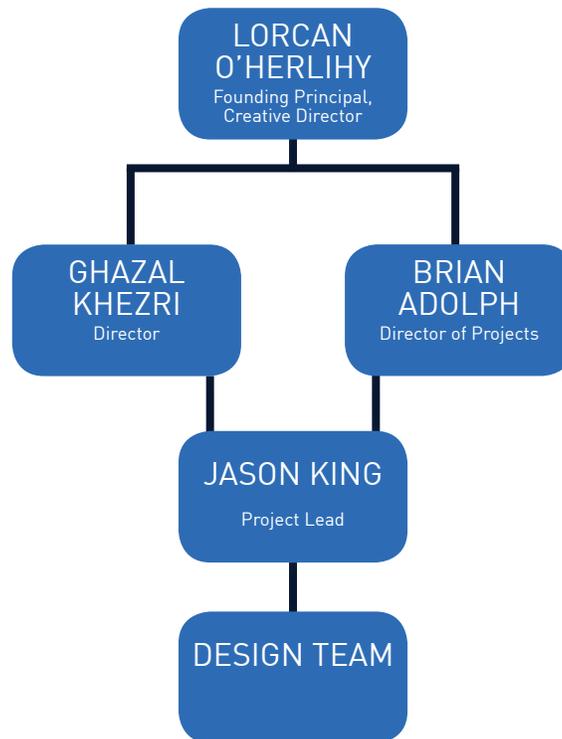


**LORCAN O'HERLIHY, FAIA**

Founding Principal, Creative Director

Lorcan O'Herlihy FAIA, founder and design principal of LOHA, seeks opportunities to engage the ever-changing complexities of the urban landscape while embracing architecture as a catalyst of change. Lorcan O'Herlihy FAIA, founder and design principal of LOHA, seeks opportunities to engage the ever-changing complexities of the urban landscape while embracing architecture as a catalyst of change. Since LOHA's inception in 1994, these urban and social concerns have been paired with an interest in artistry. Lorcan spent his formative years working in New York and Paris on the Grand Louvre Museum as a designer at I.M. Pei Partners. Lorcan's professional practice has run in parallel to his academic and intellectual pursuits since the inception of his office, enriching and heightening both. He has taught and lectured extensively over the last decade, including at the Architectural Association in London, Southern California Institute of Architecture [SCI-Arc], Cranbrook Academy of Art, Columbia University, Carnegie Mellon University, Pratt Institute, and the National Building Museum in Washington D.C. He is currently an Adjunct Professor at the University of Southern California AND is a GSA Design Excellence Program Peer. In 2004 the Architectural League of New York selected Lorcan O'Herlihy as one of the eight "emerging voices" in the United States. In 2009, Lorcan was elevated to the prestigious College of Fellows of the American Institute of Architects, an honor awarded to members who have made significant contributions to the profession. Lorcan's commitment to design excellence in commercial, educational and residential projects earned him a nomination to the Academy of Arts and Letters and over 100 national and international design awards, including the 2021 AIA Los Angeles Gold Medal, AIA Los Angeles Firm of the Year Award, AIA CC Distinguished Practice Award, the Architect's Newspaper's Best of Practice - Best North American Firm Award, and in 2018 was awarded the status of #1 Design Firm in the US by Architect Magazine and #1 Most Innovative by Fast Company in 2025.

**LORCAN O'HERLIHY ARCHITECTS ORGANIZATIONAL CHART**





## GHAZAL KHEZRI

Director

Since joining LOHA in 2015, Ghazal has played a substantial role as a Director and project Lead for a number of projects, most notably 3434 Wesley, Esri Campus Center and Sandi Simon Center for Dance. Prior to joining LOHA, she worked on international projects as an associate/designer with award-winning architecture firms.

Her contributions to the firms span a variety of project types including affordable housing, multi-family residential projects, and community-oriented cultural projects. She sees architecture as a way to strengthen communities and give character to neighborhoods, as well as a vehicle for expressing an organization's culture while establishing new traditions.

Ghazal holds Architectural Design and Architectural Engineering bachelor's degree from Oklahoma State University and has served as a guest Juror at Angewandte, University of Innsbruck, Tehran University and University of Southern California. She is a licensed architect in California.



## BRIAN ADOLPH

Director of Projects

Brian has played a key role in a number of prominent projects in the office since joining LOHA in 2015. He brings pragmatic optimism and insightful solutions to a variety of project types, including the Baltimore Station mixed-use project in Detroit, the African Bead Museum, and the Canyon Drive small lot subdivision, as well as numerous others. As a senior architect with more than 13 years experience, Brian is responsible for leading teams on multiple projects, as well as heading particular firm-wide operations.

He has a proven record of delivering LEED-certified projects by effectively communicating priorities and efficiently organizing work across a broad project team. Prior to joining LOHA, the Texas native was a project manager with a number of award-winning firms in Los Angeles, including a prefab home startup. Brian holds a Bachelor of Arts from Rice University's School of Architecture. He is a licensed architect in California.



## JASON KING

Senior Architect, Project Lead

Jason joined LOHA in 2016 and has acted as a Studio Lead and industry expert on affordable housing, production studios, and public projects throughout the United States. Working hand in hand with clients, consultants, stakeholders and community members, Jason has proven leadership in a wholistic collaborative approach to architecture that embraces inclusion, equality and exemplary design for the built environment. Whether it is working within the complexities of funding, code provisions, construction system selections, technical space development, programming or community driven design solutions that promote equity, Jason brings a wealth of experience and a creative approach to leading projects for LOHA.

Completed projects at LOHA include Nike Icon LA Studio I and II, Sun King Supportive Housing, SE8, and Ingo's. Jason is acting as a Senior Lead on Francis Affordable Housing, The Nest on Exposition Interim Housing, Safe Harbor I & II, Park Place Middle Income Housing, and Gateway Stockton Mixed Income Housing. Jason completed a Master's degree at the University of Colorado with Honors, and continues to contribute as a guest critic on undergraduate and graduate studios. In addition to collaborating on many award-winning projects, Jason was a recipient of an AIA Colorado Young Architect Award for an art installation in the Museum of Contemporary Art Denver shortly after completing his Master's Degree. Jason is a registered architect.

## SUBCONSULTANT RESUMES

### A3 ENGINEERING



#### DREW TUCKER

Principal, Co-Founder

Drew brings 10 years of experience to the company with extensive experience in project management and client relations. His primary project experience resides in high-rise residential, mix-ed use office space, and production studios. Drew's ability to connect with clients and deliver top tier service sets him and all his projects up for long term success. Most recently Drew acted as lead program manager for a mixed-use co-living program for Elk Development and a series of building assessments for the Housing Authority of Los Angeles. By understanding the needs of multiple stakeholders and stringent client design guidelines, Drew has repeatedly delivered consistent project deliverables in alignment with stakeholder standard requirements.



#### JUSTIN FOX, PE

Principal, Plumbing Engineer

Justin brings 14 years of industry experience in Project Management, Plumbing Engineering and Mechanical Engineering. His project experience spans a wide variety of industry sectors, including Venue, Hospitality, Mixed-Use, Food and Beverage, Retail and Multi-Family Housing. Justin has lead project teams from the project management side to the technical side. Justin has extensive experience in project management for several Food & Beverage clients throughout his career such as PF Chang's/Pei Wei's, Fox Restaurant Concepts, True Food Kitchen's and Dave and Buster's. Justin has also lead the technical side on projects in regards to quality, standards and processes. Along with his 10+ years of extensive Revit BIM experience, technical and project leadership, Justin will act as the technical oversight for the project.



#### JUSTIN OTUS, PE

Electrical Engineer, Co-Founder

Justin's development has included the opportunity to work on numerous project types and sizes that has allowed him to advance quickly technically and gain unique ability to translate specific stakeholder requirements into active electrical designs. This has made his electrical experience well rounded, which combined with his leadership and communication abilities allows him to work seamlessly within interdisciplinary coordination. Justin is a BIM expert which furthers his ability to aid in trade partner coordination and clash detection on complex projects. Justin's passion for technical design and excellent communication has elevated him to a status of trusted advisor with many clients, and a critical part of the infrastructure of A3 Engineering.

### NOUS ENGINEERING



#### ELIZABETH MAHLOW

P.E., PRINCIPAL

Liz Mahlow is a founding partner at Nous Engineering, based in Los Angeles. She is a licensed engineer with over 18 years of professional experience in the construction industry, focusing on high-rise concrete construction, seismic design and special structures. She has managed large-scale, fast-track projects within the US and internationally. Through her structural engineering practice, she has worked to strengthen collaboration and diversity among practitioners in order to create best possible solutions for the project and community. Projects include large hospital campuses and schools in Africa to affordable housing in her Los Angeles community, emphasizing seismic design and client education of building performance outcomes. As adjunct faculty at Woodbury University, she taught multiple lecture and studio courses with an emphasis on collaboration between architectural intent and structural performance. She was Vice President of Development of the Los Angeles Forum for Architecture and Urban Design and serves on the Advisory Board for the Architectural Engineering Department for Cal Poly, San Luis Obispo.



#### OMAR GARZA

S.E., PRINCIPAL

Omar L. Garza is a partner of Nous Engineering based in Los Angeles. He is a licensed structural engineer with over 18 years of professional experience in the construction industry, focusing on advanced analysis, earthquake resilience, and seismic evaluation and rehabilitation of existing buildings. He has managed a number of small and large-scale projects within the US and internationally. His professional membership includes the following: American Society of Civil Engineers (ASCE), Structural Engineering Institute (SEI), Structural Engineers Association of California (SEAOC), ASCE 41 – Seismic Evaluation and Retrofit of Existing Structures Associate Member, American Institute of Steel Construction (AISC), American Concrete Institute. He has also served on the California Board of Professional Engineers and Land Surveyors as a Subject Matter Expert for the Standard Setting Committee, 2011 SE Exam, and for the Beta Exam Development, 2014 Surveying Exam.

# MLK1101 SUPPORTIVE HOUSING



## LOCATION

Los Angeles, California

## PROGRAM

26 Unit Affordable Housing, Community Spaces, Roof Terraces, Retail, Community Garden

## SIZE

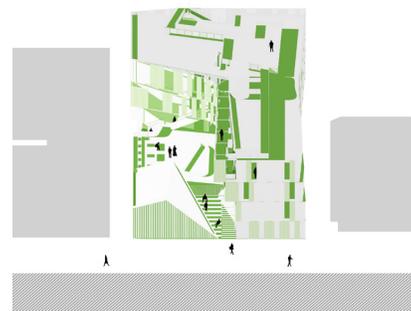
19,000 SF with 3,500 SF Open Space

## STATUS

Completed 2019

## SELECT AWARDS

ULI Americas Excellence Finalist  
Dezeen Housing Project of the Year  
Architecture Masterprize Award  
LA Business Council Design Award  
Westside Urban Forum Design Award  
AIA LA Residential Design Award  
AIA Los Angeles Design Award  
PLAN Magazine Award



LOHA's LEED Gold design for MLK Supportive Housing creates an environment that encourages health and community, acknowledging that successful social spaces come through a variety of planned and organic strategies. LOHA adapted its previous experience designing multi-family homes to meet the unique demands of serving this population within the limited budget of a non-profit organization.

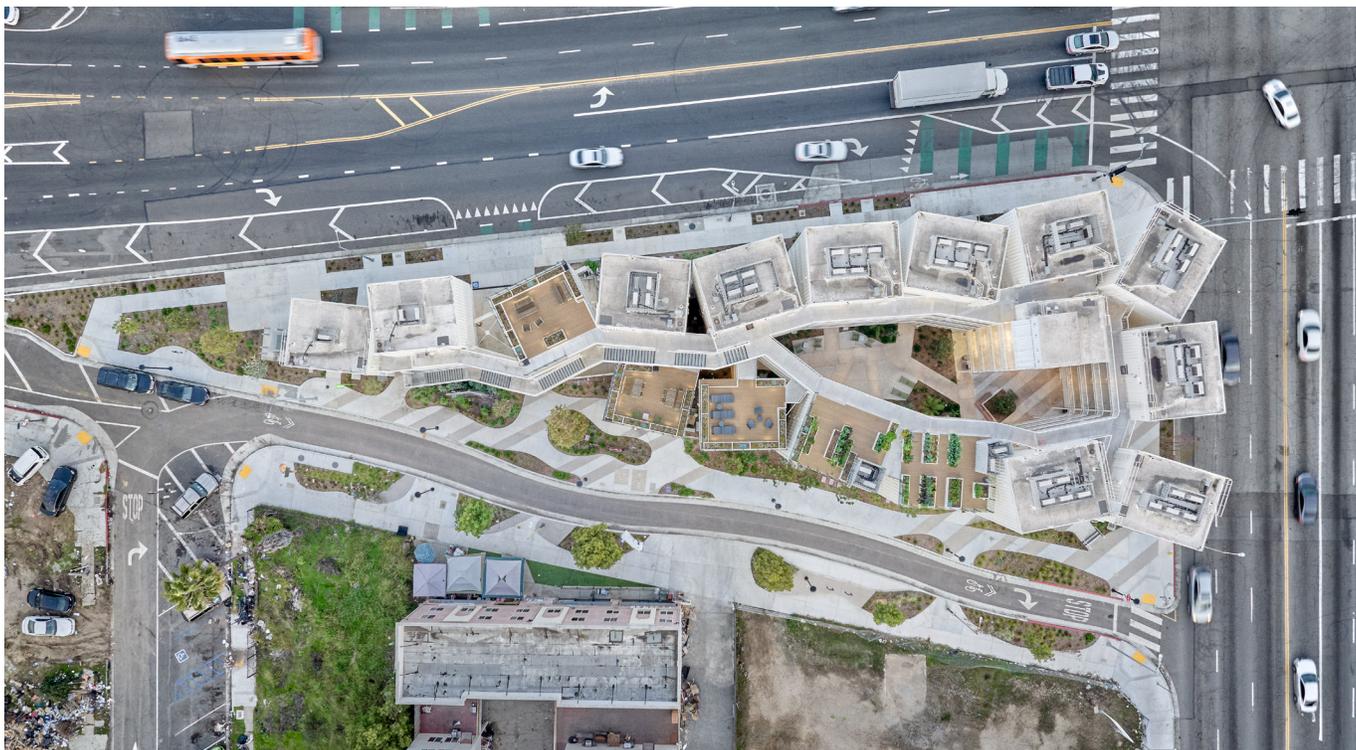
Prioritizing social equity, health, and well-being of residents over isolation, we opted for an L-shaped typology that allows every apartment to receive sunlight and cross ventilation, reducing the need for heating, cooling, and artificial light, and allowing for the inclusion of an elevated green patio for residents to relax and socialize away from the noise of the street. MLK1101 Supportive Housing employs the latest strategies in environmentally responsible, forward-thinking green design to maximize space and benefit the entire community. The building was certified LEED gold and features include high-efficiency heating and cooling, appliances and fixtures, solar water heating, electric vehicle charging and bike parking.

At the street level LOHA's design capitalizes on a requirement for on-site parking by creating an elevated community garden and social hub for residents and neighbors, that sits atop the street level parking. In order to establish a street presence, the parking is tucked behind a storefront space and a widened staircase that connects the street to the community spaces one level up. This stoop is a gathering space and a public gesture, encouraging the types of resident and neighborhood interaction often missing in supporting housing. The goal of the two retail units at the street level, is to generate income that will help subsidize the housing while providing workforce training to residents so that they can transition back into society.

The units are designed for individuals and families, ranging in size from one to three bedrooms each with their own bathroom, and all are equipped with kitchens and living spaces. Tenants are encouraged to use the shared amenities in the community room, which has shared kitchen and dining areas for cooking classes, potlucks, group therapy, and other planned / impromptu gatherings. An outdoor garden with drought-tolerant plants and raised-bed edible gardens connects the community room to the living spaces, giving residents a place to relax and socialize. All the units for MLK1101 Supportive Housing are accessed through exterior walkways. While the unit layouts are efficiently identical on each floor, the walkways vary in width for a more dynamic, staggered elevation and to create more informal gathering spaces and opportunities for residents to socialize



# ISLA INTERSECTIONS SUPPORTIVE HOUSING & PASEO



## LOCATION

Los Angeles, California

## PROGRAM

Mixed-Use 54-Unit housing, gardens, creative programming areas, job training and offices

## SIZE

35,000 SF

## STATUS

Completed 2024

## SELECT AWARDS

World Architecture Festival Finalist  
World Architecture Festival American Beauty Prize Shortlist  
Fast Company - Innovation by Design Finalist  
AIA Los Angeles Residential Architecture Award  
Architizer A+ Prefab and Modular  
AZ Award  
Architect Magazine Residential Design Award  
Interior Design Magazine Best of Year Honoree



In 2018, the City of Los Angeles made available some of their over 1,700 city-owned parcels to affordable housing developers. Many of these sites are difficult, lying along heavy traffic corridors or next to freeways. In other instances, the sites are made up of composite parcels that have been left untouched for decades. It is in this kind of liminal space, fraught with ambiguity, that we see opportunity, and a potentially significant next step for the future of housing in the City. The 35,000 square foot, 54-unit housing project and adjacent paseo, known as the Isla Intersections, is situated on a 19,814 square-foot triangular site uniting a traffic island and a former railroad right of way. Situated within close proximity to one of the world's busiest freeway interchanges, the meeting of the 110 and 105 freeways, the design makes a challenging location more livable.

Isla Intersections is organized along the spine of Broadway Street as a series of sixteen staggered boxes. Each box is assembled out of three 20-foot-long by 8-foot-wide modular containers, that are made with recycled steel and welded together to form a single 480 square foot unit. Each unit is compact and efficient, an open plan with an ADA kitchen, bathroom, living room, and bedroom. The units are stacked and arranged into towers that are connected by a series of walkways to create a single unified building.

Our aim was to create something that was compartmental but solid, strong enough to withstand the demands of the project's location but porous enough to engage the residents on a human scale with outdoor activities and places to work and socialize. Therefore, northward along Broadway, we shifted heights, stepping down from five stories to two as we approached the single family neighborhood and the adjacent west-facing paseo along more pedestrian-friendly Athens Way. This reduced roofline strengthens the connection between the building and our newly designed Annenberg Paseo, that runs between the project and a stretch of freeway interchange, creating a "slow space" that prioritizes pedestrians and bikers along the west side of the site.

While the project is predominantly residential and green space, the ground level along the paseo will provide a number of storefront spaces for retail, incubation and job training and support services, as well as administrative offices. This marketplace and paseo will also serve as a "living lung," helping to filter diesel particulates and air pollutants. The landscaping is site-specific, with trees and shrubs and vines chosen for their ability to clean the air and offer a respite from the sea of concrete enclosing the site. Rooftop farms and edible gardens will also supply pop up farm stands that can provide fresh produce at weekly farmers' markets.





### LOCATION

Culver City, California

### PROGRAM

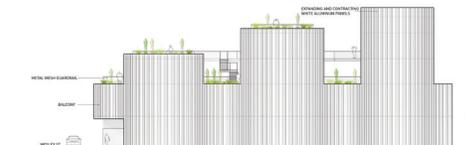
Art gallery, Cafe, Creative Offices, and 15-unit Multi-Family Housing

### SIZE

58,000 SF + 15,000 SF Commercial Space

### STATUS

In Progress

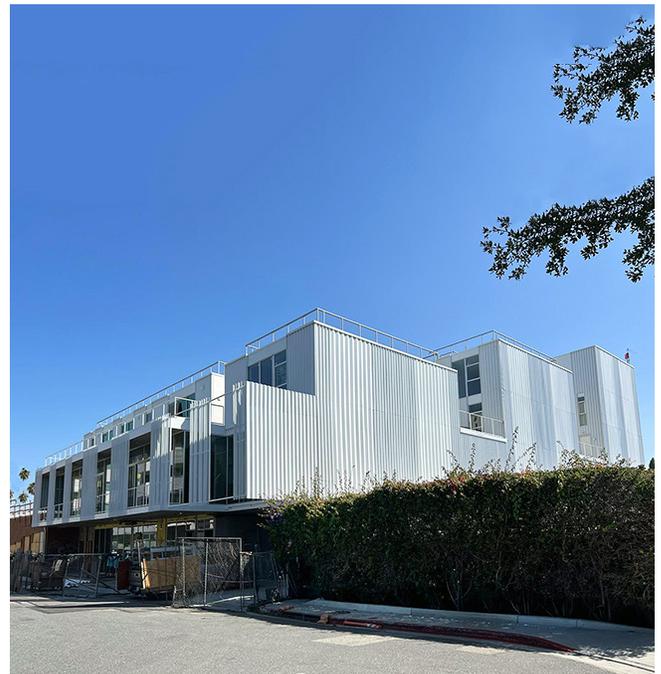


With a rich history as a hub for film and television production, notably built on land formerly owned by MGM Studios, Culver City continues this legacy as the epicenter of several creative industries that define Los Angeles' contemporary culture, including art, film, television, and design. Supported by a residential community that has embraced mixed, transit-oriented density, Culver City provides a preview into Los Angeles's multimodal future. Adjacent to the Culver City Metro station, this transit-oriented development on a unique cul-de-sac street combines arts-related and creative programming with a variety of housing typologies within a diverse urban context. Bridging a commercial and residential neighborhood, Wesley's hybrid program supplements Culver City's creative activities and vibrant character.

The residential spaces are clustered into three bars separated by wide bands of outdoor space that allow each unit to be individually accessed from common exterior circulation paths. The unit mix includes studios and one-bedroom apartments with dedicated private outdoor spaces, two-story two-bedroom "townhouses" with a balcony and private roof deck, and loft units with a mezzanine and balcony. Under the density bonus incentive, one of the residential units is dedicated to a very low income tenant. An elevated walkway on the fourth floor connects the common roof deck with the townhouse and loft units.

By carving away and stepping down the mass towards the street, the design provides cross-ventilation, optimal natural light and generous common and private outdoor spaces. The 100' wide frontage along Wesley Street is set back generously to create a covered plaza that engages the street and forms an inviting public space. Colorful hexagonal pavers on the sidewalk and plaza continue into the building to create a fluid indoor/outdoor transition. A gallery and café on the ground level and creative office spaces on the second floor comprise the podium, laying the groundwork for 15 apartments above.

By delineating the project's carved out massing, a white metal panel skin emphasizes the bold and porous form of this singular building. Within this clarity and purity of the building's geometry, material nuances in the building envelope respond to the site's environmental and urban context. On the north and south elevations, the perforated and solid metal panels have a unique vertical pattern. This panel patterning wraps around the corners of the envelope and expands and contracts throughout the east and west elevations to create deep shadows and give texture to the building.



**D.**

**QUESTIONS  
& RESPONSE  
TO PROPOSAL  
REQUIREMENTS**

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Decro Corporation is proud to present our proposal for the redevelopment of 11029 Washington Boulevard to the City of Culver City. We believe that providing affordable housing is more than simply offering an economical means of shelter-it must be dignified, uplifting, and central to a thriving community. When thoughtfully designed, it can become a source of pride and identity for residents, weaving into the physical and cultural fabric of its surroundings and elevating the entire neighborhood. Our work emphasizes smart, efficient, and cost-conscious design strategies that maximize limited resources while applying the same rigor, creativity, and authenticity needed to create places where people feel a strong sense of pride and belonging. Along with creating much needed affordable housing, the project is centered on community activation, and includes commercial and community serving space. The ground floor will include 770 square feet of commercial space, which we plan on having serve as a long term home for a Culver City based business or nonprofit serving entity. During the project's development, we will engage with local Culver City small businesses and local nonprofits to conduct outreach for the commercial space, to identify an entity that can not only benefit from the space, but also continue to serve as a much needed asset to the community. We believe that this commercial space should be an asset for the City of Culver City, and plan on utilizing it to provide long term stable rent to a local institution. Commercial rents in the surrounding area have escalated dramatically in recent years, creating significant strain on local businesses and nonprofit organizations. We are committed to ensuring that the commercial space is leased at a reasonable rate, with the goal of preventing or even reversing displacement.

The project will create 37 new units of housing, 36 of which will be reserved as Very Low Income (50% AMI) or Extremely Low Income (30% AMI) or below, with one unit reserved for an onsite manager. The project has an overall average affordability level of 45% across all units, and all affordable units will also be restricted for a senior (55 and older) population.

Below is a breakdown of all units and their restricted income levels:

Unit Size/Area	Median Income	Total Number of Units
Studio	Extremely Low Income (30% AMI)	4
1-Bedroom	Extremely Low Income (30% AMI)	4
Studio	Very Low Income (50% AMI)	14
1-Bedroom	Very Low Income (50% AMI)	14
1-Unit	Unrestricted Manager's Unit	1
<b>Total</b>		<b>37</b>

The project is highly tailored to serve a senior population, and has been designed with them in mind to include studio and one-bedroom units. The project is surrounded by a vast array of key neighborhood amenities ideal for a senior population, making the project's designation as a key neighborhood asset highly likely. The site is less than one mile from the Culver City Seniors Center, which organizes a variety of programming for seniors and residents with disabilities. This center's proximity to the project site will be a critical asset for residents, and will ensure that they are well connected to the surrounding community, and have critical programming and services in immediate availability. The project will also be located less than half a mile from the Culver City Elks Lodge, which regularly provides programming for senior attendees and members.

This proposal is able to achieve its affordability goals through its projected financing sources, which are detailed in a later section. Because the project is highly competitive for public funding sources, it will be able to maintain a positive cashflow well into year 15 of operations. Each unit will be restricted by an affordability covenant, either as a term of its land use approvals or as a requirement of its public funding sources. We are willing to commit to the maximum covenant lengths feasible for the project, in accordance with state and federal regulations and funding program guidelines. While a typical affordability covenant is for a period of 55 years, we are willing to restrict the units' affordability for a period no less than the term of the ground lease, which as outlined in Section E is proposed for a period of 99 years. We are prepared to restrict this affordability as a condition including in the recorded ground lease, as well as with affordability covenants recorded with either the City of Culver City or the State of California. Should a 99-year restriction be infeasible with other regulations or state and federal laws, Decro is also prepared to commit to renewing the units affordability levels when the project is resyndicated, which typically occurs around 15 years into the project's operations, and well before the initial affordability covenants expire.

This breakdown does not include any units reserved as permanent supportive housing or to serve an unhoused population, due to the City of Culver City's stated inability to dedicated Project Based Vouchers (PBVs) to the project. Should additional voucher capacity be identified, Decro is prepared to work with City staff, in conjunction with community outreach, to evaluate its potential application to the proposal. While the project will not include any on-site service provider as is typical with permanent supportive housing projects, programming for residents will be provided as part of the property management services. Decro typically contracts with a third party property management company to oversee the day to day operations of its portfolio, and will do so with this project. As a condition of its contract, the property management company will be required to provide community and individual programming for all residents.

The Project Team is committed to community outreach as part of the Washington Boulevard Project, and has a long history of community engagement as part of our recent project history. We believe in ensuring that all stakeholders have the ability to not only learn about the project, but have the ability to shape its vision and design. This allows the project to be fully integrated into the surrounding community, and allows the project to become a key neighborhood asset.

Working in coordination with the City of Culver City, Decro Corporation and three6ixty will apply our expertise to implement a similar community engagement plan throughout all phases of the project's lifetime, ranging from the ENA and entitlement phase in predevelopment through operation. We are willing to commit to ongoing and regular community and stakeholder meetings for the Washington Boulevard project, including both virtual and in person meetings throughout all stages of the project to ensure not only that local residents and stakeholders are informed about the project, but that they have the opportunity to provide meaningful input into the project's vision and its operation.

During the predevelopment phase and while pursuing entitlements, we will commence community outreach activities by preparing written outreach materials for dissemination, and begin coordinating and scheduling community and stakeholder meetings. This initial outreach will center on informing stakeholders about the project while providing them with an opportunity to weigh in on the project as well. The community will have a variety of opportunities and pathways to provide feedback and input on the project, including through written and verbal comments at person meetings, meetings with key stakeholders, as well as digital methods to provide written input. Along with committing to these regular meetings, our Community Outreach Plan will at a minimum include the following scope:

- Creating clear, informative written materials that describe the project, ensure that local stakeholders and residents are informed of all community meetings, and provide them with an opportunity to provide feedback through a variety of methods, and accessible in multiple languages.

- Coordinating and conducting stakeholder and community meetings, both on site and virtually, to provide direct engagement, answer questions, and address concerns, and with necessary translation services available.

- Engaging with key stakeholders, including officials from the City of Culver City, the Los Angeles County 2nd Supervisorial District, State Assembly District 55, State Senate District 28, the Westside Cities Council of Governments, and local community leaders to deliver program updates and ensure alignment with overarching goals.

Continuing to the construction phase, our team will ensure that community meetings and outreach continue, to inform the community of construction impacts and garner more input and concerns. Decro will continue to lead on community engagement in operations, by providing residents with updates on opportunities regarding the project, an established communication line to resolve any issues, and ongoing coordination with subsequent phases of the Washington Boulevard project. Throughout the lifetime of the project, all community engagement efforts will be conducted in close collaboration with City staff.

Our proposal can be differentiated from other proposals due to its breadth and scope, as well as the Culver City focus of our team. This proposal not only results in 37 units of much needed affordable senior housing, but a vertical park that will be a cornerstone of Culver City. The project will create over 5,800 square feet of landscaped space on the roof terrace, and will create a range of community needs: including community gardens and active social spaces, as well as panoramic views. Our team not only has a deep understanding of Culver City, but consists of deeply rooted stakeholder of the very community. This has provided our team with a deep understanding of the neighborhood context, resulting in a project that creates medium density that conforms with the surrounding neighborhood, while simultaneously maximizing community benefits. Our project team consists of 3 firms headquartered in Culver City, providing our concept proposal with a deeply informed insight, as well as key experience and relationships that can be leveraged throughout the community engagement process.

## DEVELOPMENT CONCEPT - AFFORDABLE HOUSING, VERTICAL PARK AND COMMUNITY SPACES

Consistent with Culver City's goals the project proposes (36) affordable units + property manager unit for the site, providing density while respecting the neighboring context with appropriate building scale and number of tenants.

### ZONING REQUESTS

#### BASE ZONING

35 DU/ACRE = 3.7 DU BASE ZONING  
56'  
FAR 2.0 x 4660 = 9320 SF  
PRIVATE OPEN SPACE

#### REQUESTED ALLOWANCE

37 UNITS  
64' TO TOP OF PARAPET  
23,000 SF PROPOSED  
ALL OPEN SPACE PROVIDED WITH PARK

### UNIT DISTRIBUTION

UNIT MIX	STUDIO	1 BEDROOM
GROUND FLOOR	5	4
LEVEL 2	7	6
LEVEL 3	4	6
LEVEL 4	3	2
LEVEL 5	0	0
<b>TOTAL</b>	<b>19</b>	<b>18</b>

### PROGRAM AREAS

PROGRAM	PROVIDED
<b>RESIDENTIAL</b>	<b>37 TOTAL</b>
STUDIO	19 TOTAL
1 BEDROOM	18 TOTAL
<b>AMENITY / LEASING</b>	<b>2,190 SF</b>
COMMUNITY	460 SF
COMMERCIAL	770 SF
LOBBY / OFFICE	480SF
AMENITY	480SF
<b>ROOF TERRACE</b>	<b>5,800 SF</b>
<b>BOH</b>	<b>480 SF</b>

Within its commercial context in Culver City, our proposal for Washington Blvd introduces a primary frontage of multi-family housing, generous community areas, and a network of green spaces. The Washington Blvd Housing and Vertical Park project celebrates the neighborhood's vibrancy, weaving the urban fabric into the building mass along the boulevard.



The ground-floor program, facing the boulevard, emphasizes transparency and activates the street with flexible mixed-use community space for arts programming, social gatherings, and other community events.

The proposed Vertical Park extends from the corner of Washington and Huron to a fifth-floor viewing deck. Unlike nearby Tellefson Park, which provides conventional fields, the Vertical Park responds to local needs with a community garden and an active social space for residents and neighbors. The fifth-floor deck offers panoramic views of the Pacific Ocean to the west, the mountains to the northeast, and the Culver Steps nearby. Equipped with a kitchen and a generous terrace, this amenity can host community gatherings and local business events.



## GROUND FLOOR ACTIVATION



GROUND FLOOR COMMERCIAL SPACE & EXPANDED SIDEWALK

GROUND FLOOR LANDSCAPE

BUILDING ENTRY

4 LEVELS

5 LEVELS

AMENITY & VIEW DECK

COMMUNITY G

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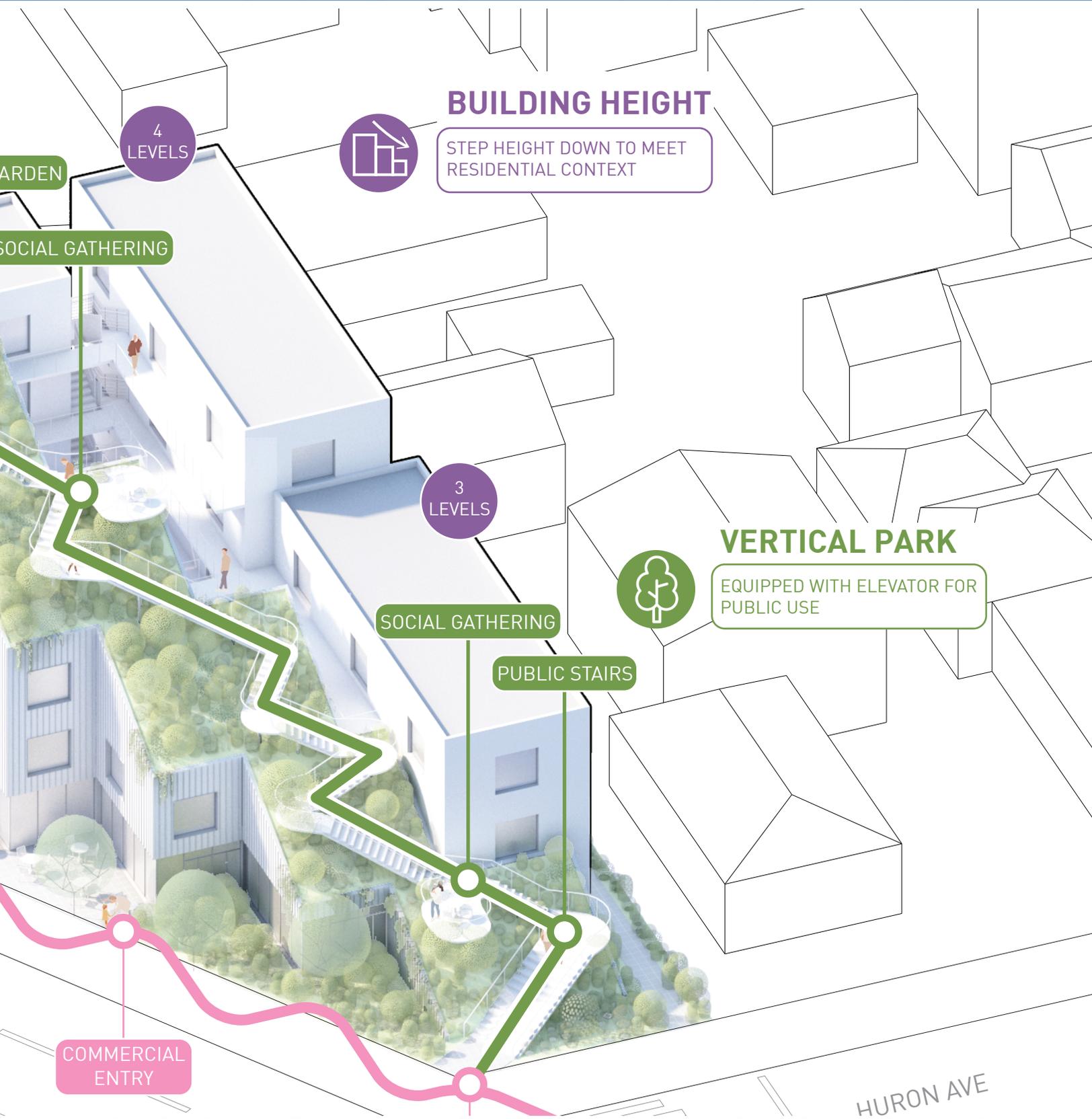
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## BUILDING HEIGHT

STEP HEIGHT DOWN TO MEET RESIDENTIAL CONTEXT

4 LEVELS



GARDEN

SOCIAL GATHERING

3 LEVELS

SOCIAL GATHERING

PUBLIC STAIRS

## VERTICAL PARK

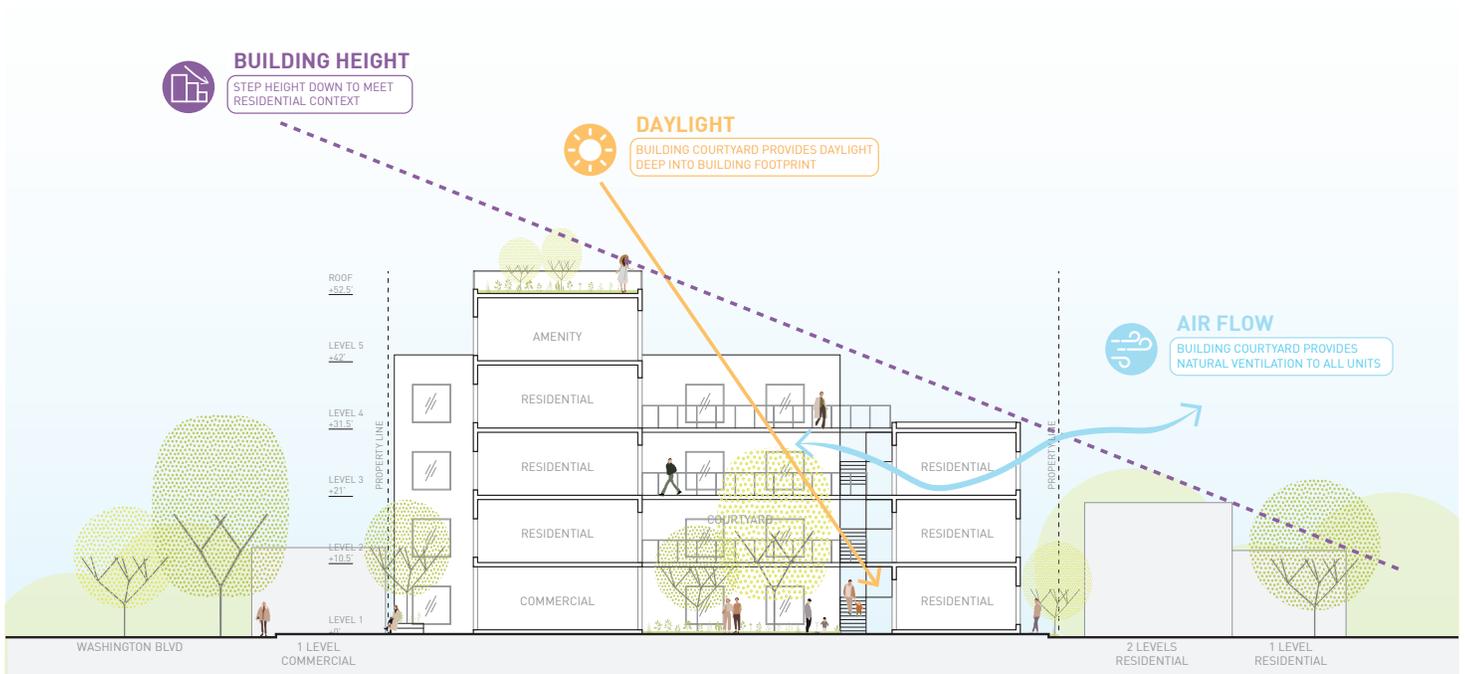
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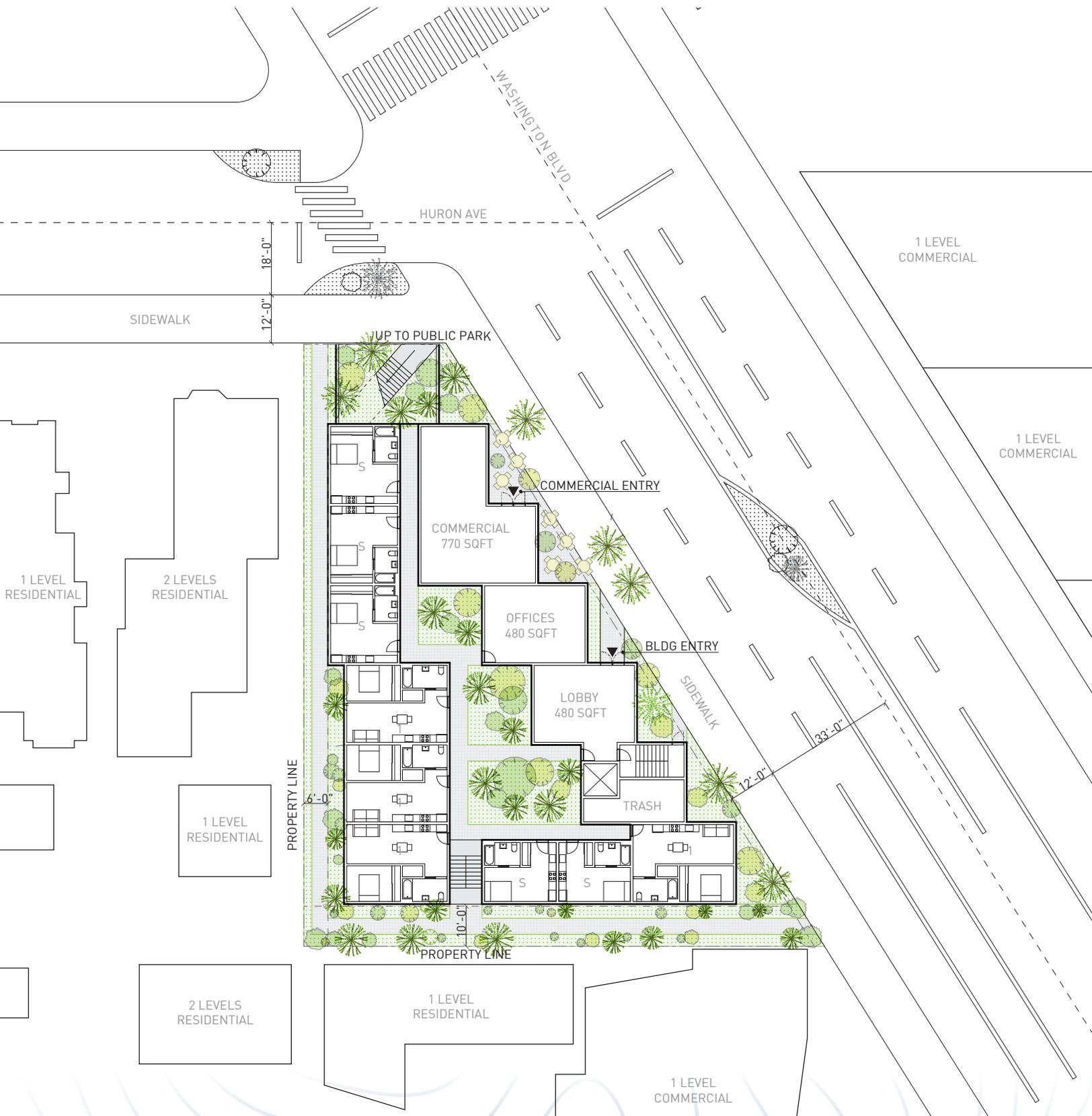


COMMERCIAL ENTRY

HURON AVE

The project proposal is committed to creating a healthy environment for residents and community members. Green roofs will help insulate and allow the building to act as a green lung along Washington Blvd. Cool roofs and light colored exterior siding will reduce solar heat gain while exterior circulation prioritizes daylight and fresh air over mechanically treated spaces with artificial lighting. The building mass and organization takes advantage of passive cooling for units with operable windows on opposing sides along with daylight from the building perimeter and central court space. The building will exceed Title 24 requirements, achieving LEED certification if desired.







The project proposes efficient stacks of one-bedroom and studio units above ground-floor commercial space, supported by a Vertical Park that threads through the heart of the building. This park fosters wellness, community, and shared engagement, offering tenants an accessible amenity that also welcomes the broader neighborhood. Access will be provided during operational hours and carefully managed, aligning with resident circulation and connecting to the central courtyard and community spaces on each floor via a public elevator.



**E.**

**FINANCIAL  
PROPOSAL  
AND PROJECT  
FEASIBILITY**

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While ambitious in scope, our proposal for the Washington Boulevard project is highly realistic and achievable. Decro Corporation has a high degree of affordable housing construction management and financing expertise, which has enabled our team to prepare multiple financing scenarios. By evaluating multiple funding sources, the project will be well-suited to pursue funding as it becomes available, without sacrificing any project goals. The development team has coordinated closely to identify possible opportunities to deliver the project in an efficient manner, while still delivering a critical community asset and much-needed affordable housing. As the project is further refined and progresses, the development team will continue to identify ways to maintain efficiency, and ensure that the City's and local community's goals are all implemented.

Our proposed project has an overall estimated budget of \$29,913,558, or \$808,475 per unit. Below is a simplified preliminary development budget by category, and a breakdown of costs per unit, based on an initial cost estimate prepared by Dreyfuss. A more detailed development budget is provided in the project proforma.

Use of Funds	Total Amount	Per Unit
Soft Costs (Predevelopment, Entitlement, Design, Environment, ex)	\$2,648,410	\$71,578
Hard Costs (New Construction)	\$18,392,269	\$497,088
Hard and Soft Costs Contingencies	\$1,920,761	\$51,912
Miscellaneous Costs	\$893,677	\$24,153
Financing Costs and Interests	\$3,029,053	\$81,866
Reserves	\$105,883	\$2,861
Developer Fee	\$2,500,000	\$67,567
Tax Credit Syndication	\$264,405	\$7,146
Total	\$29,913,558	\$808,475

While this project is unable to utilize economies of scale available to a larger project, it benefits from a limited capital stack that allows the project to progress swiftly through predevelopment. The project is anticipated to only require one funding application prior to submitting for tax credits, which provides a streamlined development timeline. Due to the site's location in a highest resource area, it will be highly competitive for state and federal financing. Construction sources for the project include \$2.5 million of 9% Federal Low Income Housing Tax Credit (LIHTC) financing, \$5.3 million of funding from the state Department of Housing and Community Development (HCD) through a program such as the Multifamily Housing Program (MHP) or Infill Infrastructure Grant (IIG), and a construction loan of \$20 million. While this budget assumes the inclusion of funding from programs administered by HCD, there is a distinct possibility for the project to be competitive for Measure A funds administered by the Los Angeles County Affordable Housing Solutions Agency (LACAHSAs). LACAHSAs was recently created by the state of California state legislature in 2022, and Measure A was passed in 2024 to fund the Agency. The Agency has not released a Notice of Funding Availability, nor program guidelines, however it has announced plans to do so expeditiously. Should the Washington Boulevard project be competitive for these funds, Decro is prepared to submit an application, and is committed to constantly evaluating the affordable housing funding landscape to determine the best and most expeditious path forward for the project.

Below is a snapshot of all construction financing sources for the Washington Boulevard project, assuming HCD funding:

Name of Lender/Source	Amount of Funds	Term (months)	Interest Rate
LIHTC Capital Contribution	\$2,525,492		
MHP or IIG	\$5,316,167		
Construction Loan	\$20,000,000	24	7.00%

The permanent sources include a conventional mortgage, envisioned as a 35-year amortized loan with a 7% interest rate and proceeds of approximately \$2.5 million. The proposal also includes MHP funding of approximately \$5.3 million, and \$22 million of Federal Tax Credit Equity funding. Similar to the construction financing sources, Measure A funds through LACAHSAs are a possible alternative to HCD sources, and Decro will evaluate as information is available.

Below is a snapshot of all permanent financing sources for the project:

Name of Lender/Source	Amount of Funds	Term (months)	Interest Rate
LIHTC Capital Contribution	\$22,000,000		
MHP or IIG	\$5,316,167		
Permanent Loan	\$2,597,391	420	7.00%

The Development Team is interested in sharing and generating revenue with the City as a development partner. Decro is proposing a ground lease structure with a base lease term of 99 years, and an estimate annual payment in year 1 of operations of \$54,000. The total cumulative ground lease paid to the city is projected to be \$22.7 million, which is paid through a 50% residual receipts payment structure. Decro is open to negotiating the ground lease terms, both regarding the length and overall payment, as well as a possible structure to capitalize a portion of the payments.

A detailed proforma with a 15-year operational Cash Flow is attached.

## 8.19.25

SOURCES OF FUNDS		TOTAL	CONSTRUCTION PERIOD	NOTES
LIHTC - LP Capital Contribution		\$ 22,000,000	\$ 2,525,492	11% at construction
	<i>Federal</i>	\$ 22,000,000	\$	0.88
	<i>State</i>	\$ -		0.80
Soft Financing Source				
GP Capital/Non-Priority Deferred Fee		\$ -		
MHP and/or IIG		\$ 5,316,167	\$ 5,316,167	
			\$ -	
Tranche B (Housing Commission vouchers)		\$ -		
Permanent Financing (Tranche A- NOI)		\$ 2,597,391		6.50% 35 yr amt;
Deferred Developer Fee		\$ -		
Construction Loan		\$ -	\$ 20,000,000	7.00%
Construction Bridge Loan		\$ -		7.50%
		<b>\$ 29,913,558</b>	<b>\$ 27,841,659</b>	
	GAP/ (SURPLUS)	\$ (0)	(0)	
		\$ 808,475	per unit	
USES OF FUNDS		TOTAL COST	BASIS ELIGIBLE	CONSTRUCTION PERIOD
Predevelopment Loan	36 mo	\$ 1,200,000	\$ -	\$
Predev Loan Interest		\$ 240,410	\$ 240,410	7.50% \$
Purchaser Acq/Predev Legal and Closing Costs	1.50%	\$ 18,000	\$ 18,000	\$
Acquisition Loan	12 mo	\$ -	\$ -	\$
Acquisition Loan Interest		\$ -	\$ -	7.50% \$
Capitalized Ground Lease Payment				\$
Entitlements/CEQA		\$ 30,000	\$ 30,000	\$
	<b>Total Acquisition Cost</b>	<b>\$ 1,488,410</b>	<b>\$ 288,410</b>	<b>\$</b>
Architect Design		\$ 600,000	\$ 600,000	\$
Construction Management Services		\$ 200,000	\$ 200,000	\$
Engineering (Landscape, Structural, MEP, Civil, Joint Trench, Geotech)		\$ 325,000	\$ 325,000	\$
Green Rater:		\$ -	\$ -	\$
Accessibility (consultant and inspections):		\$ 75,000	\$ 75,000	\$
Environmental:		\$ -	\$ -	\$
	<b>Total Design/Engineering/Architect</b>	<b>\$ 1,200,000</b>	<b>\$ 1,200,000</b>	<b>\$</b>
Commercial Space Construction		\$ -	\$ -	\$
Unit Construction		\$ 14,887,589	\$ 14,887,589	\$
Site Work		\$ 186,329	\$ 186,329	\$
Basis Eligible Offistes		\$ 402,518	\$ 402,518	\$
Personal Property in Construction Contract		\$ 113,841	\$ 112,836	\$
Solar PV/Thermal		\$ 225,685	\$ 225,685	\$
General Requirements		\$ 990,619	\$ 981,869	\$
Contractors Bond		\$ 165,769	\$ 164,305	\$
Contractor Overhead & Profit		\$ 1,320,159	\$ 1,308,499	\$
Furniture, Fixtures & Equipment (common area)		\$ 99,861	\$ 99,861	\$
	<b>Total New Construction Cost</b>	<b>\$ 18,392,369</b>	<b>\$ 18,369,489</b>	<b>\$</b>
Construction Contingency	5%	\$ 919,618	\$ 919,618	\$
Construction Escalation Contingency	5%	\$ 919,618	\$ 919,618	\$
Soft Costs Contingency	4%	\$ 81,524	\$ 80,804	\$
	<b>Total Contingencies</b>	<b>\$ 1,920,761</b>	<b>\$ 1,920,041</b>	<b>\$</b>
Building Permits		\$ 14,202	\$ 14,077	\$
Impact Fees		\$ 747,475	\$ 493,915	\$
Appraisal		\$ 15,000	\$ 10,000	\$

No Opportunity Map - Highest Resource Area

Developer Fee	
Net Fee	\$2,500,000
Deferred Developer Fee	\$0
GP Capital/Contributed Fee	\$0
	<b>\$2,500,000</b>

67% LTC; 18 construction+6 leaseup (mo)
---

PERIOD COSTS

- 1,200,000
- 240,410 LIIF rates
- 18,000
- 
- LIIF rates
- 
- 30,000
- 1,488,410**
- 600,000
- 200,000
- 325,000
- 
- 75,000
- 
- 1,200,000**
- 
- 14,887,589
- 186,329
- 402,518
- 112,836
- 225,685
- 981,869
- 164,305
- 1,308,499
- 99,861
- 18,369,489**
- 919,618
- 919,618
- 81,524
- 1,920,761**
- 13,492
- 473,401
- 15,000

**F.**

# REFERENCES

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The following stakeholders and public agencies have experience working with Decro Corporation on similarly scaled projects, and are able to serve as references to our experience.

## HOUSING AUTHORITY OF THE CITY OF LOS ANGELES

Government Agency and Housing Authority

2600 Wilshire Blvd, Los Angeles, CA 90057

Timothy Young

Special Programs Coordinator,

Section 8 PBV Department

833-422-5248

[timothy.young@hacla.org](mailto:timothy.young@hacla.org)

The Housing Authority of the City of Los Angeles (HACLA) is the agency that administers all project based vouchers for affordable housing projects in the City of Los Angeles. All of Decro's supportive housing projects include units funded by project-based vouchers administered by HACLA. These projects include Brine Residential, Firmin Court, and NoHo 5050. HACLA is an ongoing partner with Decro on these projects, and the Housing Assistant Payments Contracts for these projects have ranged from \$13 million to \$18 million. Brine Residential began construction in 2021 and completed in 2024, Firmin Court began in 2019 and completed in 2023, and NoHo 5050 began construction in 2021 and completed in 2024.

## LOS ANGELES HOUSING DEPARTMENT

City Department for Los Angeles and Project Funder

200 N Spring Street, Los Angeles, CA 90012

Elizabeth Selby

Director of Development and Finance

213-256-2336

[elizabeth.selby@lacity.org](mailto:elizabeth.selby@lacity.org)

The Los Angeles Housing Department (LAHD) is a city department that funds housing development in the City of Los Angeles, and maintains ongoing compliance monitoring. LAHD has funded several Decro projects, including but not limited to Brine Residential, Firmin Court, Goldfinch Apartments, and NoHo 5050. The City funding for these projects has been primarily funded through proposition HHH, for a combined total of over \$32 million. Brine Residential began construction in 2021 and completed in 2024, Firmin Court began in 2019 and completed in 2023, Goldfinch Apartments began construction in 2020 and completed in 2024, and NoHo 5050 began construction in 2021 and was completed in 2024.

## ENTERPRISE COMMUNITY PARTNERS

Tax Credit Equity Provider

700 S Flower Street, Suite 1140

Los Angeles, CA 90017

Reagan Maechling

Vice President, Acquisitions

213-787-8238

rmaechling@enterprisecommunity.com

Enterprise Community Partners is a tax credit equity provider and lender, and has partnered with Decro Corporation on projects in its portfolio. Enterprise served as a predevelopment lender and equity provider for the Firmin Court project, and provided the project with predevelopment financing worth approximately \$750,000, as well as 4% tax credit equity of approximately \$14 million. Firmin Court began construction in 2019 and was completed in 2023.

## FIRST CITIZEN'S BANK

Commercial Real Estate Lender

222 2nd Street, Floor 17

San Francisco, CA 94105

Debbie Koski

Director, Community Development Finance

310-895-0808

Debbie.Koski@firstcitizens.com

First Citizens Bank (FCB) is a commercial real estate lender that has partnered with Decro on projects in its portfolio. FCB served as a construction and permanent lender for Decro's Firmin Court project, and provided a tax-exempt construction loan of approximately \$22 million, a tax-exempt permanent loan of approximately \$7.5 million, and a taxable permanent loan of approximately \$1.7 million. Firmin Court began construction in 2019 and was completed in 2023.

**G.**

# **IMPLEMENTATION SCHEDULE**

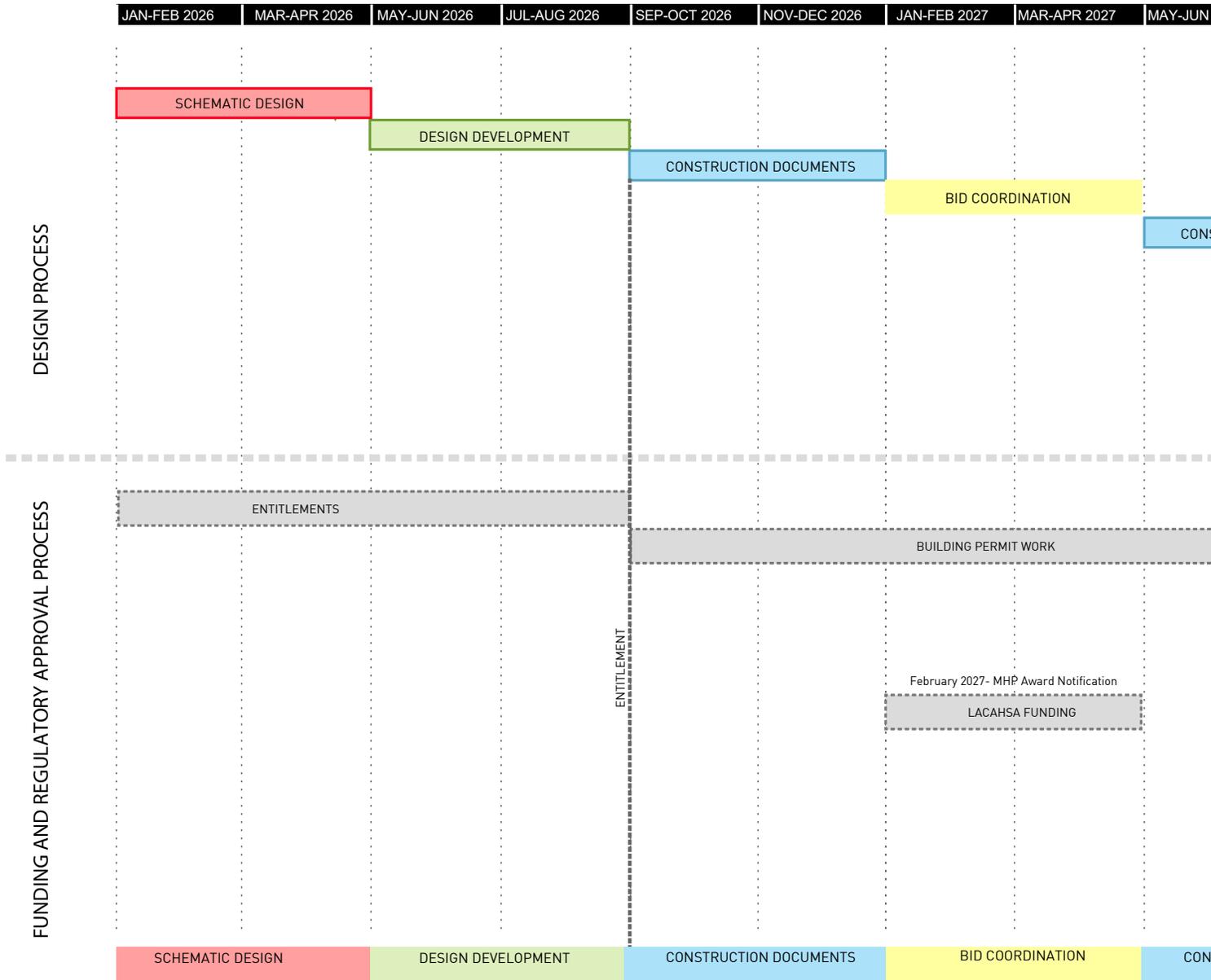
**DECRO**  
*Transforming Lives & Communities*

Proposal for Property Name

[WWW.DECRO.ORG](http://WWW.DECRO.ORG)

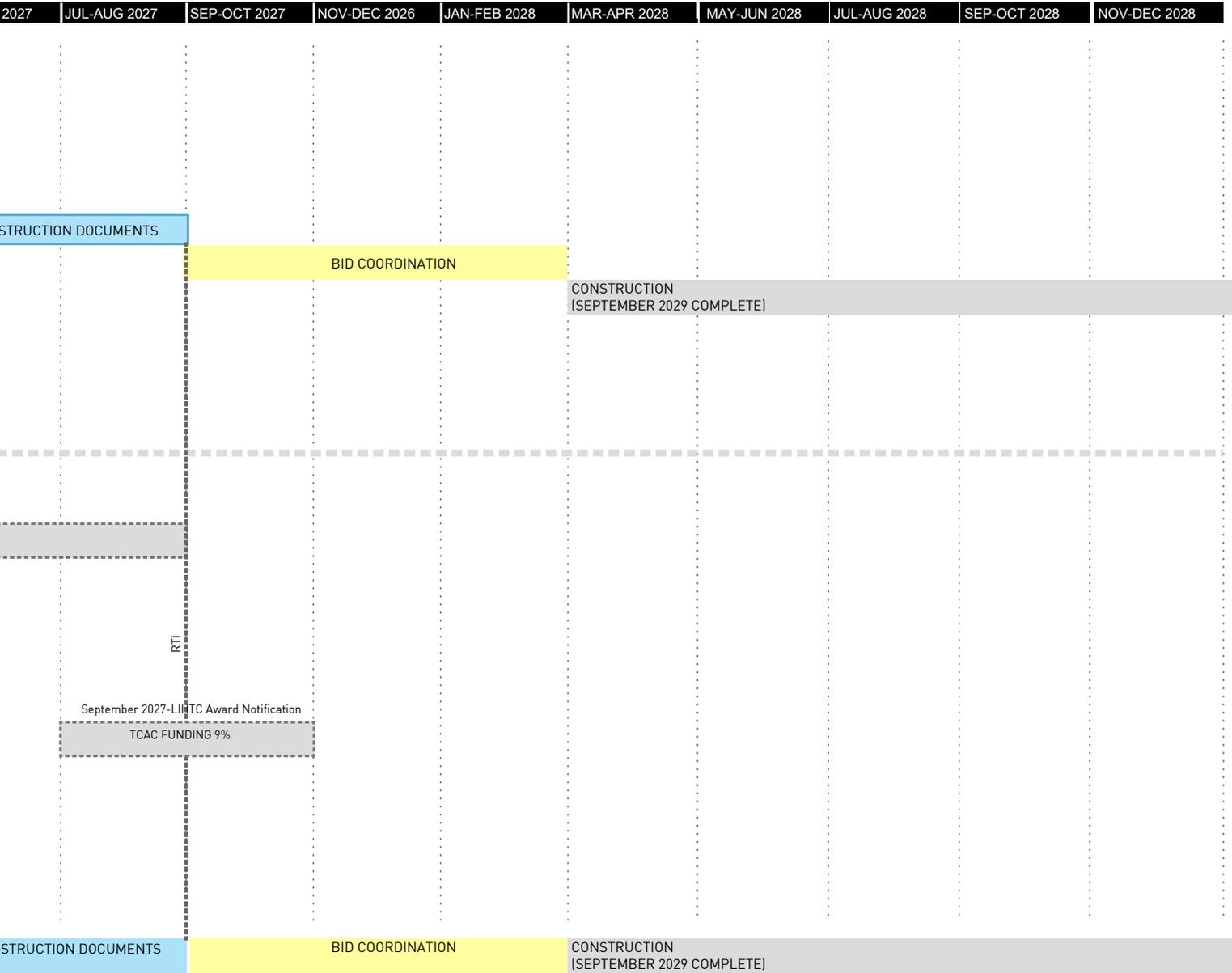
Below are two possible implementation schedules for the project, with time periods detailed from the project start date of January 12, 2026, through completion and into operations. The first version of the schedule assumes funding from a California Department of Housing and Community Development (HCD) source such as the Multifamily Housing Program or Infill Infrastructure Grant. The second version reflects a possible accelerated schedule utilizing funding from the Los Angeles County Affordable Housing Solutions Agency (LACAHS), which is highly plausible to be implemented. LACAHS has not released program guidelines or its first Notice of Funding Availability, however it is highly anticipated to do so by the end of 2026.

# DEVELOPMENT SCHEDULE - LACAHSA



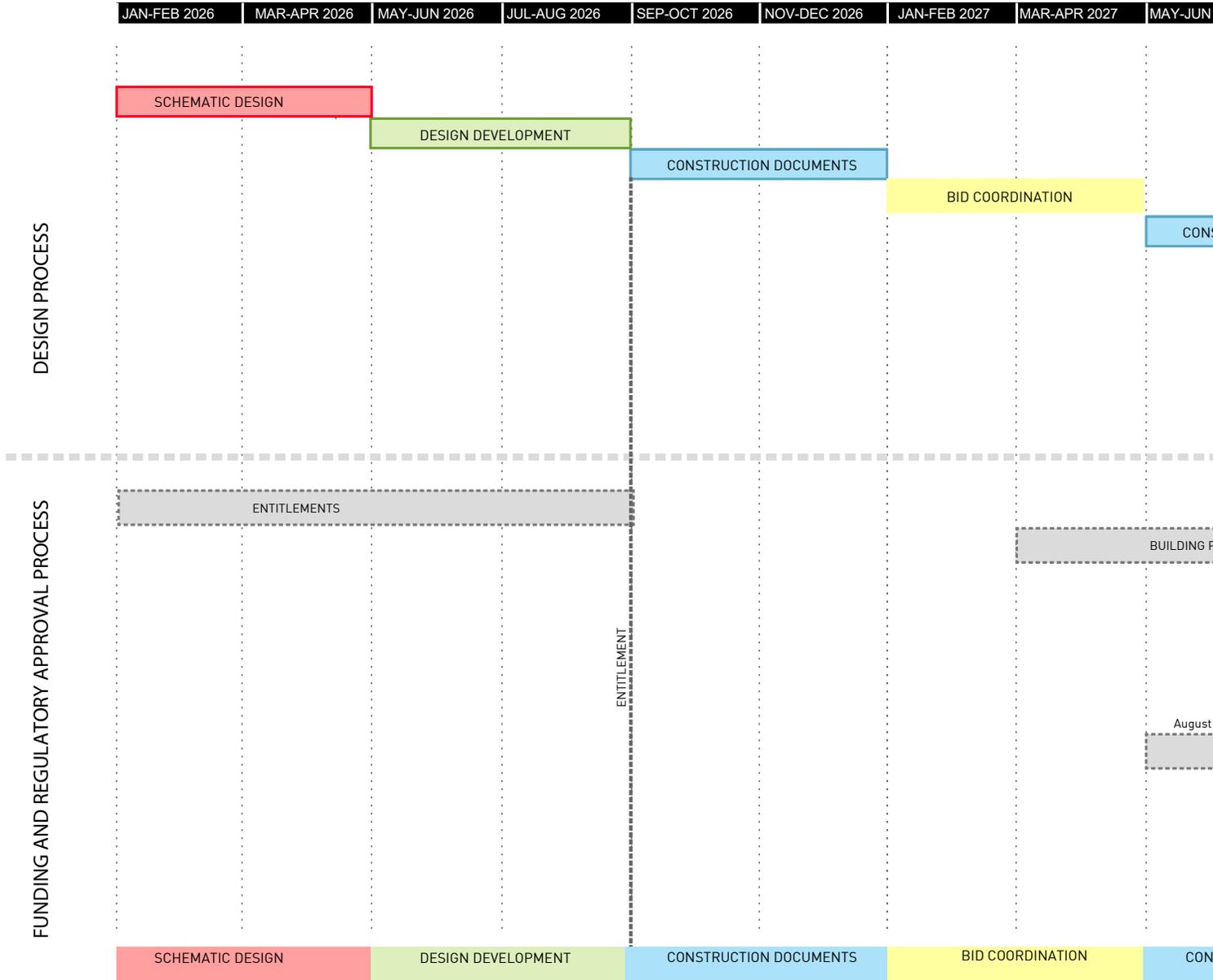
## LACAHSa FUNDING TIMELINE

LORCAN O'HERLIHY ARCHITECTS 4106 W. Jefferson Blvd, Los Angeles, CA 90016 t 310.657.4363

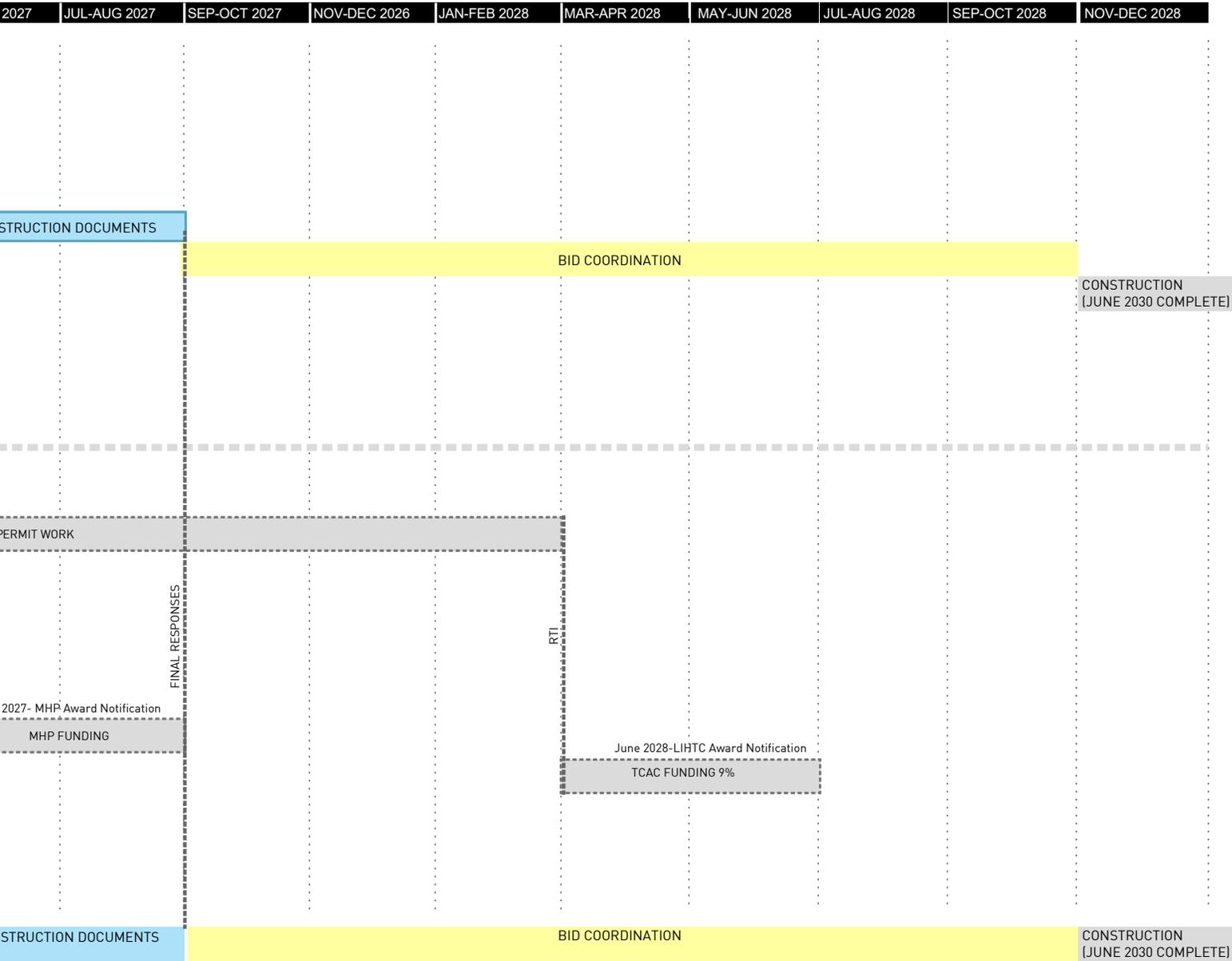


## TENTATIVE PROJECT SCHEDULE

# DEVELOPMENT SCHEDULE - MHP



**MHP FUNDING TIMELINE**



## TENTATIVE PROJECT SCHEDULE

**H.**

# **CERTIFICATE OF INSURANCE**

**I.**

# **BUSINESS TAX CERTIFICATE**

**DECRO**  
*Transforming Lives & Communities*

Proposal for Property Name

[WWW.DECRO.ORG](http://WWW.DECRO.ORG)

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Attached is Decro Corporation's current Certificate of Liability Insurance Coverage, which is current with a policy expiration date of January 2026. Should the City of Culver City require any additional or supplemental coverage, we are prepared to amend our insurance policy in accordance with the conditions of the Request for Proposals and requirements set by City Council.

<b>City of Culver City</b>			<b>2025</b>
<b>BUSINESS TAX CERTIFICATE</b>			
"For Services Provided in Culver City, California Only"			
<b>Business Name</b>	DECRO CORPORATION	<b>Business Type</b>	Miscellaneous Exempt / No Fee
<b>Business Location</b>	3431 WESLEY ST STE F CULVER CITY, CA 90232-2365	<b>Account Number</b>	08721438
<b>Business Owner(s)</b>	TED M. HANDEL DECRO CORPORATION	<b>Effective Date</b>	January 01, 2025
		<b>Expiration Date</b>	December 31, 2025
	CORINA OSTOIA DECRO CORPORATION 3431 WESLEY ST STE F CULVER CITY, CA 90232-2365	 Chief Financial Officer	
<b>THIS BUSINESS TAX CERTIFICATE DOES NOT PERMIT A BUSINESS THAT IS OTHERWISE PROHIBITED.</b>		<b>NOTE: IT IS YOUR OBLIGATION TO RENEW THIS CERTIFICATE WHETHER OR NOT YOU RECEIVE A RENEWAL NOTICE</b> For all inquiries regarding this certificate, contact HdL Business Tax Support Center at 310-594-7847.	





AGENCY CUSTOMER ID: \_\_\_\_\_  
LOC #: \_\_\_\_\_



### ADDITIONAL REMARKS SCHEDULE

Page 1 of 1

AGENCY Arthur J. Gallagher Risk Management Services, LLC		NAMED INSURED Decro Corporation 3431 Wesley St., Ste. F Culver City CA 90232	
POLICY NUMBER 01-CP-0053097-01-01			
CARRIER Nonprofits' Insurance Alliance of CA	NAIC CODE 10023	EFFECTIVE DATE: 01/04/2025	

#### ADDITIONAL REMARKS

THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,  
FORM NUMBER: 28 FORM TITLE: EVIDENCE OF COMMERCIAL PROPERTY INSURANCE

REMARKS:

Location: 3431 Wesley Street Suite F Culver City, CA 90232  
Location: 3431 Wesley Street, Suite F Culver City, CA 90232

LOCATION/DESCRIPTION:

PERIOD INDICATED, NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

J.

**EXCLUSIVE  
NEGOTIATION  
AGREEMENT &  
DISPOSITION AND  
DEVELOPMENT  
AGREEMENTS**

**DECRO**  
*Transforming Lives & Communities*

Proposal for Property Name

[WWW.DECRO.ORG](http://WWW.DECRO.ORG)

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Decro Corporation has reviewed the draft standard City of Culver City Exclusive Negotiating Agreement, and is prepared to fully execute and enter into the agreement with the city. Upon approval by the City Council, we are prepared to coordinate its execution with city staff to ensure that the project can proceed in an expeditious manner, and to work toward the negotiation and execution of the project's Disposition and Development Agreement.



# DECRO

*Transforming Lives & Communities*

3431 Wesley Street, Suite F  
Culver City, CA 90232

424.603.4586 • [info@decro.org](mailto:info@decro.org)

  
**Develop With Skill**

  
**Design With Skill**

**City of Culver City  
Request For Proposal  
Redevelopment of 11029 Washington Blvd.**

**August 28, 2025**



**Develop With Skill, Design With Skill**

1441 Huntington Drive #192

South Pasadena, CA 91030

Samantha Hill, RA, CASp

[samantha@designwithskill.com](mailto:samantha@designwithskill.com)

<https://www.developwithskill.com/>

<https://www.designwithskill.com/>

O: 747.900.2082 | C: 310.482.0750



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## EXECUTIVE SUMMARY

Our team is honored to submit this proposal for the redevelopment of 11029 Washington Boulevard, presenting a forward-looking vision centered on creating **student housing** in direct partnership with the **Los Angeles Community College District (LACCD)** and the **Culver City Unified School District (CCUSD)**. With West Los Angeles College (WLAC) less than two miles from the site—a 5-minute drive, 10-minute bike ride, or 25-minute walk—and Culver City High School and Middle School within a one-mile radius, this project directly responds to the shortage of affordable and proximate student housing. More than 55% of LACCD students report housing insecurity, and nearly one in five face homelessness, underscoring the urgency of delivering new solutions that also strengthen pathways for Culver City’s K-12 students as they transition into higher education.

The passage of **Measure LA**, which authorized **\$5.3 billion in bond funding** including **\$500 million for student housing**, creates a historic opportunity to align public resources with private development capacity. Our proposal ensures the project is both financially feasible and impactful, directly benefiting WLAC students while reinforcing CCUSD’s role in cultivating college readiness and community stability.

We envision a **student-centered, mixed-use community hub** anchored by affordable housing, **ground-floor commercial and community-serving spaces**, and publicly accessible areas that build stronger connections between WLAC, CCUSD, Culver City, and the surrounding neighborhoods. The project can also incorporate a **public parking garage** that supports student and community access while **generating ongoing revenue for the City**. This approach supports academic success, enhances affordability, and activates the Washington Boulevard corridor as a model of campus-community partnership.

This proposal is led by **Develop With Skill**, founded and directed by Samantha Hill, RA, CASp, as the primary development entity responsible for feasibility, financial structuring, and overall delivery. Its affiliated architecture practice, **Design With Skill**, brings deep experience in multifamily, mixed-use, and affordable housing projects. Together with financial partner **Better Angels**, modular manufacturer **Model Z**, and a proven consultant team, we offer a vertically integrated platform that reduces risk, accelerates delivery, and ensures high-quality, resilient outcomes.

We are eager to partner with the City of Culver City to transform 11029 Washington Boulevard into a project that is resilient, inclusive, and enduring. By advancing modular construction and leveraging Measure LA in partnership with LACCD and CCUSD, we can deliver housing more quickly and cost-effectively—creating a lasting civic benefit that directly supports students, strengthens Culver City, and sets a precedent for student-focused development across Los Angeles.

**QUESTIONNAIRE/RESPONSE TO THE PROPOSAL REQUIREMENTS**

**A. Company and General Information**

- 1. Company Name & Address:** *Company name and address. Also, include A/P remit address, contact names, emails and phone numbers.*

**Development Entity**

**Develop With Skill** (affiliated with Hill Architects, PC)

1441 Huntington Drive, Suite 192

South Pasadena, CA 91030

**Design Entity**

Hill Architects, PC (dba **Design With Skill**)

1441 Huntington Drive, Suite 192

South Pasadena, CA 91030

**A/P Remit Address**

Hill Architects, PC

1441 Huntington Drive, Suite 192

South Pasadena, CA 91030

**Contact Names & Information**

- **Samantha Hill, RA, CASp** – President & CEO, Hill Architects, PC  
samantha@designwithskill.com | O: 747.900.2082 | C: 310.482.0750

- 2. Letter of Transmittal:** *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.*

August 28, 2025

City of Culver City  
City Manager's Office  
9770 Culver Boulevard  
Culver City, CA 90232-0507

Attn: RFP Review Committee – Redevelopment of 11029 Washington Boulevard (RFP #2626)

Dear Selection Committee:

On behalf of Develop With Skill, in partnership with Design With Skill and Better Angels Development, we are pleased to submit this proposal in response to RFP #2626 for the redevelopment of 11029 Washington Boulevard.

We have carefully reviewed the RFP in its entirety and affirm that our team has read and will comply with all terms, conditions, and requirements outlined therein. Our firms are fully prepared to perform the services described in the RFP and have the capacity, expertise, and commitment to deliver the project successfully in partnership with the City of Culver City.

We appreciate the opportunity to be considered for this transformative project and look forward to the possibility of working with the City of Culver City to bring this important community-serving development to life.

Sincerely,



**Samantha Hill, RA, CASp**

President & CEO

Hill Architects, PC (dba Design With Skill)

samantha@designwithskill.com | 310.482.0750

**3. Primary Contact:** *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.*

For all questions or clarifications regarding this proposal, please contact:

**Samantha Hill, RA, CASp**

Principal, Develop With Skill | President & CEO, Hill Architects, PC (dba Design With Skill)

1441 Huntington Drive, Suite 192

South Pasadena, CA 91030

O: 747.900.2082 | C: 310.482.0750 | [samantha@designwithskill.com](mailto:samantha@designwithskill.com)

## B. Qualifications and Experience of the Firm

1. **Firm's History and Organizational Structure:** *Firm's history and organizational structure, including the size of the firm, location of offices, years in business, organizational chart, name(s) of owner(s) and principal parties, and number and position titles of staff.*

**Develop With Skill** is the lead entity and primary respondent for this proposal, founded and led by Samantha Hill, RA, CAsp, who also serves as President & CEO of its affiliated architectural practice, Design With Skill. Ms. Hill brings more than 15 years of combined experience in architecture, accessibility, and real estate development, positioning her to oversee every stage of the process—from financial feasibility and deal structuring to entitlement strategy and project delivery. Under her leadership, Develop With Skill provides a single point of accountability, aligning economic viability with community-responsive outcomes and ensuring projects advance seamlessly from concept through occupancy.

As the architectural arm of this vertically integrated platform, **Hill Architects, PC (dba Design With Skill)** was established in 2018 under Ms. Hill's direction as a California Professional Corporation. Based in South Pasadena, the firm employs a team of eight architects, project managers, and technical staff who deliver entitlement, design, permitting, and construction administration. With Ms. Hill at the helm of both entities, clients and partners benefit from consistent leadership, reduced risk, and a streamlined decision-making process that tightly integrates design excellence with development execution.

Ms. Hill has an established record of success working with public agencies and institutions throughout Southern California, including the **Los Angeles Community College District (LACCD)**, the **City of Pasadena**, the **City of West Hollywood**, the **City of Long Beach**, and other jurisdictions. These relationships, combined with her technical expertise and development leadership, ensure that Develop With Skill is uniquely positioned to guide a project that is both compliant with public requirements and responsive to community needs.

**Better Angels Development** is an independent development partner specializing in mission-driven affordable housing and community-serving real estate projects. With extensive experience in structuring financing packages, Better Angels brings a deep background in implementing complex developments in partnership with cities, nonprofits, and housing authorities.

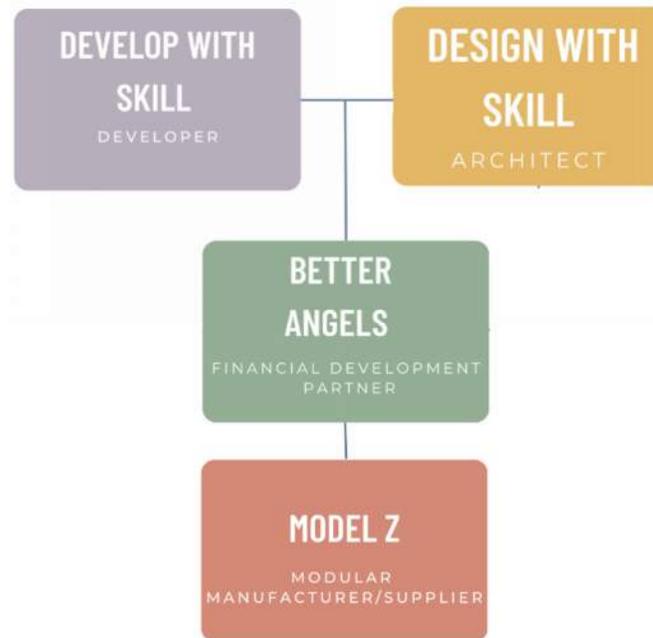
**Model Z**, founded under the SoLa Impact platform, operates a 150,000 sq. ft. modular housing factory in Watts focused on delivering affordable units at scale. Led by industry veterans from SpaceX and the automotive sector, the firm combines advanced technology with a community-based workforce and has already delivered projects like the 188-unit development at 43rd & Vermont. Model Z is rapidly scaling production with a goal of 10,000 modular units annually by 2029.

**Ownership and Principals**

- Samantha Hill, RA, CASp – President & CEO, Hill Architects, PC (Design With Skill) | Principal, Develop With Skill

**Organizational Chart**

- **Development Leadership:** Develop With Skill (financial structuring, feasibility, transaction management)
- **Design Leadership:** Design With Skill (architecture, entitlement, permitting, design execution), including full A/E team with prequalified engineers and specialty consultants (structural, MEP, civil, geotechnical, landscape, accessibility, etc.).
- **Financial Partner:** Better Angels (co-development, financing, asset management).
- **Modular Partner:** Model Z (modular design, fabrication, and delivery of housing units).



**2. Primary Business of Parent Company and Affiliates:** *What is the primary business of the parent company and/or affiliates?*

- **Develop With Skill:** Real estate development affiliate focused on structuring and managing housing and community-serving projects.
- **Design With Skill:** Licensed architecture firm specializing in multifamily, mixed-use, condominium, and affordable housing projects.
- **Better Angels:** Mission-driven development company specializing in affordable housing finance, co-development, and long-term stewardship.
- **Model Z:** Modular housing manufacturer based in South Los Angeles, operating a 150,000 sq. ft. facility dedicated to producing high-quality, affordable housing units at scale, with a mission-driven workforce development program and capacity goal up to 10,000 units annually by 2029.

**3. Office with Primary Responsibility:** *Which office(s) of your organization will have primary responsibility for managing this project?*

The project will be managed from **Develop With Skill’s South Pasadena office (1441 Huntington Drive, Suite 192)**. Samantha Hill, RA, CASp, will serve as Principal-in-Charge, supported by Design With Skill’s project team. Develop With Skill and Better Angels’ Los Angeles-based staff will provide development and financial management locally.

**4. Firm Experience in Housing, Commercial, and Community Spaces:** *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.*

Collectively, our team has designed and developed more than a dozen multifamily, mixed-use, student housing, and community-focused developments across Southern California—representing hundreds of new homes and thousands of square feet of commercial and community-serving space. As a vertically integrated practice, we bring proven expertise in guiding projects from entitlement through construction and lease-up. Comparable projects completed within the past five years include:

- **Garfield Townhomes (South Pasadena, CA)** – Six-unit townhome development designed and self-initiated by Design With Skill/Develop With Skill. Delivered affordable for-sale housing in a high-opportunity neighborhood. Status: Entitlement phase.



- **815 Fremont Condominiums (South Pasadena, CA)** – Redesign of a former Arbor Square site into 56 for-sale condominium units with integrated affordable housing and reduced commercial space to maintain financial viability. Status: Entitlement phase.



- **181 Monterey Condominiums (South Pasadena, CA)** – Redesign of a former Arbor Square site into 56 for-sale condominium units with integrated affordable housing and reduced commercial space to maintain financial viability. Status: Entitlement phase.



- **EPSG Affordable Student Housing (South Gate, CA)** – Repurposed a former shopping center into 300+ affordable and workforce units, revitalizing an underutilized site. Addressed parking challenges and evaluated modular construction to reduce costs and expedite delivery. *Status: Entitlement phase.*



- **City of West Hollywood Affordable ADU Pilot Program** – Provided full architectural services and program management for city-sponsored ADUs. Delivered design, permitting, and owner support. Status: Completed 2023.



- **City of Long Beach Backyard Builders Program** – Ten ADUs delivered through a citywide program for affordable housing expansion. Status: Varies - In construction and Completed .



- **Highland Hollywood Apartments (Hollywood, CA)** – Samantha Hill served as Project Manager on a 118-unit mixed-use development during her tenure at Arquitectonica. Status: Completed 2021.

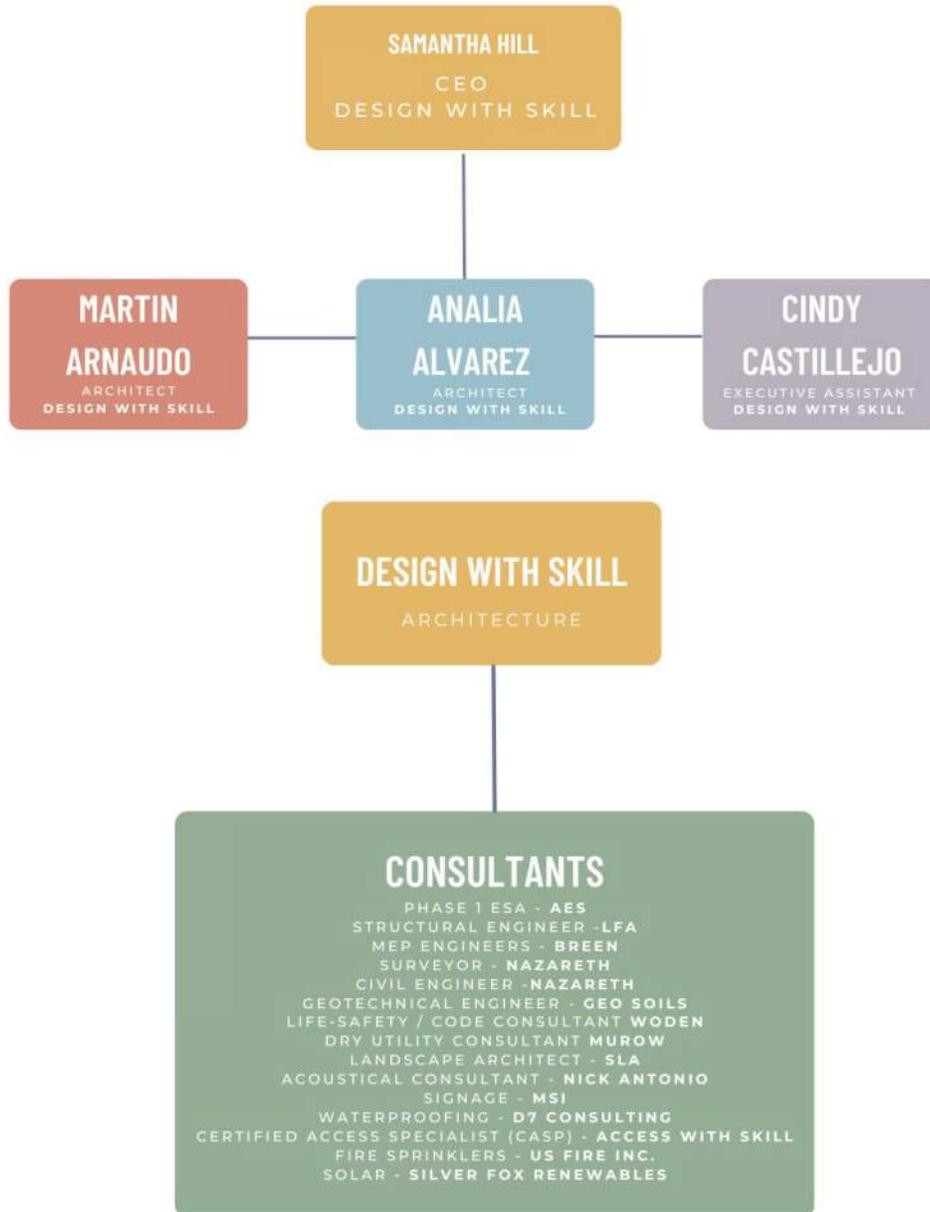


**5. Firm Differentiators:** *Comment on other areas that may make your firm different from your competitors.*

- **Vertically Integrated Team** – Develop With Skill (development) and Design With Skill (architecture) operate as a unified team, providing single-source accountability across design, entitlement, and execution. This reduces risk, minimizes change orders, and ensures seamless coordination from concept to completion.
- **Risk Management Expertise** – Our integrated structure allows us to proactively identify, reduce, and manage project risks related to budget, schedule, and constructability, while maintaining high design quality.
- **Student & Affordable Housing Experience** – We bring proven experience designing and developing both student housing and affordable housing projects, with a strong grasp of unit mix, affordability thresholds, and community-serving ground-floor programs that foster academic success and neighborhood benefit.
- **Established Educational Partnerships** – Our team has existing working relationships with both the Los Angeles Community College District and the Culver City Unified School District, allowing us to align this project with Measure LA bond funding opportunities, WLAC's strategic goals, and the broader educational priorities of the Culver City community.
- **Synergy with Culver City** – With WLAC in Culver City's backyard, this project is positioned as a synergistic partnership—meeting urgent student housing needs while advancing the City's long-term vision for inclusive, community-serving development.

**C. Qualifications and Experience of the Proposed Development Team**

- 1. Lead Developer and Key Team Members:** *Identify the lead developer and all key team members, including architects, engineers, and consultants.*
- 2. Qualifications:** *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.*
- 3. Organizational Chart:** *An organizational chart showing roles and responsibilities for this project.*



- 4. Resumes:** *Resume(s) of the personnel who will be assigned to this project.*  
See Appendix.

#### D. Questions/Responses to Proposal Requirements

##### 1. **Redevelopment Concept:** *A written description of the proposed redevelopment concept.*

The proposal envisions a 7-story mixed-use building featuring ground-floor commercial space tailored to support the student population, a second-level community suite programmed for student services, and six stories of affordable residential student housing above. The program delivers 83 modular one-bedroom units and 26 parking spaces. This design maximizes the site's potential while maintaining an active, human-scaled frontage, ensuring financial feasibility and delivery certainty while advancing Culver City's goals for housing supply, affordability, and community vitality.

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

- **Revitalization & Economic Development:** Transforms an underutilized site into a vibrant, mixed-use community that advances the City's housing and economic development goals.
- **Housing:** Provides 83 one-bedroom units that are 100% affordable, designed for students, seniors, and young professionals seeking efficient, transit-oriented housing. Modular construction ensures cost efficiency and accelerated delivery.
- **Ground-Floor Commercial Activation:** Curated retail, food/beverage, and essential services along Washington Blvd to activate the street, support the student population, and generate local economic activity.
- **Community-Serving Space:** A dedicated suite programmed for nonprofit and civic uses, including educational and workforce development, arts programming, and senior support services, ensuring benefits for both residents and the broader community.
- **Public Parking Garage:** A 27-space shared-use facility that improves access for students, residents, and visitors while generating ongoing revenue for the City through parking fees and flexible management.

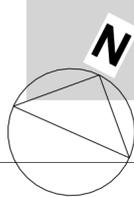
##### 3. **Zoning alignment:** *Discussion of alignment with relevant neighborhood plans, zoning, or policy goals. The City Council has indicated willingness to consider modifying regulations for this site if it will result in a better project. If you are requesting modifications for existing regulations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

The project aligns with Culver City's General Plan vision of increasing housing density near transit corridors and walkable districts. While current zoning standards allow a smaller massing, the proposal leverages the State Density Bonus Law (SDBL) to achieve additional height and unit count, AB 2097 to reduce parking requirements in this transit-rich location, and AB 2011 to streamline approvals for housing on an underutilized commercial corridor. With the City Council's willingness to consider modifications, these tools collectively unlock a stronger project: more affordable units, active ground-floor frontage, and a walkable environment that reduces car dependence while revitalizing the site.

##### 4. **Design:** *Conceptual site plan, building massing, and illustrative diagrams or renderings.*







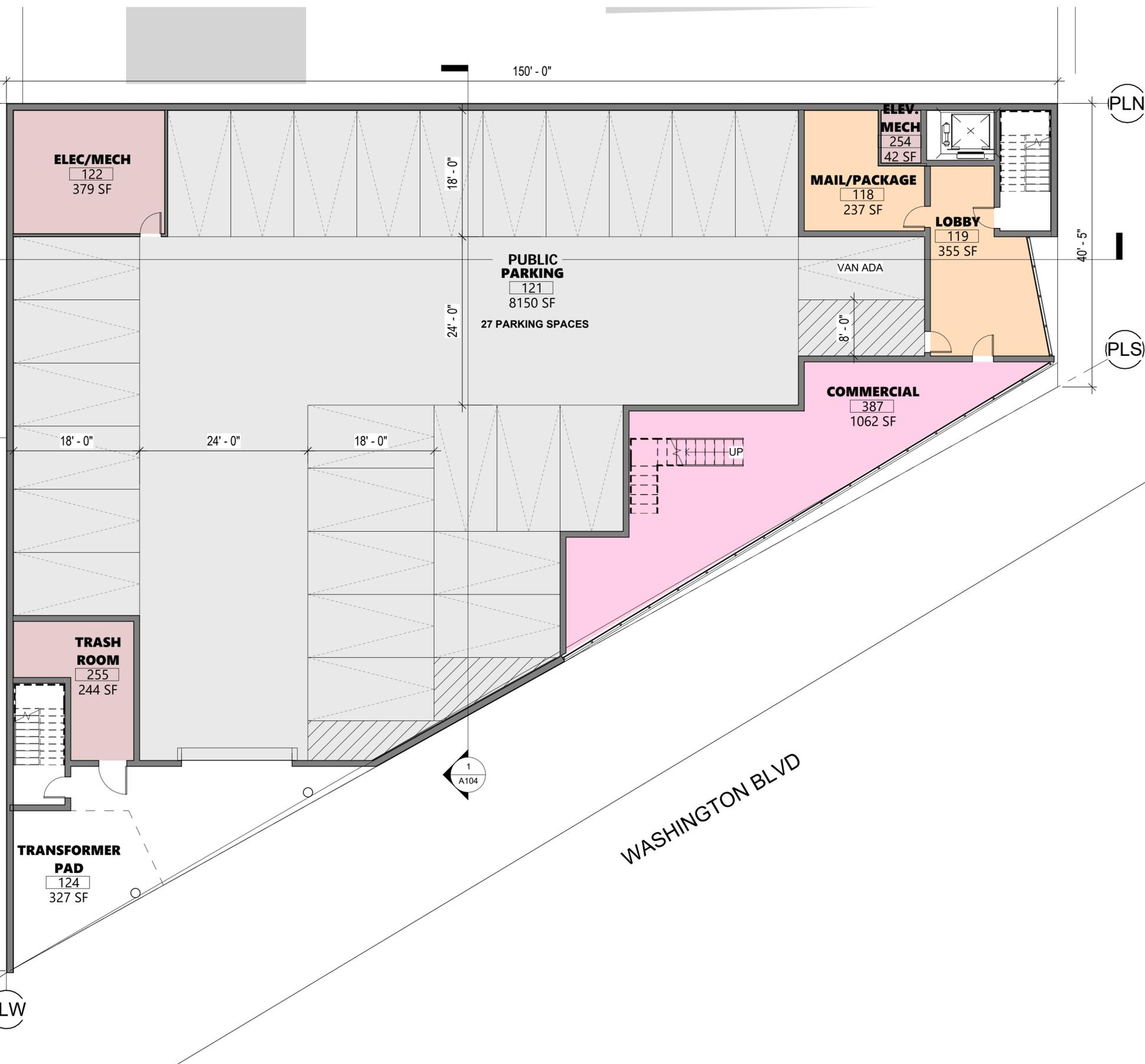
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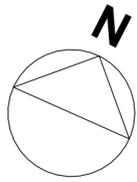
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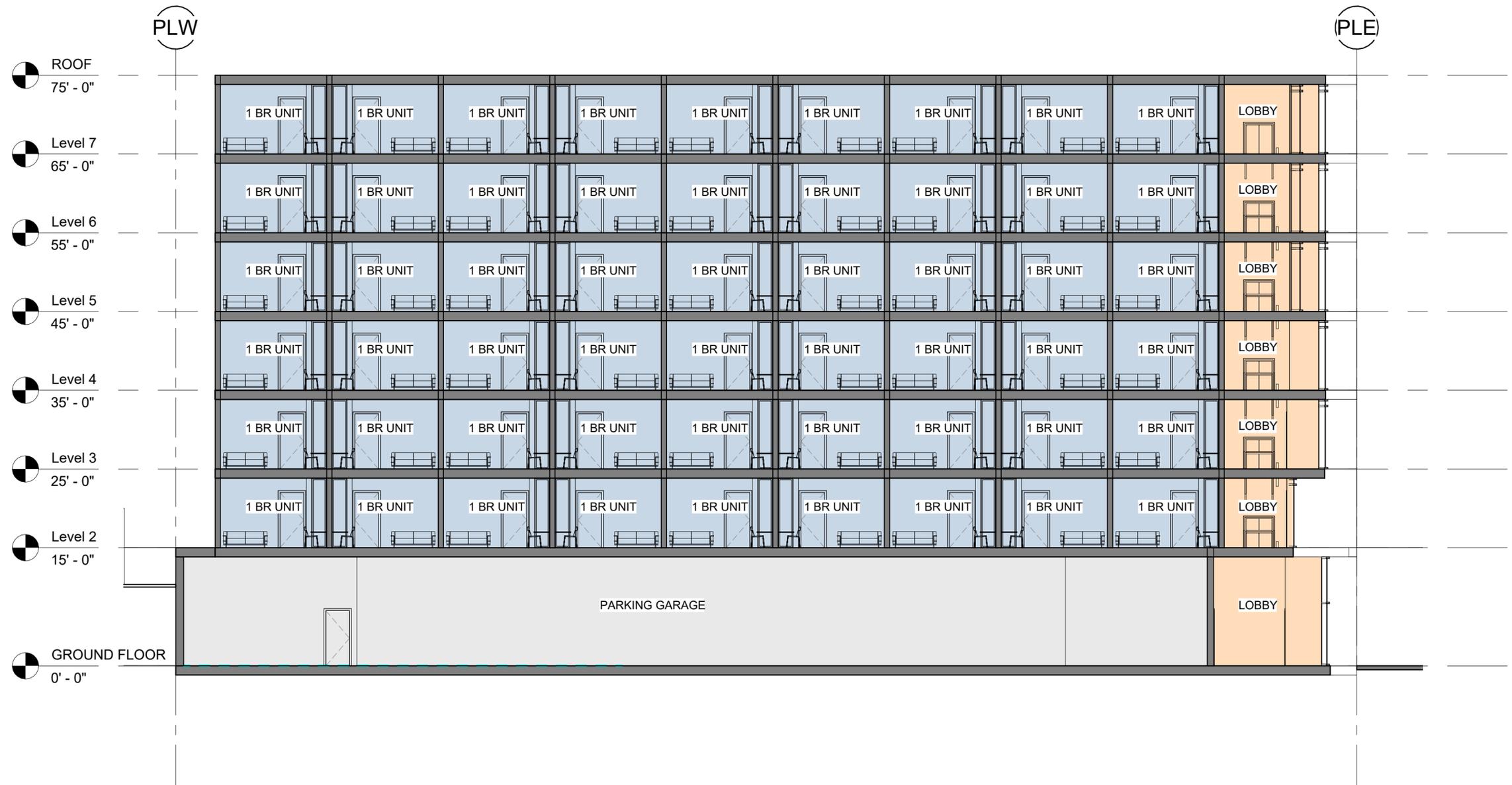
WASHINGTON BLVD





<b>LEVEL 2</b> 13 1-BR UNITS TOTAL: 13 UNITS	<b>LEVELS 3-7</b> 14 1-BR UNITS TOTAL: 14 UNITS
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**TOTAL: 83 UNITS**





**5. Areas:** *Breakdown of uses by square footage (residential, commercial, community).*

**TOTAL:** 68,410 GSF

- **Residential:** 66,381 GSF (includes circulation and support spaces)
- **Commercial:** 1,062 SF (flex ground-floor retail/services)
- **Community Space:** 967 SF (dedicated nonprofit/civic use)

	UNITS	AREAS	AMOUNT
1 BD		447 SF	83
<b>TOTAL</b>		<b>37101 SF</b>	<b>83</b>

AREAS	
PARKING	8150 SF
LOBBY	355 SF
MAIL/PACKAGE	237 SF
ELEC/MECH	379 SF
TRASH ROOM	244 SF
<b>TOTAL</b>	<b>9365 SF</b>

COMMERCIAL SPACE AREAS	
GROUND FLOOR	1062 SF
LEVEL 2	967 SF
<b>TOTAL</b>	<b>2029 SF</b>

**6. Unit Mix:** *Proposed residential unit mix and bedroom count.*

All units are 447 SF one-bedrooms, designed to meet the needs of students, seniors, and young professionals seeking efficient, transit-oriented housing. A single unit type also enables modular construction, maximizing cost efficiency and speed of delivery.

**7. Affordability and AMI:** *Number of affordable units proposed (if any) and targeted Area Median Income levels.*

The proposal sets aside 100% of units as affordable, targeting households at 50%–80% of Area Median Income (AMI).

**8. Affordability Goals:** *Strategy for achieving affordability goals and maintaining long-term affordability.*

Affordability will be secured through regulatory agreements recorded with the City, ensuring long-term deed-restricted units. Partnerships with local housing nonprofits may support tenant screening, compliance, and ongoing monitoring.

**9. Supportive Services:** *Any proposed supportive housing or services (if applicable).*

While not a supportive housing project, the proposal envisions partnerships with local nonprofits to provide on-site programming, such as financial literacy classes, student wellness initiatives, and dedicated study lounges.

**10. Sustainability:** *Sustainability, energy efficiency, and climate-resilience features.*

- All-electric building systems to eliminate natural gas.
- LEED Gold equivalent design with high-performance envelope.
- Solar PV on rooftop terraces to offset common-area energy.
- Enhanced stormwater management and heat-island reduction through landscaping and possible green roofs.

**11. Differentiators:** *Factors that differentiate your proposal from other respondents' proposals.*

- **Financial Certainty:** Backed by Better Angels' proven track record of delivering multi-family housing in LA County.
- **Community Impact:** Dedicated ground-floor civic space and strong affordability component.
- **Design Excellence:** Model Z is optimized for feasibility while still offering light-filled units, outdoor terraces, and a street-active frontage.

**12. Community Outreach:** *Approach to community outreach during the predevelopment, design and construction phases.*

Our Community Outreach Plan ensures early, transparent, and inclusive engagement with residents, businesses, and community groups throughout the predevelopment, design, and construction phases. By incorporating feedback loops, bilingual communication, and a dedicated liaison, the project builds trust while adapting design, programming, and construction practices to reflect community priorities.

**Predevelopment Phase.**

- **Stakeholder Mapping:** Identify property owners and tenants within a 1,000-foot radius of the site, local businesses along Washington Blvd, and community-serving organizations such as Culver City youth programs, arts/tech nonprofits, and West LA College student associations.
- **Early Engagement:** Meet with nearby residents, business owners, and cultural groups to present the vision and gather input. As in the South Pasadena model, hold small-group listening sessions to address concerns early.
- **Institutional Partnerships:** Coordinate with Culver City Planning, Housing, and Cultural Affairs staff, as well as transit agencies (Metro/Big Blue Bus) to align the project with broader mobility and affordability goals.

**Design Phase**

- **Public Hearings & Planning Commission Review:** Provide clear, accessible presentation materials, including bilingual (English/Spanish) handouts and virtual participation options, to ensure inclusivity.
- **Neighborhood Meetings:** Host at least two public meetings to review design evolution, one in-person and one hybrid/virtual. Distribute notifications in English and Spanish to all property owners and tenants within the radius; share notices via social media and local newspapers.
- **Community Programming Input:** Use surveys and focus groups to refine the second-floor community space and ground-floor commercial programming (e.g., bookstore café, tutoring lounge, or affordable food options supporting students).

### Construction Phase

- **Construction Updates:** Issue monthly construction bulletins (email, flyers, website updates) to keep neighbors informed of schedules, traffic management, and mitigation efforts.
- **Community Liaison:** Assign a dedicated point of contact for complaints and questions, modeled after the South Pasadena approach of open communication.
- **Good Neighbor Practices:** Commit to minimizing noise, dust, and traffic impacts, and publicize construction hours clearly. Where feasible, employ local labor and students for construction internships or job training opportunities.

### Post-Construction / Lease-Up

- **Celebratory Opening:** Host a community open house to introduce the project, thank stakeholders, and demonstrate how feedback shaped the design.
- **Ongoing Community Benefits:** Ensure the community room remains accessible for nonprofit programming; encourage partnerships with local organizations for student support and neighborhood-serving events.

### 13. Local Needs: *Methods for incorporating community input and ensuring the project meets local needs.*

Our approach to local needs is grounded in ongoing, transparent, and inclusive engagement that goes beyond one-time meetings. The team will implement the following methods:

#### Structured Feedback Loops

- Community feedback will be solicited at each milestone (concept design, pre-application, entitlements, and final design).
- A “You Said / We Did” process will be used to show how specific community input translated into design refinements—whether adjusting building massing, rethinking circulation, or tailoring ground-floor uses to better serve the neighborhood.

#### Accessible Engagement Channels

- Outreach will extend beyond traditional hearings by hosting bilingual and hybrid meetings, ensuring that Spanish-speaking and working families can participate fully.
- Notifications will be mailed to residents and businesses within a 1,000-foot radius and distributed digitally via social media, newsletters, and neighborhood associations.
- Feedback will also be collected through short online surveys, particularly targeting student populations and local nonprofits who may use the community spaces.

#### Partnership with Local Institutions

- We will partner with **West Los Angeles College**, local youth-serving nonprofits, and nearby arts/tech organizations to refine programming for the community room and ground-floor commercial spaces.
- These partners will help shape programming such as tutoring, financial literacy workshops, low-cost student meals, and community cultural events.

### **Design Responsiveness**

- Community priorities around walkability, affordability, and active streetscape will directly influence design choices. For example, if neighbors express concerns about traffic, we may expand bicycle parking, reduce on-site parking (leveraging AB 2097), or strengthen pedestrian linkages to transit.
- Feedback on commercial uses will help determine whether a café, bookstore, or wellness space is the most beneficial addition to the block.

### **Transparency and Trust-Building**

- The development team will maintain a dedicated liaison and project website to share updates, answer questions, and post design iterations.
- Meeting summaries and reports will be published so stakeholders can see how their input is shaping outcomes.
- During construction, neighbors will receive regular bulletins on schedule, noise mitigation, and traffic management.

## E. Financial Proposal and Project Feasibility

### 1. Preliminary development budget (soft costs, hard costs, contingency)

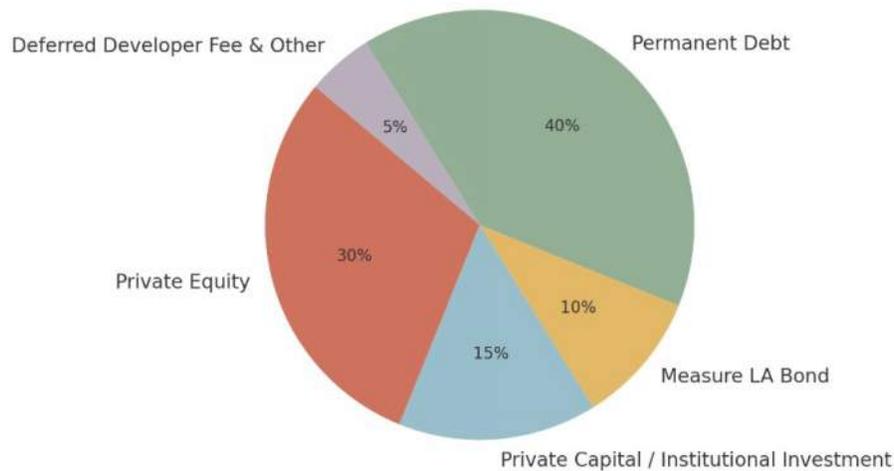
Category	Estimate	Notes / Basis
Residential Hard Costs	\$15,205,000	83 modular units — ~\$183,000 each
Parking (26 spaces)	\$733,000	~\$28,192/space (structured/stacked)
Commercial & Community Space Buildout	\$1,127,000	Ground-floor retail shell + second-floor community space
Site Work & Infrastructure	\$676,000	Utilities, grading, landscaping, sidewalks, frontage improvements
<b>Hard Cost Subtotal</b>	<b>\$17,705,000</b>	
Architectural & Engineering (A&E)	\$1,240,000	~8% of hard costs
Permits, Fees & City Charges	\$1,127,000	Plan check, impact fees, Culver City development fees
Legal, Consultants & Reports	\$423,000	Environmental, CEQA, survey, appraisal, market study
<b>Soft Cost Subtotal</b>	<b>\$2,790,000</b>	
Financing Costs	\$1,690,000	Loan fees, interest during construction, reserves
Developer Fee	\$1,550,000	~6% of total development cost (partially deferrable)
Contingency	\$1,127,000	~7% of hard costs to cover escalation/risk
<b>Total Development Cost (TDC)</b>	<b>\$24,899,000</b>	<b>~\$299,988 per unit (all-in)</b>

#### Key Notes:

- **Unit Costs:** Modular efficiency brings per-unit hard costs down compared to conventional builds, but parking and commercial space drive up totals.
- **Commercial/Community:** Important to allocate full shell + TI allowance to meet student-serving use expectations.
- **Soft Costs:** Calibrated at ~15% of hard costs, consistent with affordable housing industry benchmarks.
- **Financing:** Includes construction loan interest, lender/legal fees, and required reserves.
- **Developer Fee:** Sized to industry standard; portion may be deferred to support financing competitiveness.

**2. Funds:** Sources and uses of funds, including anticipated public subsidies, grants, or tax credits.

Preliminary Funding Stack – 11029 Washington Blvd



**Layered Funding Strategy**

The financial feasibility of the 11029 Washington Blvd project relies on a layered financing approach designed to reduce permanent debt, maximize affordability, and ensure long-term operational stability. The capital stack strategically combines private capital with local public resources and modular construction efficiencies:

**Private Equity – 25–30% of Total Development Cost**

- A substantial infusion of private equity will reduce reliance on debt while allowing greater flexibility in structuring the project.
- This equity reduces upfront financing risk, supports accelerated delivery, and avoids restrictive compliance burdens tied to certain public subsidy programs.

**Private Capital / Institutional Investment – Approx. 15%**

- Pursue partnerships with mission-driven investors, impact funds, or institutional capital focused on student housing and mixed-use development.
- These sources can provide mezzanine equity or preferred equity positions to further strengthen the capital stack.

**Measure LA Bond – Approx. 10%**

- Leverage allocations from the Measure LA Bond program to provide dedicated support for affordable and student-serving housing.
- These funds reduce permanent debt obligations and align the project with WLAC’s strategic priorities.

**Permanent Debt – Approx. 40%**

- With equity covering a significant portion of the development cost, permanent financing will be sized at a sustainable level to balance leverage and ensure operational feasibility.

**Deferred Developer Fee & Other – Approx. 5%**

- A portion of the developer fee will be deferred, demonstrating sponsor commitment and further reducing upfront financing needs.

Through this layered structure, the project reduces debt service obligations by nearly half compared to conventional financing, narrowing the operating gap and moving toward positive cash flow as private equity and Measure LA proceeds take effect. The combined use of private equity, institutional capital, Measure LA Bond proceeds, and modular construction creates a financially viable path to deliver 83 new student housing units with ground-floor commercial and community-serving space in Culver City.

### **Additional Funding Considerations**

#### **Phased & Modular Efficiencies**

- The use of modular construction ensures cost predictability and accelerates the project schedule, lowering both financing risk and construction-period carrying costs.
- Reduced construction duration minimizes interest exposure and improves delivery certainty.

#### **Long-Term Sustainability**

- The financial plan anticipates re-syndication at Year 15, providing an opportunity to recapitalize, rehabilitate, and extend affordability covenants consistent with industry best practices.
- Ongoing supportive services and community programming will be funded through operational income supplemented by philanthropic and institutional partnerships, ensuring lasting community benefit.

### 3. Pro-Forma: 15-year or longer pro forma analysis

The 15-year operating pro forma demonstrates financial feasibility and stability, with gross income and expenses modeled at industry-standard escalation rates, producing steady NOI growth. Debt service is conservatively sized, resulting in tight margins in the early years and a transition to positive cash flow within the pro forma horizon, with coverage ratios improving over time. Overall, the analysis confirms the project's capacity to support long-term affordability while providing reliable returns and fiscal stability

Year	Gross Income	OPEX	NOI	Debt Service	Cash Flow
1	\$1,245,000.00	\$435,750.00	\$ 809,250.00	\$1,029,775.00	\$(220,525.00)
2	\$1,276,125.00	\$446,644.00	\$ 829,481.00	\$1,029,775.00	\$(200,294.00)
3	\$1,308,028.00	\$457,810.00	\$ 850,218.00	\$1,029,775.00	\$(179,557.00)
4	\$1,340,729.00	\$469,255.00	\$ 871,474.00	\$1,029,775.00	\$(158,301.00)
5	\$1,374,247.00	\$480,986.00	\$ 893,261.00	\$1,029,775.00	\$(136,514.00)
6	\$1,408,603.00	\$493,011.00	\$ 915,592.00	\$1,029,775.00	\$(114,183.00)
7	\$1,443,818.00	\$505,336.00	\$ 938,482.00	\$1,029,775.00	\$ (91,293.00)
8	\$1,479,914.00	\$517,970.00	\$ 961,944.00	\$1,029,775.00	\$ (67,831.00)
9	\$1,516,912.00	\$530,919.00	\$ 985,993.00	\$1,029,775.00	\$ (43,782.00)
10	\$1,554,834.00	\$544,192.00	\$1,010,642.00	\$1,029,775.00	\$ (19,133.00)
11	\$1,593,705.00	\$557,797.00	\$1,035,908.00	\$1,029,775.00	\$ 6,133.00
12	\$1,633,548.00	\$571,742.00	\$1,061,806.00	\$1,029,775.00	\$ 32,031.00
13	\$1,674,387.00	\$586,035.00	\$1,088,351.00	\$1,029,775.00	\$ 58,576.00
14	\$1,716,246.00	\$600,686.00	\$1,115,560.00	\$1,029,775.00	\$ 85,785.00
15	\$1,759,152.00	\$615,703.00	\$1,143,449.00	\$1,029,775.00	\$ 113,674.00

#### **4. Land Acquisition:** *Proposed land acquisition terms (purchase price or lease terms, if applicable).*

The development team is open to structuring site control at 11029 Washington Blvd through either a long-term ground lease or a fee-simple purchase, depending on the City's priorities. Both models provide clear pathways to ensure the delivery of affordable student housing, community-serving space, and ground-floor activation consistent with Culver City's goals.

We recognize that land disposition is a critical policy choice, and we are committed to working collaboratively with the City to determine the structure that best balances long-term community benefit, financial feasibility, and City objectives. Our team welcomes further discussion with City staff and decision-makers to evaluate both options in detail and arrive at the most mutually beneficial approach.

##### **Proposed Land Acquisition – Option 1: Ground Lease**

The development team proposes to structure land control for the 11029 Washington Blvd site through a long-term ground lease with the City of Culver City, consistent with municipal best practices in affordable housing.

- **Term & Cost:** A 99-year ground lease at a nominal annual rate, ensuring long-term stability while minimizing upfront land costs.
- **City Ownership:** The City retains ownership of the underlying land, preserving public control and flexibility over future use.
- **Financing Compatibility:** Ground leases are widely accepted by LIHTC investors, bond funders, and state housing agencies, providing funders with the site control certainty required for financing.
- **Benefit to the City:** Ensures permanent community-serving use of the site while maintaining City ownership, allowing Culver City to safeguard affordability and direct the long-term legacy of the property.

##### **Proposed Land Acquisition – Option 2: Fee-Simple Purchase**

Alternatively, the development team is prepared to pursue a fee-simple purchase of the site, should the City prefer a disposition model.

- **Purchase Price:** To be negotiated with Culver City, tied to market valuation and consistent with the financial feasibility requirements of an affordable student housing project.
- **Financing Structure:** Purchase would be incorporated into the overall development budget and offset through layered financing, including LIHTC equity, AHSC subsidies, and Measure LA Bond allocations.
- **City Partnership:** Under this model, the City maintains oversight through the Disposition and Development Agreement (DDA), while transferring ownership of the land to the development entity.
- **Benefit to the City:** Generates an immediate financial return through land sale proceeds while still ensuring the site is developed for affordable housing and community-serving purposes.

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

The proposed development provides Culver City with a blend of financial returns and community-serving value through its commercial space, community facility, and public parking garage. The project can generate one-time revenues (land disposition, permits, and fees) and ongoing revenues (sales tax, parking income), while also delivering long-term social and educational benefits. This gives the City flexibility to balance fiscal impact with community-serving uses.

- **One-Time Revenue:** Fee-simple land sale, permits, and development-related fees create near-term revenue.
- **Ongoing Revenue:** Ground-floor commercial space activates Washington Blvd and generates annual sales tax.
- **Community Space:** Dedicated for tutoring, financial literacy, nonprofit programming, and wellness classes, strengthening public amenities though not revenue-generating.
- **Public Parking Garage:** 27-space shared-use facility improving access for students, residents, and visitors while generating reliable income through parking fees.

**Commercial Area – 1,062 SF**

- Potential Tenant: Café, grab-and-go food, or small-format retail.
- Estimated Sales: \$400–\$600 per SF annually → **\$425K–\$637K gross sales.**
- City Sales Tax Share (~1%): **\$4,250–\$6,400 annually.**

**Community Space – 967 SF**

- Purpose: Student and neighborhood support (tutoring, workforce programs, wellness).
- Benefit: Provides non-monetary community value and reduces strain on public facilities.

**Public Parking Garage – 27 Spaces**

- Revenue: \$150–\$250 per space monthly → **\$48,600–\$81,000 annually.**
- Benefit: Predictable City income stream; improves access; expandable with EV charging or shared-use agreements.

## F. References

List the name, address, e-mail address and telephone number of references from at least three (3) recent similar projects, such as lenders, equity partners, or public agencies. Include a brief description of the relationship for each reference. California municipal or county projects are preferred. You may offer more than three recent similar projects if desired. The references should include the start date of the project and the date of completion for each project.

- **City of Pasadena – Housing Department**  
175 North Garfield Avenue, Pasadena, CA 91101  
**Contact:** Randy M. Mabson, Program Coordinator  
rmabson@cityofpasadena.net | (626) 744-8321  
**Relationship:** Lead consultant and liaison on the City’s Second Unit ADU Pilot Program, guiding projects through entitlements, design, permitting, construction, and lease-up while balancing budgets and funding sources to advance affordability.  
**Start/Completion:** 2020 – 2024
- **City of West Hollywood – Planning & Development Services Department**  
8300 Santa Monica Blvd, West Hollywood, CA 90069  
**Contact:** Alicen Bartle, Project Development Administrator  
abartle@weho.org | (323) 848-6323  
**Relationship:** Collaborated on the Affordable ADU Pilot Program, managing entitlement, design, permitting, construction, and lease-up while coordinating funding and budgets to support affordability and neighborhood compatibility.  
**Start/Completion:** 2021 – 2025
- **City of Long Beach – Development Services Department**  
411 W. Ocean Blvd, Long Beach, CA 90802  
**Contact:** Stephanie Harper, Community Development Project Manager  
stephanie.harper@longbeach.gov | (562) 570-6710  
**Relationship:** Consultant and liaison for the Backyard Homes ADU Program, leading entitlement, design, and permit coordination for multiple affordable ADUs while aligning funding and budgets to ensure successful delivery.  
**Start/Completion:** 2023 – Ongoing

### G. Implementation Schedule

Include a detailed implementation schedule with an estimated project start date of January 12, 2026 and note key project milestones including entitlement, financing, construction, and occupancy. Identify any assumptions used in developing the schedule.

MILESTONES / PHASES	DATES		DURATION		
	Start Date	Finish Date	Days	Weeks	Months
<b>Notice to Proceed</b>	Jan 12, 2026	Jan 12, 2026	1	0.1	0
<b>Site Analysis &amp; Due Diligence</b>	Jan 13, 2026	Feb 15, 2026	34	4.9	1.1
<b>Entitlement &amp; Approvals</b>	Feb 16, 2026	Jan 15, 2027	334	47.7	11
<b>Financing &amp; Bond Alignment</b>	Sep 1, 2026	Mar 31, 2027	212	30.3	7
<b>Schematic Design</b>	Apr 1, 2027	May 15, 2027	45	6.4	1.5
<b>Design Development</b>	May 16, 2027	Jul 15, 2027	61	8.7	2
<b>Construction Documents</b>	Jul 16, 2027	Oct 31, 2027	108	15.4	3.5
<b>Permit Submission</b>	Nov 1, 2027	Nov 1, 2027	1	0.1	0
<b>Agency Review &amp; Permit Approval</b>	Nov 2, 2027	Apr 30, 2028	181	25.9	6
<b>Bidding &amp; Contractor Selection</b>	May 1, 2028	Jun 30, 2028	61	8.7	2
<b>Site Preparation &amp; Foundations</b>	Jul 1, 2028	Dec 31, 2028	184	26.3	6
<b>Factory Production (Model Z)</b>	Oct 1, 2028	Mar 31, 2029	182	26	6
<b>Construction / Module Installation</b>	Jan 1, 2029	Jun 30, 2030	547	78.1	18
<b>Substantial Completion</b>	Jul 15, 2030	Jul 15, 2030	1	0.1	0
<b>Final Completion / Closeout</b>	Jul 31, 2030	Jul 31, 2030	1	0.1	0
<b>Occupancy (WLAC Fall Semester)</b>	Aug 15, 2030	Aug 15, 2030	1	0.1	0

#### Key Assumptions

1. City approvals and LACCD partnership agreements are secured within anticipated timelines.
2. Measure LA funding is available within the projected cycle and aligns with project financing.
3. Modular approvals through California HCD streamline building permit process.
4. Overlapping phases (financing with late entitlements, modular fabrication with site prep) will shorten overall delivery.
5. Targeted occupancy is aligned with the Fall 2030 academic calendar to maximize impact for WLAC students.

## H. Certificates of Insurance

Hill Architects, PC (dba Design With Skill) maintains active insurance coverage applicable to condominium projects, including Commercial General Liability, Automobile Liability, Workers' Compensation/Employer's Liability, and Professional Liability. The coverage meets or exceeds typical condominium project requirements and includes provisions naming the Owner and other required parties as Additional Insureds when required by contract. Proof of current coverage, including policy limits and endorsements will be provided upon request.

### Summary of Coverage Limits:

- Commercial General Liability: \$1,000,000 per occurrence / \$2,000,000 aggregate
- Automobile Liability: \$1,000,000 combined single limit
- Workers' Compensation: Statutory limits (California)
- Employer's Liability: \$1,000,000 each accident/disease
- Professional Liability (Errors & Omissions): \$1,000,000 per claim / \$2,000,000 aggregate

## I. Business Tax Certificate

*The proposing organization does not require a Culver City Business Tax Certificate to respond to this RFP. However, the successful proposer will be required to acquire a Culver City Business tax certificate during the contracting process and maintain an active certificate throughout the contracted period.*

We acknowledge that a Culver City Business Tax Certificate is not required to submit this proposal. Should our team be selected, Develop With Skill will obtain the required Culver City Business Tax Certificate during the contracting process and will maintain it in active status for the duration of the contracted period.

## J. Exclusive Negotiation Agreement

*The City may require the successful company to enter into an Exclusive Negotiation Agreement (ENA) with the City for the purpose of negotiating a Disposition and Development Agreement for purchase and development of the site. A standard City ENA is attached.*

We acknowledge the City's requirement and are prepared, if selected, to enter into an Exclusive Negotiation Agreement (ENA) with the City of Culver City for the purpose of negotiating a Disposition and Development Agreement for the purchase and development of the site. We have reviewed the standard City ENA attached and confirm our willingness to proceed under its terms.

**APPENDIX**

**Design With Skill Brochure**

**Better Angels Brochure**

**Model Z Brochure**

**Key Personnel Resumes**

# Six Years of Proven Success

Since our founding in 2018, Design With Skill has consistently delivered exceptional results. With a focus on innovation, sustainability, and community impact, we've established a strong track record of successful projects.

## 37

Designed projects across 21 cities

## \$414.7M

Value Generated through our diverse portfolio

## 1.07M SF

Of inspiring spaces designed and developed

## +30

Clients, and Professional Collaborations



Martin Arnaudo  
Architect



Samantha Hill - Owner  
Licensed Architect



Analia Alvarez  
Architect



Cindy Castillejo  
Executive Assistant

## Company Highlights

- **Diverse Portfolio:** Covering Multifamily Residential and Mixed-Use Commercial, with a focus on affordable and mixed-income.
- **Proven Expertise:** Our experienced team has a proven track record of success, with expertise spanning projects in the City of Pasadena, West Hollywood, and Long Beach.
- **Innovative Solutions:** We embrace cutting-edge design and technology (mention student housing - other innovation)
- **Strong Partnerships:** We collaborate with leading industry professionals and public agencies.
- **Positive Impact:** Our projects contribute to the growth and sustainability of communities.

## Our Commitment:

- **Innovative Design:** Pushing the boundaries of design to create unique and functional spaces.
- **Sustainable Solutions:** Prioritizing eco-friendly practices and energy-efficient designs.
- **Community Impact:** Fostering strong communities through our projects.
- **Client Satisfaction:** Delivering exceptional results on time and within budget.

## Our Process

**Pre-Design:** We gather insights and set project goals.

**Design:** We craft functional, aesthetic, and innovative solutions.

**Development:** We manage permitting, bidding, construction, and closeout.



CITY OF  
WEST HOLLYWOOD



CRE|VISIONS LLC

HAPIK

casitas  
DEVELOPMENT





# Design With Skill

## Design With Skill

# Project Portfolio

### *Delivering Quantifiable Value*

At Design With Skill, we don't just design buildings — we engineer value.

Our work bridges design excellence, real-world feasibility, and measurable outcomes. We optimize ROI, accelerate timelines, and bring innovation to every site, from large-scale housing to nimble ADU strategies.

Each project reflects our commitment to creating spaces that are not only beautiful, but also functional, sustainable, and deeply responsive to their communities.

## **Our Impact in Action: 6 Projects, 6 Ways We Deliver Value**



## *El Paseo South Gate*

**+300 affordable units & +800 student beds |**

### **Adaptive Reuse**

Repurposed a former shopping center into a major housing hub, addressing two market needs: affordable housing and student accommodation. Leveraged modular construction and smart site planning to control costs, accelerate delivery, and maximize land value.



## *Monterey Condominiums*

**51 units | Topographical Site Optimization**

Tied three steep lots into a unified development with minimal environmental disruption. Designed dense, efficient housing with structurally sound solutions for hillside challenges — unlocking site value others overlooked.



## *Arbor Square*

**50 rental units | Fast-Tracked Entitlements**

Navigated complex zoning and entitlements in under a year — saving clients time and money. Optimized a narrow site to achieve high density and community-aligned design, including affordable units and a welcoming courtyard.



## *Culver Mixed-Use (RFP Finalist)*

**17 units + Cultural Integration | Community-Centered Design**

Shortlisted in a competitive city RFP. Preserved a beloved community arts space while designing a high-performing mixed-use site. Integrated nonprofit and residential needs into one cohesive vision.



## *Pasadena ADU Program*

**4 affordable ADUs | Public-Private Partnership**

As part of Pasadena’s pilot program, DWS delivered affordable ADUs that met both city guidelines and homeowner needs. Demonstrated how small-scale infill can have large-scale impact on housing access.



## *815 Fremont*

**56 condominiums | Responsive Market Strategy**

Redesigned a stalled site to meet shifting economic realities. Reduced commercial space to boost residential yield, preserved neighborhood character, and enhanced market viability during inflationary pressure.

# Let’s Build Something That Lasts

Contact us to start the conversation.

✉ [admin@designwithskill.com](mailto:admin@designwithskill.com)

🌐 [Desingwithskill.com](https://www.designwithskill.com)

# Statement of Qualifications for Better Angels



## Organization and Mission

Better Angels, founded by successful social entrepreneur Adam Miller and his wife, Staci, in 2022, is a groundbreaking 501(c)(3) nonprofit initiative with a singular mission: to address Los Angeles's homelessness epidemic by unlocking the immense potential of the LA community. Better Angels leverages innovative programs, advanced technology, and holistic solutions that complement and amplify the work of government agencies and mission-aligned nonprofits, while fostering partnerships that deliver scalable, systemic change, reshaping the housing landscape in Los Angeles.

### 1. HOUSING: Better Angels Affordable Housing Fund (REIT)

Our \$250 million real estate investment trust catalyzes rapid, innovative, cost-effective, affordable housing development. Focusing on 70% affordable units and net-new builds, we redefine timelines and costs, creating pathways for scalable impact.

### 3. SERVICES: Resource Days

Through our community-driven Resource Days, we mobilize volunteers and partners to deliver essentials, healthcare, and job training to unhoused individuals while connecting them to permanent housing opportunities. These events, rooted in empathy and collaboration, exemplify our commitment to empowering underserved populations.

### 5. TECHNOLOGY: Outreach App

Our cutting-edge Outreach App equips caseworkers with real-time data for swift, appropriate support. This technology empowers our partners to achieve measurable outcomes and is a national model for effective homelessness intervention.

### 2. PREVENTION: The STEP (Short Term Eviction Prevention) Fund

Our STEP Fund provides no-interest, non-punitive micro loans of up to \$2,500 which has safeguarded more than 2,000 at risk Angelenos from eviction. By addressing the root causes of displacement, we create stability and prevent families from falling into homelessness.

### 4. SHELTER: Shelter Management Database

Better Angels is pioneering LA's first centralized, real-time shelter database, ensuring that every available bed is utilized. This transformative tool maximizes shelter efficiency, enabling faster interventions for those in crisis.

### For more information on Better Angels, please reach out:

Adam Miller, Chief Executive Officer  
[adam@betterangels.la](mailto:adam@betterangels.la)

## Relevant Development Experience

Better Angels’ Housing pillar is tailor-made for the Culver City project. Our proven track record in spearheading large-scale affordable housing developments that reduce time-to-housing by relying on private financing aligns seamlessly with CCF’s objectives. Here's how we ensure excellence:



### Accelerating Development Timelines

We foster strong regulatory partnerships, streamlining using California state laws and entitlement streamlining to speed up the approvals and reduce any delays. We have analyzed the site, the zoning, planning, and adopting the most recent updates on the programming.



### Innovative Financing Solutions

Our private funding expertise delivers flexibility and speed, enabling us to overcome barriers traditional models face.



### Cost Efficiency Without Compromise

We leverage advanced materials, modular construction, and meticulous oversight to cut costs while maintaining quality.



### Delivering Value

We add value to our communities and satisfy our investors' financial needs by prioritizing measurable social impact alongside financial returns.



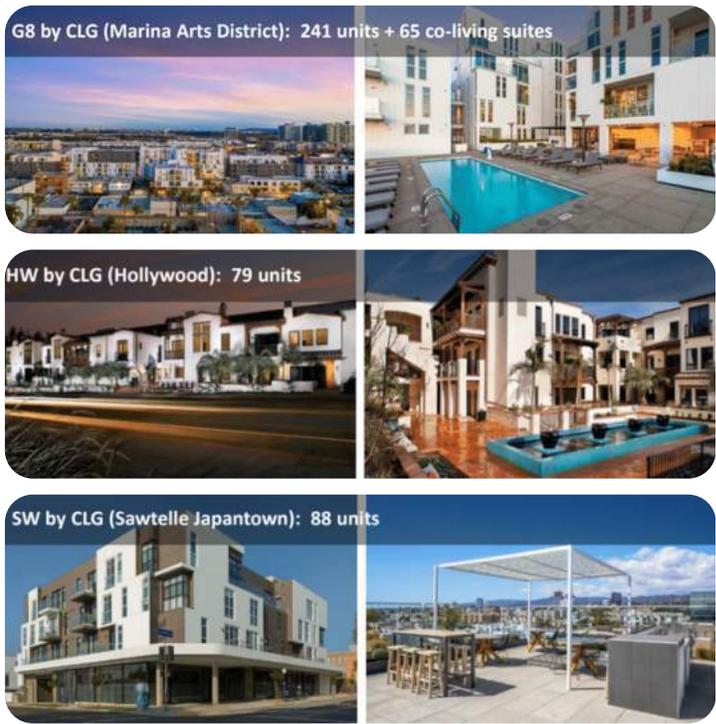
### Community Impact

We deliver more than housing—we build inclusive, resilient neighborhoods by fostering local engagement and sustainable design.



As active champions for pro-housing policies that dismantle systemic obstacles to affordable housing production, we have built a robust network of public-private partnerships. As the **State Assembly Member of the 55th District, who represents Culver City, Isaac G. Bryan** attests, we are committed to delivering innovative, high-impact solutions across LA County (*please see attachment*).

Like CCF, our ambitious goal is to build 1,500+ units in 25+ mixed-income communities. We are eager to make the Culver City project a true success story.



## Project Development Team

Our highly experienced team blends expertise in housing policy, urban planning, fund management, and nonprofit management. Our management team brings decades of leadership, creativity, and proven success:

**Adam Miller, Chief Executive Officer**

A globally recognized social entrepreneur, he has consistently delivered transformative solutions across industries, from scaling Cornerstone OnDemand to revolutionizing veteran services with Team Rubicon. With the \$5.2 Billion sale of Cornerstone OnDemand, he has turned his passion for social entrepreneurship to fuel and execute Better Angels’ bold vision for systemic change.

**André Bueno, Chief Investment Officer & Director of Housing**

With over 20 years in real estate investment and development, André’s expertise started in his upbringing in the 90s, when his family acquired and developed affordable housing in LA County, leading to the acquisition and development of thousands of apartments through his various capacities across his career. His leadership ensures the successful execution of Better Angels’ ambitious housing goals.

**Our Partners are:**

**California Landmark Group (CLG):** The firm was founded in 1988 to change how a region lives, works, and plays. Since then, they have partnered with dozens of landowners and non-profits in LA County.

**CLG’s real estate portfolio includes over 2,700+ apartments and 280+ workforce housing shared-living options with an additional 700+ units in varying stages of development.**

CLG is in the process of building 137 apartments in Culver City on a 20,000-square-foot lot. They have built several apartment buildings near the site. They own affordable and workforce housing assets and have experience working with Federal Agencies. In Culver City, they built a project on 1.25 acres where rents are blended with a portion of the units available with workforce housing rental options for those at 62% to 70% of AMI. They have built various projects with over 80 units around Los Angeles County, and they have experience with affordable housing.

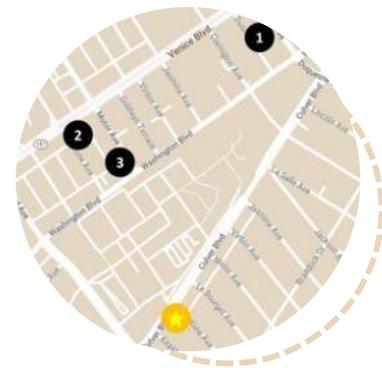
California Landmark Group’s group presence in Culver City can be seen:



**The Cooperative and Reaume Richardson:** These veteran-led companies, established over two decades ago in Los Angeles County, have built a strong foundation in innovative housing production. Specializing in adaptive reuse and complex developments, they excel in delivering large-scale projects using diverse construction methods, from steel modular systems to traditional building techniques.



Our extended network of designers, contractors, collaborators, and strategic partners strengthens our ability to deliver exceptional results. We bring rigorous standards to every development phase, from risk management to sustainability reporting.



## Among others, our advisory team includes:

### Sara Hernandez

With extensive experience in housing policy, community revitalization, and strategic economic development, Sara ensures that our fund's land use and housing projects align closely with local needs. As a Trustee for the Los Angeles Community College District, she understands the needs of students and young professionals in the community.

### Arthel McDaniel III

As the Century City Office Managing Partner at Polsinelli, Arthel brings extensive expertise in CDFI and structured finance, regularly advising multi-billion-dollar asset managers, commercial lenders, and prominent public pension funds.

### Dan Tenenbaum

As Founder of Pacific Crest Real Estate, Dan brings over 30 years of expertise managing \$200M in assets across 1,300+ units. As Vice-Chair of the Board of Commissioners that oversaw the local Housing Authority (HACLA), his acquisition and development programs led to thousands of units being acquired while overseeing the 66,000 apartments covered by the Section 8 program. Dan is a leader in statewide housing policy and a Chair of the California Apartments Association Los Angeles Advisory Council.

### Ken Kahan & Ari Kahan

Ken, the founder of the California Landmark Group (CLG), has delivered over 3,000,000 square feet in Southern California since 1988, and Ari has co-led CLG's Acquisitions and Development groups since 2017. They bring deep knowledge of zoning, entitlements, and city planning processes to streamline project approvals and ensure compliance.

### Lew Horne

A Divisional President at CBRE who oversees capital markets, asset services, and project management, Lew provides critical data and access to staff to inform and support the fund's strategic decisions.

### Bryson Reaume

With more than 20 years of experience in commercial construction, including leading a prominent general contracting firm, Bryson provides invaluable insights into practical and efficient construction practices, balancing sustainability goals with cost efficiencies.



**REAUME  
RICHARDSON**

**THE COOPERATIVE LA**

## Summary

Better Angels is not just a nonprofit—it is a movement driven by innovation, collaboration, and a relentless pursuit of impact. We align perfectly with CCF's mission, offering bold solutions to Culver City's affordable housing challenges. By selecting Better Angels as a partner, CCF gains a partner committed to delivering measurable outcomes, redefining possibilities, and transforming LA's communities.

Together, we can achieve what neither of us could accomplish: a future where every Angeleno has a place to call home.

To schedule a meeting with our Affordable Housing Fund or to learn more about our vision, please get in touch with our Director of Housing at:

[Andre@BetterAngels.LA](mailto:Andre@BetterAngels.LA)





## RADICALLY AFFORDABLE HOUSING

The Model/Z one-bedroom unit (v 2.1) has been rigorously designed and tested to provide the highest-quality, lowest-cost solution to California’s affordable housing crisis. Developed by Model/Z engineers in conjunction with SoLa Impact’s development and construction teams through three years of R&D, the 419 sq ft volumetric modular unit blends modern design and green-building practices with a focus on efficiency and habitability. Designed to meet Los Angeles’ most rigorous building standards, HUD’s Section 8 requirements, and the Federal ADA standards (Chapter 11B), Model/Z 2.1 leaves no margin for error. With over 383 specific quality checks and a structural steel-frame designed for exceed California’s seismic standards, the units can be easily stacked up to five stories are guaranteed to reduce construction timelines by several months.

These units are superior to traditional stick-built wood construction by every metric – longevity, consistency, quality, maintainability, and speed of delivery.

Featuring all-electric ENERGY STAR certified appliances, Model/Z aims to work with leading developers to deploy low embodied carbon modules that are operationally efficient into the affordable housing market.

“The US housing shortage—particularly of affordable housing—could be eased by modular construction...modular techniques can accelerate project timelines by 20%-50% and reduce costs by up to 20%.”

- McKinsey & Company

UNIT SPECIFICATIONS		
Square Footage	Unit Dimensions	Ceiling Height
419 sq ft	13' 6" W x 35' 6" D x 9' 7" H	8'
Structure	Hybrid HSS chassis with precision light gauge steel framing	
Flooring	5mm SPC with natural wood texture and 6mm acoustic mat	
Lighting	CA Tile 24 JA8-2022 high efficiency LED	
Doors	3' x 7' 18GA steel 3HR fire rated entry door 3' x 7' hollow-core hardboard	
Kitchen	Solid wood framed cabinets with soft closing hinges Stain resistant concrete quartz countertop Stainless steel range hood with wall mounted 3-speed fan Stainless steel sink and 1.8GPM chrome pull-down faucet <b>ENERGY STAR</b> refrigerator, oven, range, and dishwasher	
Living Room	4 Receptacles and CAT6 ethernet port 1' x 4" fixed window	
Bathroom	30" wide concrete quartz sink vanity 29" x 35" surface-mounted mirror Vitreous China sink with polished chrome faucet Fiber Care shower tub with backing for ADA grab bar Polished chrome shower head and single-hand lever 17" vitreous China elongated ADA toilet Polished chrome towel hooks and toilet paper holder	
Bedroom	63 cubic foot wardrobe with adjustable shelving 5.5' x 3.5" casement window	
Heating/Cooling	12k BTU PTAC and heat pump with STC of 29	
Thermal Efficiency	Walls: R-21; Roof: R-30; Floor: R-30; Interior R-13	
Safety	Direct wire-in smoke and carbon monoxide alarm 4.9 K-factor concealed pendant fire sprinklers	
Technology	<b>Pre-wired for high speed internet; fitted with smart-home technology</b>	



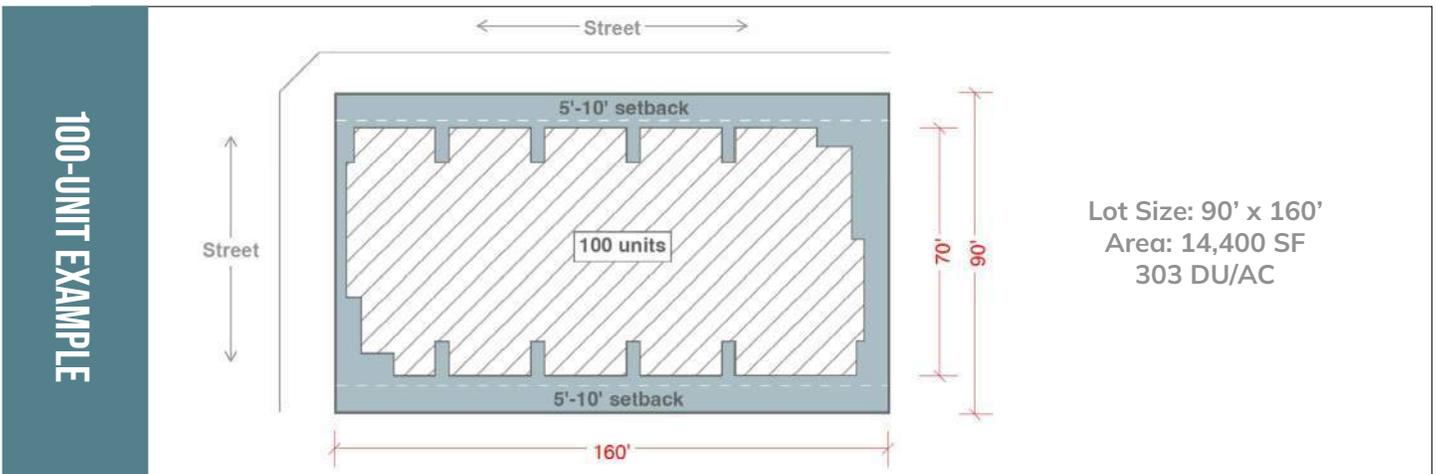
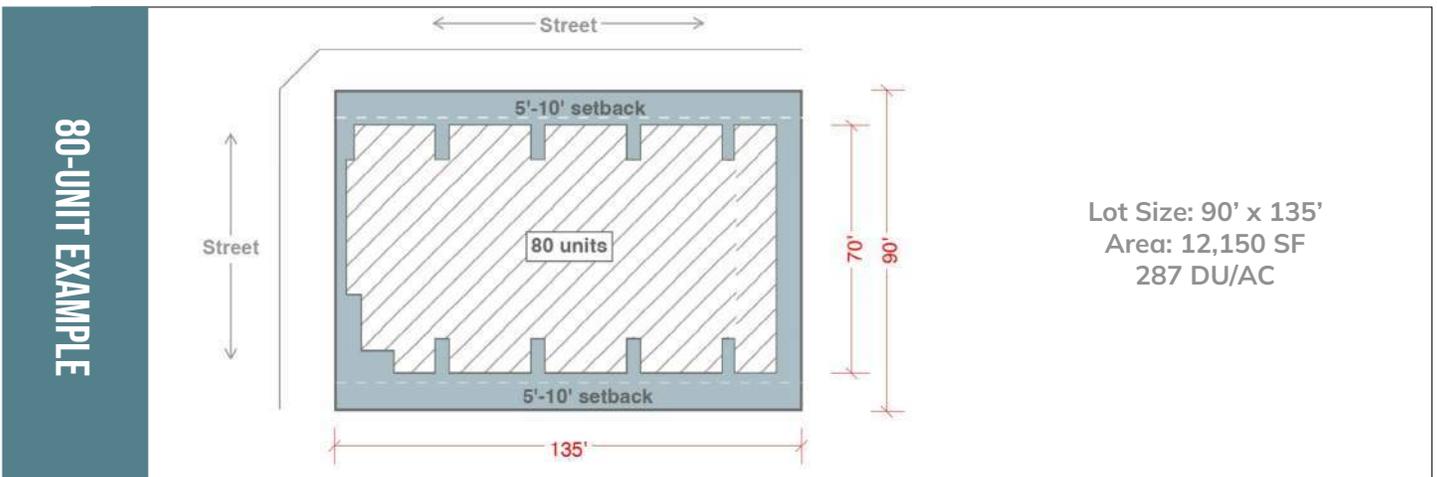
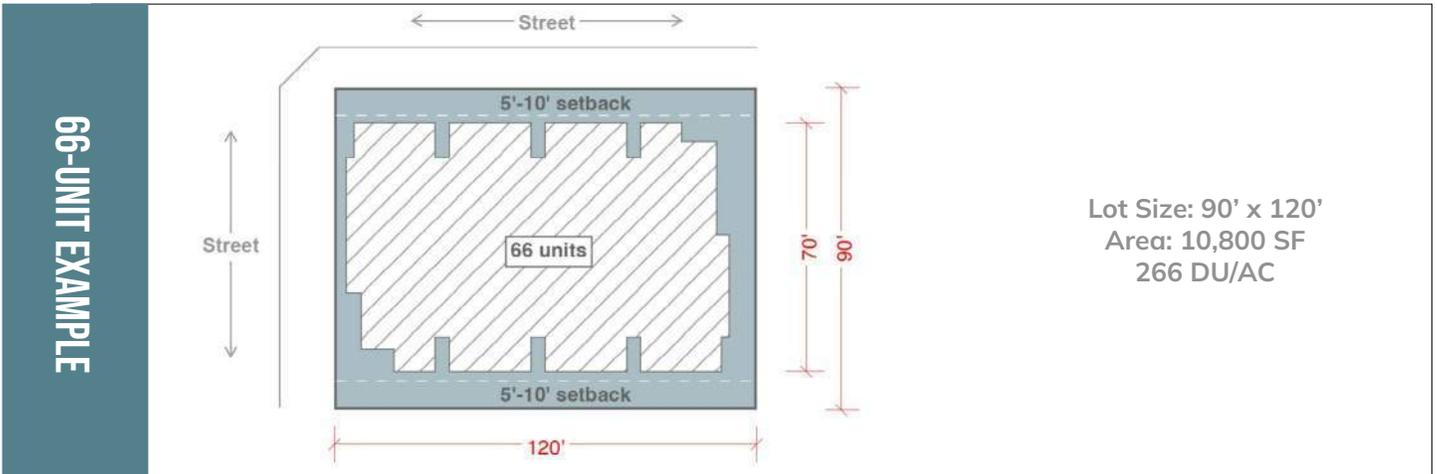
CLICK TO WATCH

**110<sup>th</sup> & Vermont | 84 Units** - SoLa's first building using a "Model/Z" design. After only 8 days of placing modules. Project Vermont stands 5 stories tall and is an early example of Model/Z's potential.



# IDEAL MODEL/Z SITE

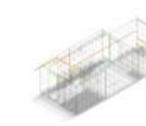
IDEAL SITES		
Rectangular-shaped Lot	Site Dimensions	Truck & Crane Access
Open to the street on at least one side	<p><b>For efficient double-loaded corridor building:</b></p> <p>Min. Width: 80-90 ft</p> <p>Min. Length: varies depending on the density desired</p> <p>66 units: Approx. 120 ft</p> <p>80 units: Approx. 135 ft</p> <p>100 units: Approx. 160 ft</p>	<p>Underground powerlines</p> <p>Min. 35 ft wide street for craning &amp; staging</p>



## FINISHED INTERIOR OF UNIT



The interior of the finished unit showcases the incredible attention to detail that goes into the design process of the SoLa Model/Z unit. Each unit is equipped with a spacious bedroom/bathroom as well as a full kitchen, stand-alone dining area, and a comfortable living room. All units come equipped with the appropriate appliances and fixtures for an **efficient, standardized, and scalable** onsite assembly.

THE MODEL/Z (ONE - BEDROOM UNIT)						SPECIFICATIONS
 <p><b>1</b> Floor Chassis</p> <p>100% reinforced steel frame designed to standardize assembly.</p>					<p>The Model/Z 1-BR unit is a completely standardized, fully-volumetric affordable housing unit – with very limited configurations to eliminate retooling and design inefficiencies. Using Model/Z's proprietary design we are able to <b>simplify and standardize the manufacturing process</b> allowing for <b>more efficient and high-volume production</b>. The original unit was designed and developed by SoLa Impact's development &amp; construction teams with <b>over two years of R&amp;D and thousands of modifications during the design process.</b></p>	
 <p><b>2</b> Exploded View</p> <p>Fully-volumetric with four total configurations.</p>					 <p><b>8</b> Full Model</p>	<p><b>UNIT SUMMARY</b></p> <p>Will produce one module every two hours at stabilization. Ceiling height is a standard 8' in order to minimize waste and maximize potential unit counts.</p>
 <p><b>3</b> Wall Mounting HVAC</p> <p>Minimal system integration continuously supplies fresh air per Title 24 requirements.</p>	 <p><b>4</b> Plumbing</p> <p>All utility runs converge into an exterior accessible duct for quick and easy integration with the city's utility system.</p>	 <p><b>5</b> Electrical</p> <p>Pre-wired for high-speed internet (cable or Wi-Fi). Efficiently designed for ease of assembly.</p>	 <p><b>6</b> Fire Sprinkler</p> <p>All Model/Z units equipped with the latest safety technology (fire sprinklers, fire alarms, CO2 and smoke detectors).</p>	 <p><b>7</b> Case Work</p> <p>Installation of pre-approved case work and standard appliances (dishwasher, fridge, and cooking range).</p>	<p>Standardized dimensions lowers cost and eliminates the need for permits or lead cars required during transportation.</p> <p>All 419 sf equipped/designed to maximize federally subsidized rents.</p> <p>Dimensions are all pre-approved by state/local agencies' dedicated inspectors.</p> <p>Three patents pending for functionality, assembly, and design.</p>	

## SOLA MODEL/Z CONTRIBUTES TO UN SUSTAINABILITY GOALS

	<p><b>RESPONSIBLE CONSUMPTION AND PRODUCTION</b></p> <p> <b>6,395</b></p> <p>Metric Tons of Materials Waste Saved per Annum (Compared to Traditional Construction)*</p>	<p><b>CLIMATE ACTION</b></p> <p> <b>16,800</b></p> <p>Metric Tons of GHG Emissions Saved per Annum (Compared to Traditional Construction)*</p> <p><small>*Based on 3,500 Units/Year.</small></p>	<p><b>INDUSTRY, INNOVATION, AND INFRASTRUCTURE</b></p> <p> <b>40%</b>  <b>25%</b></p> <p>Faster to Manufacture</p> <p>Cheaper than Standard Modular Unit Manufacturing</p>
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FOR MORE INFORMATION: [INFO@MODEL-Z.COM](mailto:INFO@MODEL-Z.COM)



# Develop With Skill + Design With Skill

samantha@designwithskill.com  
www.designwithskill.com  
www.developwithskill.com

## INNOVATING HOUSING

Samantha Hill is the founder and managing principal of **Develop With Skill** and **Design With Skill**, full service development and architecture firms specializing in small to medium scale multifamily and mixed-use projects. She has modeled a unique practice where her companies both design and develop real estate projects, helping to control risk and liability, while creating more cohesive and desirable buildings. Her work strives to revive the concept of 'master-builder' to create better livable environments.

Before devoting her work full time to Design With Skill, Samantha worked at internationally acclaimed architecture firms, including **Gehry Partners**, **Gensler**, and **Arquitectonica**. She put her problem solving skills to the test on a variety of project types at various scales, including television studio master planning, high-rise multi-family residential, luxury hospitality, state-of-the-art museums, cultural centers, and single-family residential renovations. The majority of her experience lies in California. However, she has designed and built projects in Hawaii, New York, Pennsylvania, and Abu Dhabi.

Samantha graduated from **Carnegie Mellon University's School of Architecture** in Pittsburgh, and attended the **Architectural Association's** Visiting Student Program in London. She is a licensed Architect in the States of California, Colorado, and Hawaii. She is the chair of **South Pasadena's Design Review Board** and volunteers as an advisor for the Department of Planning's **Professional Volunteer Program (PVP)** in the City of Los Angeles. She is a member of the Urban Land Institute (ULI), as well a past member of the American Institute of Architects (AIA), and Crew-LA. She is also certified as a Certified Access Specialist (CASP). Her Company is certified as a Women Business Enterprise (WBE), Woman Owned Small Business (WOSB), and a Local Business Enterprise (LBE) in the City of Los Angeles.



**Samantha Hill**  
CEO + Managing Principal

## EDUCATION | AFFILIATIONS

Bachelors of Architecture, **Carnegie Mellon University**  
Visiting Students Program, **London Architectural Association**  
Women's Entrepreneurship Program, **Cornell University**  
Licensed Architect **California** (#C-35348; Exp. 2/28/2027)  
**Hawaii** (#AR-16980; Exp. 4/30/2026)  
**Colorado** (#ARC.00405656; Exp. 10/31/2026)  
**CASp** Certified (#932; Exp. 3/25/2026)  
**WBE, WOSB, LBE** Certified (#WBE2001773; Exp. 7/31/2026)  
Housing Policy Leadership Academy Certificate, **SCAG**  
Real Estate Certificate, **Urban Land Institute**

## CURRENT PROJECT EXPERIENCE

	SIZE
El Paseo South Gate Mixed-Use, South Gate, CA	270 Units
Monterey Multi-Family Condominiums, South Pasadena, CA	51 Units
Fremont Mixed-Use, South Pasadena, CA	56 Units
Gordon Street Multi-family FBH Complex, Hollywood, CA	15 Units
221 Union Apartment Complex Planning, Los Angeles, CA	70 Units
Grevelia Apartment Complex Planning, South Pasadena, CA	24 Units
867 W. 10th Co-Living Adaptive Reuse, San Pedro, CA	45 Rooms
3914 Mountain View Subdivision, Pasadena, CA	6 Units
Pasadena Second Unit ADU Pilot Program, Pasadena, CA	5 ADUs
West Hollywood ADU Pilot Program, West Hollywood, CA	2 ADUs
Kitchen United HQ Commercial Office TI, Pasadena, CA	10,000 SF

## PREVIOUS PROJECT EXPERIENCE

	SIZE
8th, Grand, and Hope Residential Tower, Los Angeles, CA	576 Units
Landmark II Residential Tower, Los Angeles, CA	376 Units
LA County DMH Offices, Los Angeles, CA	500,000 SF
Lumina Towers Condominiums, San Francisco, CA	656 Units
Vida Luxury Residential Condos, Honolulu, HI	275 Units
1840 Highland Residential Units, Hollywood, CA	118 Units
Guggenheim Museum Abu Dhabi, Abu Dhabi, UAE	1,000,000 SF
Ocean Avenue Boutique Hotel, Santa Monica, CA	114 Keys
Glass Lofts, Pittsburgh, PA	18 Units

## CLIENT REFERENCES

Andrew Parker Trammell Crow Company 323.522.7092 aparker@trammellcrow.com	Jeff Chang Mitsui Fudosan America 213.223.2377 jchang@mfamerica.com
Sandy Reek Tishman Speyer 415.536.1850 sreek@tishmanspeyer.com	Jason Mak Fairview Ventures 626.533.1942 jasonmak@gmail.com



**MARTIN ARNAUDO**  
Architect

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*MARTIN ARNAUDO, ARCHITECTURAL DESIGNER  
WITH INTERNATIONAL EXPERIENCE*

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*EDUCATION | AFFILIATIONS*

Martin Arnaudo is an architectural designer with over 15 years of professional experience in diverse cultural and regulatory contexts. Over the course of his career, he has contributed to the design and coordination of more than 50 built projects located in the United States, Brazil, Bermuda, Argentina, and the United Kingdom. These projects range from small-scale residential buildings to larger commercial and mixed-use developments, often involving collaboration with multidisciplinary teams of engineers, consultants, and developers. His work is centered on architectural design, BIM modeling, and interdisciplinary coordination. He brings a practical and methodical approach to each phase of the architectural process, from initial concept development to construction supervision. His experience across international markets has shaped a working style that prioritizes efficiency, technical precision, and responsiveness to the specific conditions of each site and project brief. Martin is a licensed architect in Argentina (MP 10336) and earned his degree in Architecture from the Universidad Nacional de Córdoba. He has also completed advanced training in Revit and BIM workflows, which has allowed him to work more effectively across teams and streamline project delivery. He currently leads the architectural work at Design With Skill, a multidisciplinary studio that provides design and technical support for residential and mixed-use projects. His role involves not only developing design solutions but also helping ensure that projects move forward smoothly through all technical and coordination stages.

Architecture, **Universidad Nacional de Córdoba**, Argentina  
Advanced Revit Training, **Kandinsky Institute**  
Licensed Architect in Córdoba, Argentina (MP 10336)

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*PREVIOUS PROJECT EXPERIENCE* *SIZE*

815 Fremont, Los Angeles, California	130,000 SF
181 Monterey, Los Angeles, California	146,660 SF
Belavista Residential Complex, Argentina	12,917 SF
La Cuesta Residential Complex, Argentina	9,688 SF
La Rivera Residential Complex, Argentina	4,844 SF
San Isidro House, Argentina	5,382 SF
San Francisco Residential Complex, Argentina	21,230 SF
Baum House, Bermuda	5,822 SF



**Analía Alvarez**

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**ANALÍA ALVAREZ, ARCHITECT  
WITH INTERNATIONAL EXPERIENCE**

Analía Álvarez Torres is an architect with over seven years of professional experience involved in project design and construction documentation for single-family and multi-family residential, as well as commercial developments across Uruguay, the United States, and Germany. Throughout her career, she has led schematic design, interior layout development, and detailed construction plan production, collaborating closely with engineers, consultants, and contractors to translate design intent into buildable solutions. Adept at BIM coordination, she implements integrated workflows using Revit and Archicad, produces parametric studies in SketchUp and Lumion, and maintains centralized project dashboards to monitor RFIs, submittals, budget tracking, and schedule adherence. Her meticulous approach to digital modeling and interdisciplinary coordination was recognized when her end-of-degree thesis earned second prize at ORT Uruguay's Faculty of Architecture and the SZTRYK Real Estate Lab. A graduate of ORT University's Bachelor of Architecture program (2013–2019) and holder of a Master in BIM and Integrated Design from World Teams (2020–2021), she is fluent in Spanish and English and proficient in AutoCAD, Photoshop, and Illustrator. She currently serves as an architect at Design With Skill, where she leads design development, consultant coordination, and on-site support for residential and mixed-use projects, driving efficiency and excellence at every phase.

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**EDUCATION**

- **Master in BIM** and Integrated Design, World Teams | 2020 – 2021
- **International Semester** Architecture Degree, Anhalt University of Applied Sciences, Germany | 2016 – 2017
- **Bachelor of Architecture**, ORT University, Uruguay | 2013 – 2019

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**PREVIOUS PROJECT EXPERIENCE**

- Design With Skill, L.A., USA (Architect, 2024 – Present)
- Better-Pros, Uruguay (Architect, 2021 – 2023)
- Paralelo, Uruguay (Architect, 2020 – Present)
  - Local Parti, New York, USA
  - Studio PCH, Los Angeles, USA
  - Green Canopy NODE, Seattle, USA
  - Relativity Architects, Los Angeles, USA
- Vamo, Uruguay (Designer Assistant, 2019 – 2020)
- AT Architects, Uruguay (Project & Construction Management Assistant, 2017 – 2020)
- INTI, Uruguay (Project Designer, 2017 – 2019)



**Cindy Castillejo**

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**CINDY CASTILLEJO, EXECUTIVE ASSISTANT  
WITH INTERNATIONAL EXPERIENCE**

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**EDUCATION**

Cindy Castillejo is an executive assistant with over six years of professional experience across architecture, e-commerce, and cooperative sectors. Over the course of her career, she has coordinated more than 30 high-priority projects and operational initiatives in different contexts. These engagements range from supporting C-suite executives at multidisciplinary design studios to managing social-media sales campaigns and administrative operations for cooperative supply chains. Her work is centered on strategic project coordination, process optimization, and cross-functional communication, leveraging tools such as Asana, Salesforce CRM, and Google Workspace to streamline workflows and boost team efficiency by up to 20 percent. She excels at drafting and refining presentations, reports, and proposals that align with organizational objectives. She currently serves as the CEO Assistant at Design With Skill, where she leads coordination for residential and mixed-use architecture projects, facilitates executive decision-making, and ensures seamless execution across multidisciplinary teams.

BA In psychology, **Buenos Aires**, Argentina. at Universidad Argentina de la Empresa.

In her role at Design With Skill, Cindy orchestrates the end-to-end project lifecycle for residential and mixed-use developments, ensuring every milestone—from initial kickoff and permitting to construction close-out—runs smoothly. She builds and maintains detailed project schedules. Cindy collates RFIs, submittals, and meeting minutes into a centralized project dashboard, prepares concise status reports and visual presentations for executive review. She also supports proposal development and RFP responses—helping secure new work—and continuously refines internal processes, resulting in faster turnaround times and improved client satisfaction.

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**PREVIOUS EXPERIENCE**

Design With Skill, Remote (CEO Assistant, Mar 2023–Present)  
DIEUX, Remote (Executive Assistant, Feb 2022–Mar 2023)

## **Donny Harris, S.E, LEED AP**

Principal

Donny Harris is a Principal at Labib Funk + Associates. He began his structural and civil engineering career in 1998 and enjoys sharing his understanding of construction materials and building practices to get to the most effective structural solutions as a team. Donny's passionate about improving our community and living spaces using modern innovations with traditional ideas of the past.



### **Education**

California State University, Los Angeles - M.S. Civil/Structural Engineering  
University of California, Santa Barbara - B.S. Mechanical Engineering

### **Registration**

Structural Engineer - California  
Professional Engineer – California  
US Green Building Council-LEED Accredited Professional  
Office of Emergency Services (OES), Safety Assessment Program Evaluator (SAP)

### **Professional Affiliations**

Structural Engineers Association of Southern California  
American Institute for Steel Construction  
Structural Specialist for the Los Angeles County Fire Department Urban Search and Rescue Regional and International Task Force

### **Selected Project Experience**

#### *Healthcare*

- Saint Mary Original Hospital Buildings SPC-2 Retrofit Project, Apple Valley, CA
- Hollywood Presbyterian Medical Center Cath Lab Suite Remodel, Los Angeles, CA
- Saint Mary Original Hospital Chemistry Lab Renovation, Apple Valley, CA
- Saint Mary Medical Center Chiller Replacement Project, Apple Valley, CA
- Hollywood Presbyterian Medical Center Biplane/Angiographic Operating Room Remodel, Los Angeles, CA
- Tyson Health Patient Clinic Remodel, Pasadena, CA
- OSHPD Structural Plan Review of Kaiser Template Hospital, Fontana, Anaheim, & San Leandro, CA
- Crown City Medical Group Office Building, Pasadena, CA
- West LA VA Homes and Kitchen Skilled Nursing Facility, West Los Angeles, CA
- Mission Hospital Acute Care Tower, Mission Viejo, CA
- Saint Mary Original Hospital Administration Area / Patient Room Renovation, Apple Valley, CA
- OSHPD Structural Plan Review of Kaiser Redwood City Hospital central plant, Redwood City, CA

- Queen of the Valley Hospital Pharmacy and Emergency Room Remodel, Napa, CA
- Vista Hospital Tenant Improvement, Baldwin Hills, CA
- Cottage Hospital Temporary Shoring, Santa Barbara, CA
- Saint Mary Regional Medical Center Cath and Rad Labs Remodel, Apple Valley, CA
- Glendale Hospital HVAC and Boiler Upgrade, Glendale, CA
- Hollywood Presbyterian Hospital Birthing Rooms Remodel, Hollywood, CA
- San Gabriel Hospital Remodel, San Gabriel, CA
- Little Company of Mary Well Baby Remodel, Torrance, CA
- Little Company of Mary NICU Remodel, Torrance, CA
- Veterans Home of California, Los Angeles, CA
- Kaiser South Bay Medical Center, Replacement Hospital Plan Review, Harbor City, CA

*Port/Airport*

- Port of Long Beach Maintenance Building, Long Beach, CA
- Port of Long Beach Administration Building, Long Beach, CA
- Port of Long Beach Interim Headquarters Tenant Improvements, Long Beach, CA
- American Eagle Terminal Expansion and Renovation, Los Angeles, CA
- Landmark Aviation Hangars and Terminal Buildings Complex, San Diego, CA
- Landmark Aviation Terminal Building and Fuel Farm, Seattle, WA
- Landmark Aviation Hangar and Terminal Building, Cleveland, OH
- Landmark Aviation Hangar and Terminal Building, Grand Rapids, MI
- Landmark Aviation FBO Terminal Renovation and Expansion, Scottsdale, AZ

*Single-Family Residential*

- Mandeville Canyon Private Gymnasium, Brentwood, CA
- Turner Residence, Pacific Palisades, CA
- Calle Vista Residence Site Retaining Walls, Beverly Hills, CA
- Lorena Terrace, Boyle Heights, CA
- Jackson Residence, Bel Air, CA
- Slater Residence, Newport Beach, CA
- Chang Residence – 643 Muskingum Ave, SD
- St. Joachim Convent Residence Remodel, Costa Mesa, CA
- Chalon Road Residence Site Retaining Walls, Bel Air, CA
- University of Southern California Wrigley Institute Campus, Boone Center Student Dormitories, Catalina Island, CA
- Church of the Resurrection Renovation and Addition, Costa Mesa, CA
- UCLA Weyburn Terrace, Grad Housing, Los Angeles, CA
- Javier Hall Residence, Marina del Rey, CA
- West LA VA Homes and Kitchen Skilled Nursing Facility, West Los Angeles, CA
- 750 Lofts Hatch, Palm Springs, CA

#### *Education*

- Cathedral High School Classroom Buildings and Gymnasium, Los Angeles, CA
- St Joachim High School Classroom Buildings and Gymnasium, Costa Mesa, CA
- LAUSD HVAC Upgrade Projects, Twelve Campuses in Los Angeles Region
- University of Southern California Wrigley Institute Campus, Boone Center Student Dormitories, Catalina Island, CA
- USC Jefferson Building Remodel, Los Angeles, CA
- Alcott Elementary School Canopy Project, Pomona, CA
- LAUSD Roosevelt HS HVAC Upgrade Project, Los Angeles, CA
- Pomona Unified School Renovation Projects, Pomona, CA
- Pomona USD District-wide Signage, Pomona, CA
- Pomona High School Modernization, Pomona, CA
- LAUSD Kittridge Elementary HVAC Site Analysis, Van Nuys, CA
- LAUSD Kittridge Elementary HVAC Replacement, Van Nuys, CA
- Church of Scientology International SMP Campus, Sunset Blvd, Hollywood, CA

#### *Parking Structures*

- Kaiser Irwindale MOB and Parking Structure, Irwindale, CA
- Westfield University Center Town Center Parking Structures, La Jolla, CA
- Mandeville Canyon Private Gymnasium Parking Structure, Brentwood, CA
- Television Center 6 Level Parking Garage, Hollywood, CA
- Condor Drive Parking Garage, Moorpark, CA

#### *Retail/Commercial/Entertainment/Office Building*

- Laurel Canyon Commercial Office Building and Retail Space, Studio City, CA
- Television Center New Office Building, Hollywood, CA
- Barry Avenue Lofts Commercial Office Building Expansion, Los Angeles, CA
- Apple Store Tenant improvement and Seismic Retrofit, Santa Monica, CA
- Marriot Hotel Renovation, Chicago, IL
- Oxnard Street Industrial Building, Van Nuys, CA
- Bhindi International Crossroads Retail Buildings, Artesia, CA
- Indy Mac Bank Data Center Expansion, La Mirada, CA
- Indy Mac Bank Tenant Improvements for over twenty locations in Southern California
- Vanilla Shell Retail Space, Thousand Oaks, CA
- 99 Cents Store Tenant Improvements, eleven campuses throughout California
- La Serena Villas Hotel, Palm Springs, CA
- Beats by Dre – 8550 Higuera St., Culver City, CA

#### *Shoring Design*

- Cottage Hospital Temporary Shoring, Santa Barbara, CA
- Rose Bowl Stadium Temporary and Permanent (Press Box) Shoring, Pasadena, CA
- Mission Hospital Temporary Shoring, Hollywood, CA

- Lorena Avenue Low Income Apartments Permanent Shoring, Los Angeles, CA
- Jackson Residence Permanent Shoring Retaining Wall, Malibu, CA
- Port of Long Beach New Maintenance Facility, Long Beach, CA
- American Airlines New Terminal Building at LAX, Los Angeles, CA
- Landmark Aviation Hangers and Terminal Buildings, San Diego, CA
- OSHPD Plan Check Review of Temporary Earth Shoring for multiple Kaiser Hospital Campuses
- Telegraph Road Industrial Tilt-up Buildings, Santa Fe Springs, CA
- Television Center New 5 Story Parking Garage, Hollywood, CA
- Calle Vista Residence Site Retaining Walls, Beverly Hills, CA
- Chalon Road Residence Site Retaining Walls, Bel Air, CA
- LAUSD HVAC Upgrade Projects, Twelve Campuses in Los Angeles Region
- Kenworthy Residence Retaining Walls, Los Angeles, CA
- 8344 – 8348 Beverly Blvd, Trench Shoring, Los Angeles, CA
- 845 and 851 Wellesley Trench Shoring, Los Angeles, CA
- 1485 Stone Canyon Trench Shoring, Los Angeles, CA
- 1341 San Remo, Pacific Palisades Trench Shoring, Pacific Palisades, CA

#### *Additional Projects*

- Telegraph Road Industrial Tilt-up Buildings, Santa Fe Springs, CA
- Television Center New 5 Story Parking Garage, Hollywood, CA
- Crown City Veterinarian Clinic, Pasadena, CA
- Get a Grip Foundation Cresta Verde Golf Course Learning Center, Corona, CA
- Cresta Verde Golf Course Club House, Corona, CA
- Confidential Greenhouse Renovation, Oxnard, CA
- KTLA Tower Relocation, Los Angeles, CA
- IBM Data Center, Costa Mesa, CA
- Marriott Chicago O’Hare, Chicago, CA
- Multiple Zumiez Tenant Improvements, Los Angeles, CA
- LensCrafters Tenant Improvement, Brea, CA
- Sunglass Hut Tenant Improvement, Petaluma, CA
- Sun Energy Partners Solar Panel Design, Rolling Hills, CA



**Des Mahony, P.E., LEED AP**  
COO / Vice President

[dmahony@breendesign.com](mailto:dmahony@breendesign.com) | [www.breendesign.com](http://www.breendesign.com)

310-464-8404



### Education

BEng., (Honors), Energy Engineering  
South Bank University, London, 1996

BSc., Building Services Engineering,  
Electrical  
South Bank University, London, 1994

### Professional Registration

Electrical Engineer, State of California  
#E20642

Electrical Engineer, State of Nevada  
#029409

### Professional Affiliations

Member ASHRAE

### Experience

BREEN Design Group, Torrance, CA  
Vice President, 2017 to Present  
Director of Building Systems,  
2010 to Present  
Director of Electrical Engineering,  
2008 - 2010

Mahony Consulting Ltd., Wellington,  
New Zealand - Owner/ Director,  
2006 - 2008

Hyper Consulting Middle East, Dubai  
Senior Project Engineer, 2004 - 2006

Beca, Wellington, New Zealand  
Senior Design Engineer, 2001 - 2004

Des joined BREEN Design Group in 2008 and has over 30 years of experience in consulting engineering for a variety of complex project types including residential, healthcare, commercial office, retail, hospitality, restaurant, industrial, federal government facilities, education and high-rise structures. Most recent experience includes numerous residential projects in and around southern California, especially LEED and Green Point Rated apartments for low income, affordable and market rate living. Other residential projects include student accommodation, high-end condominiums, accessory dwelling units and single family homes. Des was recently promoted to COO at BREEN and is the licensed electrical engineer for all of the projects that pass through our doors. He has a hands-on approach, leading projects from the kick-off meeting, through to final handover. He mentors, trains and encourages staff at all levels and is responsible for the timely execution of projects in the office.

### Project Experience

Project Homekey, Quality Inn Thousand Oaks: Motel Conversion to Supportive Housing, Thousand Oaks, CA

Rosa de Castilla Apartments: New Multi Family Development (LEED)

Summit View Apartments: New Build Affordable Development, Sylmar, CA (LEED)

Mission George: New Mixed Use Development, San Diego, CA (LEED)

Valley View Village: Net Zero Single Family Homes, Selma, CA (LEED)

The Point on Vermont: Affordable New Build, Los Angeles, CA (LEED)

The Point on La Brea: Affordable New Build, Los Angeles, CA

6401 Avalon Blvd: New Affordable Development, Los Angeles, CA

569 W 6th St., San Pedro: New Affordable Development, San Pedro, CA

Serenity Apartments: Affordable New Build, Los Angeles, CA

110 W. Imperial: New Build 120 Unit Affordable Housing, Los Angeles, CA

11422 Broadway: New Build 166 Unit Affordable Housing, Los Angeles, CA

Firmin Court: New Affordable Apartment Development, Los Angeles, CA

WCSD Dexter Middle School: Classroom Building Modernization, Whittier, CA

Jordan Downs (Phase S3): Affordable New Build, Los Angeles, CA (LEED)

Jordan Downs (Phase S2): Affordable New Build, Los Angeles, CA (LEED)

Pasadena Hope Center: Mixed Use Low Income Housing, Pasadena, CA (LEED)

Vista Dorada: Motel Conversion Albion Elementary School: Elevator & Walkway Design, Corona, CA

WISEPlace: Permanent Supportive Housing: New build and Historic rehabilitation, Santa Ana, CA

Studio-6 – Motel Conversion to Affordable Housing, Anaheim, CA



**Joper Tupas, P.E.**  
Plumbing Engineer / Project Manager  
jtupas@breendesign.com | www.breendesign.com  
310-464-8404



### Education

Mastering the Art of Design Firm Management, Kyle Davy Consulting, San Francisco, CA

Mastering the Art of Design Firm Project Management, Kyle Davy Consulting, San Francisco, CA

Certificate in Sequential Program in Plumbing Systems Design, University of California, Los Angeles (UCLA)

BS, Mechanical Engineering, Colegio San Agustin – College of Engineering, Bacolod City, Philippines

### Professional Registration

Professional Engineer, M-35317, CA

Certified in Plumbing Design, CPD 60242, ASPE

NCEES # 51420

Professional Engineer, PE-16489, HI

Professional Engineer, PE-81010, FL

### Professional Affiliations

International Code Council (ICC)

National Fire Protection Association (NFPA) – Associate Member

American Society of Plumbing Engineers (ASPE) – Full Member

National Council of Examiners for Engineering and Surveying (NCEES)

Joper has twenty years of plumbing and fire protection (fire sprinkler) systems design, project management and plumbing construction experience on projects in California. A graduate in Mechanical Engineering, Mr. Tupas has experience with a variety of educational projects from K-12 to higher education experience including laboratory and science building projects. Projects that are under Department of State Architect's and State Fire Marshall's Authority Having Jurisdiction and Cal State University Standards.

### Project Experience

1500 Figueroa: New 185 Unit Apartment Building, Los Angeles, CA

Avant South Park (1340 Figueroa & 1355 Flower): New 247 Unit Apartment Building, Los Angeles, CA

Rosslyn Hotel: Renovation, Los Angeles, CA

Alexandria Hotel: Renovation, Los Angeles, CA

Project Homekey, Quality Inn Thousand Oaks: Motel Conversion to Supportive Housing, Thousand Oaks, CA

Lorena Plaza: New Affordable Development, Los Angeles, CA

Vista Dorada: Motel Conversion to Supportive Housing, Corona, CA

Villa Florence Retail Space: MEP Assessment, San Francisco, CA

Villa Florence Hotel: Property Condition Assessment survey and Report for New Owners, San Francisco, CA

Hilton Garden Inn: Property Condition Assessment survey and Report for New Owners, Fremont, CA

### *Experience with Prior Firms*

Century Plaza Hotel & Residence: Renovation of a 10-story hotel and new two (2) 46-story residential towers, Los Angeles, CA

Academy Square Commercial & Residential: 4-story, Design-Build Mixed-Use Retail, and Office Complex, Los Angeles, CA



**CHRIS RAD**  
DIRECTOR OF DRY UTILITIES



Mr. Rad joined the Murow Development Consultants team in 2014. His main responsibilities include: coordinating with owners, utility companies, and consultants to achieve project goals, creating proposals and change orders, reviewing contract documents to determine overall scope of work, reviewing engineering plans, requesting and reviewing will serve letters and facility maps, and permit expediting services. Mr. Rad is well versed in creating existing utility and proposed utility exhibits for dry utility companies and development teams, applicant design, and dry utility cost estimates. Mr. Rad also has onsite experience, where he oversees dry utility contractors and superintendents to confirm utility company plans are adhered to.

In 2017, Mr. Rad was elevated to Project Manager where he accepted the challenge of streamlining the dry utility process to better service his clients. In 2020, he became the Division Director. With over 9 years of experience, Mr. Rad has accepted the challenge of perfecting his craft and making Murow Development Consultants the industry leader for any Dry Utility related matter.

## EDUCATION / AFFILIATIONS

Bachelor's Degree in Business Management | California State University Long Beach (2006)

Member of the Building Industry Association of Southern California, North State, and Bay Area

## SELECTED EXPERIENCE

### **Hines - 12101 W. Olympic (West Edge):**

Murow Development Consultants is providing dry utilities services and permits for the West Edge project in Los Angeles. The work includes removing existing utilities (electric, gas, telco, CATV), undergrounding utility lines along W. Olympic, and coordinating a new SCE steel pole. We're also managing temporary and permanent power setups with LADWP, Frontier, Spectrum, and SoCalGas, coordinating two LADWP customer stations, extending the SoCalGas mainline, and handling multimeter setups, all while ensuring proper U-Permit approvals.

### **Carmel Partners - 520 Mateo St:**

Mr. Rad oversaw the dry utilities work for the 520 Mateo St. project by Carmel Partners in Los Angeles. The project includes 475 live/work apartments, 105k square feet of offices, 18k square feet of commercial space, and a 650-car garage. The work involves removing existing utilities, managing temporary and permanent power, gas, and telecom services, installing a new LADWP steel pole, undergrounding overhead lines, and relocating a high-pressure gas main, along with handling U-Permit approvals.

### **Lincoln Property Company - Lulu's Place**

Murow Development Consultants performed dry utilities consulting for Lulu's Place, a \$150-million athletic and education complex near LAX. The project spans 31 acres and provides extensive recreational and educational facilities. The work includes installing new permanent power and communication services, refeeding power to Saint Bernard's High School and a LASAN Pump Station, undergrounding utility lines, and removing outdated infrastructure, including power poles and a Frontier vault. This ensures the complex is fully equipped to support its community programs.



**DEVIN BACA**  
PROJECT MANAGER



Mr. Baca joined Murow Development Consultants in March of 2024 as an Assistant Project Manager. He arrived at the company with over 3 years of dry utility experience and a passion for the job field. During this time he assisted on projects within multiple electric companies service areas. Out of all the Southern California electric companies, Mr. Baca has most experience with Southern California Edison and Los Angeles Department of Water and Power. However, he has worked on projects within IID and SDGE territory as well. Mr. Baca is exceptionally familiar with Edison standards as he has been studying to become Applicant Design Certified through So Cal Edison. He has used this knowledge to review sites and provide insight early on in projects that has saved time on the planning phase for permanent electric service.

He was then promoted in August of 2024 to Project Manager. Along with this role Mr. Baca took on more complex projects. These projects consisted of multiple scopes and conditions that Mr. Baca has coordinated to ensure a timely and smooth process. The complexity of particular projects has forced Mr. Baca to expand his knowledge with certain aspects of dry's, that he now uses on new projects to foresee any potential obstacles.

#### **EDUCATION / AFFILIATIONS**

Member of the Building Industry Association of Southern California, North State, and Bay Area

#### **SELECTED EXPERIENCE**

##### **KB Home - CV Tustin 42 - Tustin, CA:**

Mr. Baca coordinated all electric needs with the site and led the discussion for all scope required with SCE. The scopes included a pole relocation, underground conversion of the nearby powerlines, new city owned streetlights and design to remove a structure that was existing on site.

##### **Highland Park Developments - 133 Vesper - Van Nuys, CA:**

Mr. Baca oversaw all electric coordination for this development of 133-unit affordable housing project. He coordinated with LADWP to provide space and clearance for the large, required utility yard. At the same time, he used his knowledge of DWP clearances to ensure any needed revisions of the building were minimal.

##### **Inhance Design Build - 6942 Baird Ave, 10912 Huston St, 18337 Kittridge St, 1178 Edgemont St - Los Angeles, CA:**

Mr. Baca oversaw the electric service for 4 new AH100 developments in DWP territory. He worked with the client to provide feedback early on with this project to ensure all submittals for power went through a smooth process.



**MARWAN BAHU**  
ASSISTANT PROJECT MANAGER



Mr. Bahu joined the Murow Development Consultants team in 2022. He has taken it upon himself to study every aspect of the dry utility field; this includes reading through countless utility manuals and specs, coordinating with many different utilities, and relying on his team to help push his knowledge to new levels. Through his several years in consulting, Mr. Bahu has cultivated many deep relationships at various utility companies, developers, architects, and engineers of all sorts. He primarily works with the Los Angeles Department of Water and Power (LADWP) and has proven his abilities to expedite projects through his commitment to excellence, relationships with LADWP engineers, and ability to motivate consultant teams to continue pushing projects along.

Mr. Bahu has gained bountiful experience working on all types of projects (multi-family, industrial, tract, commercial, mixed-use, etc.) and all dry utility challenges (customer stations, EV Charging, Urban Forestry, LABOE/LAPW, underground conversions, service upgrades, small and large new services, temp power solutions, etc.) to build a repertoire of knowledge and relationships to handle any project. Mr. Bahu has accepted the challenge of perfecting his craft and making Murow Development Consultants the industry leader for any Dry Utility related matter.

#### **EDUCATION / AFFILIATIONS**

Bachelor's Degree in Business Administration - Management | Biola University

Member of the Building Industry Association (BIA) for Southern California, North State, and Bay Area

#### **SELECTED EXPERIENCE**

##### **Bridge Development Partners - 6950 Tujunga - Los Angeles, CA**

Mr. Bahu worked with LADWP to create an onsite plan that went through many revisions due to changing LADWP codes. Mr. Bahu expertly navigated and adapted to the new regulations being enforced on the project and was able to expedite the many redesigns and back and forth with LADWP.

##### **Uncommon Developers - 6728 Sepulveda - Van Nuys, CA**

Mr. Bahu assisted with the creation of a customer station room through many iterations, coordinated the undergrounding of overhead lines between 4 different utilities, and coordinated temporary power for construction. This project had pressing deadlines, and Mr. Bahu expedited in the various scopes through his relationships with the utility representatives and their supervisors. Mr. Bahu communicated with multiple departments within LADWP to ensure that each part of the process was moving along accordingly.

##### **Uncommon Developers - 17829 Halsted - Northridge, CA**

Mr. Bahu was able to work with various consultants and the LADWP to create a utility yard that met all DWP regulations and clearances. Mr. Bahu worked with the Mayor AH100/ED1 taskforce in the expedition of the projects plans and waving of invoices.



YONAS

MISGINA, PE

CIVIL ENGINEER

## RESUME OF YONAS MISGINA, PE

Experienced Civil Engineer and Construction Management Professional with over 17 years of diverse professional experience in design and construction project management of private land development projects including fire rebuild and urban infill projects.

## CONTACT

PHONE:  
818-399-9135

WEBSITE:  
[www.nazarethcivil.com](http://www.nazarethcivil.com)

EMAIL:  
[info@nazarethcivil.com](mailto:info@nazarethcivil.com)

## EDUCATION

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**Northwestern University**  
2010 - 2011  
Master's Degree, Project Management

**Addis Ababa University**  
2004 - 2008  
Bachelor's Degree, Civil Engineering

## WORK EXPERIENCE

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**Nazareth Civil – Civil Engineer**  
2019–Current  
Design and project management of various private and public civil improvements such as streets and highways, storm drains, water mains, sewer mains, grading design, hydrology studies and Low-Impact development studies in the State of California.

**Pete Fowler Construction Services – Construction Manager**  
2019–2021  
Construction manager on the Woolsey fire re-build and restoration projects that involved re-design and re-construction of streets, water mains, sewer mains, storm drains and lot grading for residential subdivisions, mobile home parks and standalone residences. Mr. Misgina planned the re-developments, performed procurement of Engineers and Contractors, developed the project scope of work, schedule, cost estimate and contract administration activities.

**City of Santa Clarita – Assistant Engineer**  
2017–2019  
Design of public works projects such as street improvement plans and traffic control plans. Design review of various civil engineering design plans and documents prepared by consulting engineers. Managed a bridge construction project (CALTRANS-funded) on the Newhall Ranch Road Bridge over San Francisquito Creek.

**CH2M HILL (Formerly) – Civil Engineer**  
2014–2016  
Design of water mains, sewer mains, catch basins and associated drainage structures. Managed the construction of water mains, laterals, sewers, storm drain inlets, storm drains and pavement restoration. Provided field engineering and continuous supervision, as well as review of contractor's monthly invoices and project closeout.

**Sullivan International – Project Engineer**  
2011–2014  
Design of wastewater treatment systems, levee, earthwork and Stormwater Pollution Prevention Plans. Managed the construction of environmental remediation and civil construction projects. Prepared cost estimates for varying stages of the projects using HCSS Heavy-Bid.

## CERTIFICATION

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LICENSED PROFESSIONAL ENGINEER IN THE STATE OF CALIFORNIA –  
C90746

30 HOUR OSHA GENERAL CONSTRUCTION SAFETY CERTIFICATION

40 HOUR OSHA HAZWOPER SAFETY CERTIFICATION



## ANDREW J. THUL, PE – PRINCIPAL



Andy Thul is a Fire Protection Engineer/Life Safety Consultant with over 15 years of experience exclusively allocated to building code consulting, fire protection and life safety consulting. He has an in-depth understanding of application and interpretation of Building and Fire Codes, Performance Based Design and Fire Protection and Alarm System Design. Andy has been recognized for his expertise and included in multiple working groups by the NFPA, the California State Fire Marshal's Office and the City of Los Angeles.

### LICENSURE

Licensed Fire Protection Engineer: CA (FPE #1782), AK, AZ, CO, WA, ID, TX, NY, NE, NC, KY

### EDUCATION

Graduate Certificate in Fire Protection Engineering, Worcester Polytechnic Institute  
Bachelor of Science in Mechanical Engineering, University of Colorado at Boulder

### AFFILIATIONS

National Fire Protection Association (NFPA)  
Society of Fire Protection Engineers (SFPE)  
OSFM I-3 Occupancy Group Interpretive Manual Committee  
BOMA Greater Los Angeles - Codes and Regulations Committee  
City of Los Angeles Fire Code Advisory Committee

### KEY EXPERIENCE

#### **181 Monterey Road – Multifamily Residential**

South Pasadena, CA

#### **Pendry Residences at Silverrock**

La Quinta, CA

#### **1133 Hope Street Condominiums**

Los Angeles, CA

#### **4th at Broadway Condominium Tower**

Los Angeles, CA

#### **Dunstan Way Condominiums**

Los Angeles, CA

#### **Monticello Village**

Santa Barbara, CA

#### **Landmark II Tower – Mixed Use**

Los Angeles, CA

#### **Palladium Towers – Mixed Use**

Hollywood, CA

#### **Park Newport Condominiums – Repositioning**

Newport Beach, CA

# project team resumes.



Gary Christensen

**VICE PRESIDENT, DIVISION MANAGER**

Mr. Christensen joined MSI in 2005 as an Account Associate, handling the project management of several national accounts including KB Home and Epcon Communities. In 2015 he was promoted to Division Manager of the Architectural Signage Division which is responsible for managing commercial and architectural projects through the bid, design, production, and installation processes. His attention to detail ensures that projects will come in on-time, on-budget, and to the highest quality standards. During his tenure in this position, Mr. Christensen has gained a well-rounded knowledgebase while partnering with various departments and divisions within the company. Client satisfaction is the key to his success. Mr. Christensen currently sits on the Building Industry of San Diego's Board of Directors.



Gary Christensen

Vice President, Division Manager

2200 Cleveland Ave.

National City, CA 91950

619/470-5100

[gchriste@motivational.com](mailto:gchriste@motivational.com)

[www.motivational.com](http://www.motivational.com)

# executive team.



Robert Young  
**CEO/CHAIRMAN OF THE BOARD**

Mr. Young established MSI in 1975. Mr. Young's commitment to providing the highest quality product and service has elevated the company to one of the most recognized firms of its kind in the Western United States. In addition to being active in the building industry, Mr. Young is very involved in his local community. He has recently been recognized as "Businessperson of the Year" by the Rotary Club of National City and is also the recipient of the YMCA of San Diego County's Golden Triangle of Distinguished Service. In 2004, he was honored by the United States Small Business Administration as "Small Businessperson of the Year".



Anthony Young  
**PRESIDENT/RMO**

Mr. Young joined MSI in 1976 as a fabricator/product installer. He advanced to Woodshop Foreman, Production Manager, Division Manager, Southern Region President, Executive Vice President, and in 2014, President and Responsible Managing Officer. His experience in all aspects of product and management brings our clients a breadth and depth of experience unparalleled in the industry. Mr. Young has served two terms on the Board of Directors of the Chamber of Commerce and eight years on the Southbay YMCA board, where he was Board Chair for three years. Most recently, Mr. Young was the recipient of the 2005 YMCA Golden Triangle of Distinguished Service Award.



Andrew Cabrera  
**EXECUTIVE VICE PRESIDENT**

Mr. Cabrera has over 30 years of experience with Motivational Systems, Inc. His career began in estimating where he quickly promoted to management for the Estimating and Planning department. From there, he served as an Account Executive for our Sacramento and San Diego divisions before he was promoted to Vice President, Division Manager of the San Diego Division, and was selected to his current role as Executive Vice President. Andrew is an active member of the BIA of San Diego and SMC and has served on multiple boards and councils within our industry associations. He has been the recipient of multiple awards including the BIA/BIG award of Sales Representative of the Year.



Jenna Young-Christensen  
**SENIOR VICE PRESIDENT**

Ms. Christensen joined MSI in 2001 in the Interior Design department. She quickly advanced through the Payroll and Human Resources department, began managing the Tablet Division in 2013, and was selected for her current role as the Senior Vice President of Marketing and Training Manager in the spring of 2016. Additionally, Ms. Christensen sits on the Board of Directors as Secretary. Her experience in industry-specific operations brings a unique perspective to her marketing duties. As the Training Manager, Ms. Christensen coordinates and implements training for all MSI employees from installation to executive management. She currently sits on the Board of Advisors for the Toby Wells YMCA in San Diego, CA.



JOSEPH DANIELS - Owner | Consultant  
D 7 CONSULTING INC.  
4740 Von Karman, Suite 130. Newport Beach, CA 92660

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## BACKGROUND

Over ten (10) years experience in residential design and construction, working on custom homes, track housing, and remodel construction.

Over thirty (30) years experience in the Roofing/Waterproofing Consulting Industry performing duties such as: Design of ALL Roofing & Waterproofing Systems on a myriad of projects, Building Surveys, Acquisition Due Diligence Review, Specification Development, Detail and Drawing Review, Construction Document Review, Leak Investigation, Forensic Expert Witness, Analysis and Project Management.

Over twenty (25) years as a member of Roofing Consultant's Institute (RCI) aka IBEC (International Building Envelope Consultants).

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## EDUCATION

Saddleback College, Mission Viejo, CA. – 1 yr. Architectural Design

University of California Irvine, Irvine, CA. - 2 yr. Program Certificate of Architecture

Orange Coast College, Costa Mesa, CA. - 1 yr. in Business Management

University of Wisconsin, Whitewater, Whitewater, WI. - 2 yrs. General Studies

University of Wisconsin, Madison College of Engineering;

- Roofing System Design - 1995
- Concrete in Construction – 1997
- Building Methods & Materials – 1996
- Identifying Errors in Construction Documents – 1999

Roof Consultants Institute (RCI) (IBEC)

- Building Envelope Symposium - 1998
- Waterproofing and Moisture Control – 1998
- Fundamentals of Roof Consulting – 1999
- Advanced Roof Consulting – 2001
- Understanding & Learning to use FM Datasheet – 2007
- Roof Technology & Science II – 2007
- Stucco as Weather Protection System – 2007
- Building Envelope Symposium – 2008
- RCI Winter Workshop in Hawaii – 2010
- RCI Winter Workshop in Hawaii – 2011
- Dallas Workshop – March 2012
  - Topics included: Communications Strategies for Expert Witness; Field Monitoring of Wind Performance of Commercial Roofs; Water Testing Misconceptions; Fenestrations Product Certification vs. Forensic Investigation of Building Leaks
- Nashville Workshop—November 2015
  - Topics included: Repair of Curtain Wall Systems; Horizontal Above Grade Waterproofing; Replacing Failing Building Enclosures; Challenges of Preservation Engineering; Drones: A New Tool
- Commercial Roofing Vapor Retarder Challenges & Solutions—2017
- **Various Roofing and waterproofing manufacturer's training & educational seminars.**

## JOSEPH DANIELS - Owner | Consultant (continued)

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### EXPERIENCE

1993 – Present D 7 CONSULTING INC.

Owner responsibilities including, but not limited to, managing day to day business operations, project management, new construction roofing & waterproofing design, design review and project management, specification development and primary consultant for Forensic investigation and expert witness cases.

1987 – 1992 Independent Roofing Consultants

Performed roofing and waterproofing evaluations, specification development for new & existing construction, project management. Manager of CADD department.

1982 – 1987 Johnson Construction

Designer/Contractor

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### KEY PROJECT MANAGEMENT LIST—EXTERIOR BUILDING ENVELOPE

LAX Midfield Satellite Concourse North - Los Angeles, CA

Roofing & Waterproofing Design, Construction Administration & Quality Assurance

580 Anton Multifamily - Costa Mesa, CA

Roofing & Waterproofing Design, Construction Administration & Quality Assurance

LA Live - Los Angeles, CA

Roofing & Waterproofing Design & Quality Assurance

MGM City Center - Las Vegas, NV

Roofing & Waterproofing Design & Quality Assurance

Disney Concert Hall - Los Angeles, CA

Roofing & Waterproofing Design & Quality Assurance

Dreamworks Animation Campus, Dreamworks S.K.G. - Glendale, CA

Swinerton & Walberg, Waterproofing Design & Quality Assurance

Gateway Center - Los Angeles, CA, Ehrenkrantz and Eckstut, Architects Inc.

Waterproofing Design & Review, Quality Control

Las Vegas Convention/Visitors Authority - Las Vegas, NV

830,000 sq. ft. Design and Project Management for complete roof replacement

1 million square feet of new expansion (1997 – 2001)

Toyota North American Parts Logistics Distribution Warehouse - Ontario, CA

MNB Architects - Portland, OR

Mechanically Fastened PVC, Roofing Design & Quality Control

Metropolitan Water District Headquarters Building - Los Angeles, CA

Gensler & Associates, Roofing & Waterproofing Design & Quality Assurance

Project Management of over seven hundred commercial & industrial buildings for numerous clients on the West coast, such as Cushman & Wakefield, CB Richard Ellis, Maguire Partners, Equity and Brookfield.



EDWARD SAPIGAO, AIA - Consultant  
D 7 CONSULTING INC.  
4740 Von Karman, Suite 130. Newport Beach, CA 92660

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## BACKGROUND

Over thirty (30) years experience as a Licensed Architect in California specializing in all aspects of building envelope weatherizing and waterproofing. Ed is actively involved with waterproofing consulting services, forensic investigations and site inspection service for residential, commercial and institutional facilities. Ed has been designated as an expert witness in numerous litigation cases and attending trial. Overall forensics services include peer review for plans, roofing and waterproofing details, specification development, provide leak investigations, repair reports, site inspection services, due diligence services, plan review for certification, and construction documents on repair projects.

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## EDUCATION

Cal Poly, San Luis Obispo, CA – BS in Architectural Engineering

Continuing Education:

- RCI Hawaii Workshop
  - Stucco as Weather Protection System SoCal RCI
  - Water Testing: ASTM Method of Testing. Understanding the method of leak investigation, Chicago RCI
  - Stucco Repair: Means and Method. The University of Wisconsin, Madison, Wisconsin
  - Mold as a Liability: The Rise of Health & Financing. Litigation in Mold Issues. Contributing Factors for Mold Infestation Examples of Effective End Product
  - Roof Design/Construction to Avoid Moisture-Related Problems: Water Shedding vs. Waterproofing Roof Components—Key Issues, Presentation of Components and Defects
  - Specific Requirements in Effect for Development Projects: Compliance During the Construction Process as well as Expectation for Post-Construction
  - Preventing and Solving Moisture-Related Problems in Buildings Design and Construction Requirements for New & Existing facilities
  - Fundamentals: Roofs, Walls, Foundations, HVAC Systems
  - Advanced Thermal and Moisture In-depth understanding of thermal and moisture design considerations.
  - Advanced Thermal Calculation Methods Annual energy estimates, cooling load calculations and calculations of temperatures within cross sections.
  - Cool and Reflective Roof Technology Principles of moist air and the effects of moisture on building insulation and other materials
- 

## LICENSE

California Architect since 1990 C-21158

## PROFESSIONAL MEMBERSHIP

American Institute of Architects

Roof Consultants Institute (RCI) aka International Building Envelope Consultants (IBEC)

## EDWARD SAPIGAO - Consultant (continued)

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### SPEAKER

- Seminar presentation to the local AIA Chapter on Roofing Details
  - Seminar presentation to local Architectural Firms in Orange County
  - Seminar presentation to Orange Chapter CSI Group
- 

### EXPERIENCE

#### Representative Waterproofing Consulting Projects:

- UC Berkeley Stadium Renovation, Berkeley, CA: Renovation of the existing UC Berkeley Memorial Stadium. Review and coordinate the development all roofing and waterproofing related details during the SD, DD and CD phase of the documents development. Coordinate work with other disciplines related to roofing and waterproofing. Provided CA services.
- UCLA Dykstra Hall Residence, Los Angeles, CA: Exterior envelope refurbishment of the exterior windows, doors and roof system. Field investigation the existing condition to develop the required details. Coordinate the development all roofing, waterproofing and window details during the SD, DD and CD phase of the documents development. Provided CA Services.
- **Raymond Renaissance Theatre, Pasadena, CA: The conversion of a 1920's theater with addition for a 155,000 SF mix-use commercial/residential building.** Existing theater conversion includes residential units, open retail space to preserve the interior open volume. Peer review and provided periodic site inspections. Review shop drawing and RFI responses.
- Walt Disney Resort, Anaheim, CA: The re-roof of multiple buildings in the Disneyland Park and Hotel area. The re-roof projects include a hotel, and several themed facilities. The services include field investigation of the existing roofing system, bid support, CA services and site Quality assurance services.
- Variety Boys and Girls Club, Boyle Heights, CA: New sports gym and classes for after school activities. **The consulting services include review of all waterproofing related details, RFI's, mock-up review and quality assurance.**
- Century Hill Association, Century City, Los Angeles, CA: Developed a repair program for a 20-acres complex with 13 separate condominium buildings for 384 residential units. A subterranean parking structure exists under the 20-acre site. The program included crawl space remediation, crawl space building leaks, and leak investigation for multiple water leaks into the subterranean parking structure, provided budget cost, bid repair documents and various presentations to HOA.
- Sage Hill High Music Building, Newport Coast, CA: New music building seismically separated from an existing gymnasium. The consulting services include development of all waterproofing related details, bid **review, RFI's and quality assurance.**
- Madison Park Apartment, Rancho Cucamonga, CA: On-site inspection for 20 apartment buildings with 800 units. The work was phased from building to building over a period of 20-months. The repairs included exterior siding replacement to plaster finish, new exterior deck walkway traffic coating, re-roof and window replacements. Provide weekly site inspection and provide field revised details for unforeseen conditions.
- Granite Park Condominium, Pasadena, CA: New 72-unit high-end condominium with a subterranean parking structure, exterior balconies, and penthouse roof area. Scope included review of window water testing program, mock-up, and quality assurance.

## EDWARD SAPIGAO - Consultant (continued)

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### Representative Waterproofing Consulting Projects (continued):

- Chalon Drive Residence, Mandeville Canyon, Los Angeles: New 16,000 SF residence with basement, perimeter pond designed against the structure, large 2nd floor decks and steep pitched slate roofing. Review the construction details provided by the Design Architect for roofing and waterproofing. Review sub-contractor scope of work, RFI and quality assurance.
- Custom Residence and Estate Properties: Waterproofing consultant to many custom residential projects primarily in the Southern California, the Central Coast region and a limited number of homes in Northern California. Home size varies from 1,500 SF to 55,000 SF. Estates include beach front properties, hillside retention conditions, and desert homes, cold-climate residence and typical single family urban homes.

### Representative Litigation Cases:

- UC Santa Barbara: Plaintiff expert on a construction defect case for the student services building.
- Cal Poly Pomona: Plaintiff expert on a construction defect case for the Classroom-Laboratory-Administration building.
- Private High School, Newport Beach, CA: Plaintiff expert on a construction defect case for multiple building defects. Services include settlement support, provide construction repair documents, provided quality assurance during the repair phase.
- Public High School, Santa Maria, CA: Plaintiff expert on a construction defects. Provided peer review for repair documents.
- 4th Street Condominium, Santa Monica, CA: Defense expert for builder on construction defect case for 3 separately construction condominium complexes.
- Mulholland Drive Residence, CA: Plaintiff expert on a construction defect case.
- Beverly Hills Office Building, CA: Represented Owner on property line dispute related to waterproofing issues.
- Golf Course Residence, Temecula, CA: Plaintiff expert on a construction defect case involving a basement and window leak.
- Presbyterian Church, Rancho Santa Margarita, CA: Defense expert for general contractor on a construction defect case involving roofing, waterproofing and window system water leaks.
- Ramirez Canyon Residence, Malibu, CA: Defense expert for builder on construction defect case for residential property.
- Patricia Property LLC, Los Angeles, CA: Plaintiff expert for construction defect for a residence water leak and retaining wall.

### Roofing & Waterproofing-Residential

- Villa Bundy, West Los Angeles, CA
- Mandabach Residence, Pacific Palisades, CA
- Weiss Residence, Pacific Palisades, CA
- Trousdale Residence, Beverly Hills, CA
- Bella Oaks Residence, Napa Valley, CA

## EDWARD SAPIGAO - Consultant (continued)

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### Roofing & Waterproofing-Residential (continued)

- Semel Residence, PCH Malibu, CA
- Broad Beach Sea Level Residence, Malibu, CA
- Hillside Residence, Bel Air, CA
- Berry Residence, Colony Cove, Malibu, CA
- Laurel Canyon Residence, Los Angeles, CA
- 160 Villa Avenue Residence, Los Gatos, CA
- 157 Orange Drive Residence, Hancock Park, CA
- TGBE Residence, Mandeville Canyon, CA
- Ironsides HOA, Marina Del Rey, CA
- Laguna Royale Condominium, Laguna Beach, CA
- Pepperdine U. Faculty Housing, Malibu, CA
- California Wilshire Penthouse, Los Angeles, CA



RAYMOND DAVIDLOO - Consultant  
D 7 CONSULTING INC.  
4740 Von Karman, Suite 130. Newport Beach, CA 92660

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#### BACKGROUND

Over twenty-five (25) years experience in the Roofing/Waterproofing industry as an accomplished professional. Worked as an applicator, Foreman for roofing and waterproofing materials. Has comprehensive analytical and project management skills that allow him to have successful completion of countless new and retrofit roofing and waterproofing projects. His knowledge obtained from the field provides easy understanding of the construction process in the Building Envelope Consulting industry. Involved in all projects, ensuring project fluidity from start to finish.

#### PROFESSIONAL AFFILIATIONS

RCI/IBEC - Institute for Roofing, Waterproofing and Building Envelope Professionals, 7 years

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#### EDUCATION

Cypress Community College, Cypress, CA

Continuing Education:

- Commercial Roofing Vapor Retarder Challenges & Solutions - 2017
  - RCI Hawaii Winter Workshop - 2017
  - CETCO Certification Class - October 2014
  - Fall Protection Certification - May 2013
  - Cool & Reflective Roofing Systems - 2012
  - Confined Space Certification - September 2011
  - **Various Roofing and Waterproofing manufacturer's training and seminars**
- 

#### EXPERIENCE

September 2014 – Present D 7 CONSULTING INC. Newport Beach, CA

August 2016 - Present - Consultant - Responsibilities including, but not limited to, roofing and waterproofing evaluations, specification development, new construction roofing & waterproofing review and project management, Pre-Bid and Pre-Construction meetings, and safety coordination.

September 2014 - July 2016 - Quality Assurance Observer - Monitor the construction process and strive to ensure the roofing and waterproofing components are built to project requirements and to code. Work to assure the proper **application procedures are followed and that criteria for validation of manufacturer's warranties are met. Document** observations through written reports and photographs.

July 2004 – August 2014 LETNER ROOFING COMPANY INC. Orange, CA

Waterproofing Foreman - Duties included supervising and managing crew; scheduling employees; implementing training for new applications; delegating and motivating to achieve company goals.

March 1998 – June 2004 COURTNEY WATERPROOFING Irvine, CA

Journeyman Waterproofing - Duties included installing and applying waterproofing systems. Helped lead crew team members on waterproofing projects; implemented training for new waterproofing applications.

## RAYMOND DAVIDLOO - Consultant (continued)

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### DUTIES & RESPONSIBILITIES

The primary functions of a Roofing/Waterproofing Consultant / Project Manager include the following:

- Client Consultation
- Project Management
- Leak Investigations
- Pre-Bid and Pre-Construction Meetings
- Audit Project Progress and Quality Control
- Field Personnel Oversight & Training
- Site Visits
- Final Inspections and Project Close-Out

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### KEY PROJECTS

Loyola Marymount University-Life Science Bldg. – Los Angeles, CA  
Camp Pendleton Hospital – Camp Pendleton, CA  
Ventura County Medical Center – Ventura, CA  
Cottage Hospital – Santa Barbara, CA  
Choc Hospital – Orange, CA  
LACMA – Los Angeles, CA  
2000 Avenue of the Stars – Los Angeles, CA  
Pasadena City Hall – Pasadena, CA  
Kaiser Hospital – Downey, CA  
LA LIVE Nokia Center – Los Angeles, CA  
Regency Tower – Riverside  
AT&T Building – Los Angeles, CA  
Hollywood Palladium – Hollywood, CA  
Disneyland – Anaheim, CA  
Ocean Avenue Hotel – Santa Monica, CA  
**Saint Joseph's Hospital** – Orange, CA  
Cedars-Sinai Medical Center – Los Angeles, CA  
Methodist Hospital – Orange, CA



**SAMANTHA HILL**  
 Founder + Managing Principal

*ADVOCATING ACCESSIBILITY & INCLUSIVITY*

Samantha Hill is the founder and managing principal of **Develop With Skill** and **Design With Skill**, full service development and architecture firms specializing in small to medium scale multifamily and mixed-use projects. She has modeled a unique practice where her companies both design and develop real estate projects, helping to control risk and liability, while creating more cohesive and desirable buildings.

In addition to development and architecture services, Samantha began **Access With Skill**, offering consulting services as a **Certified Access Specialist (CASp)**. She believes architecture should be inclusive and accessible for all users and members of our community. She has consulted on both new and existing large offices, commercial properties, public education facilities, healthcare centers, mixed-use, as well as public and private residential projects to ensure federal, state, and local ADA/ disabled access compliance is achieved in both design and construction.

Samantha gained fifteen years of experience before starting her company at the end of 2018. She had previously worked at internationally acclaimed architecture firms, including **Gehry Partners, Gensler, and Arquitectonica**. The majority of her experience lies in California. However, she has designed and built projects in Hawaii, New York, Pennsylvania, and Abu Dhabi.

Samantha graduated from **Carnegie Mellon University's School of Architecture** in Pittsburgh, and attended the **Architectural Association's** Visiting Student Program in London. She is a licensed Architect in the States of California, Colorado, and Hawaii. She joined **South Pasadena's Design Review Board** and volunteers as an advisor for the Department of Planning's **Professional Volunteer Program (PVP)** in the City of Los Angeles. She is a member of the Urban Land Institute (ULI), and Crew-LA. She is also certified as a Certified Access Specialist (CASp). Her company is certified as a Women Business Enterprise (WBE), Women Owned Small Business (WOSB), and Local Business Enterprise (LBE) in Los Angeles.

*EDUCATION | AFFILIATIONS*

- Bachelors of Architecture, **Carnegie Mellon University**
- Visiting Students Program, **London Architectural Association**
- Women's Entrepreneurship Program, **Cornell University**
- Licensed Architect **California** (#C-35348; Exp. 2/28/2027)
- Hawaii** (#AR-16980; Exp. 4/30/2026)
- Colorado** (#ARC.00405656; Exp. 10/31/2026)
- CASp Certified** (#932; Exp. 3/25/2026)
- WBE, WOSB, LBE Certified** (#WBE2001773; Exp. 7/31/2026)

*CASP PROJECT EXPERIENCE*

*SIZE*

LA County Community College District Standards, Los Angeles County, CA	Multiple Bldgs.
LA County Community College Cesar Chavez, Los Angeles County, CA	154,000 SF
LA County Community College Weingart Stadium, Los Angeles County, CA	17,842 Seats
CalPoly Student Housing, San Luis Obispo, CA	4,200 Beds
UCSB Student Housing, Santa Barbara, CA	2,250 Beds
UC Davis Turlock Lab Facility, Turlock, CA	40,000 SF
Rady's Children Hospital, San Diego, CA	540,000 SF
Anaheim Unified High School District, Anaheim, CA	40,000 SF
Google Westside Pavilion, Los Angeles, CA	708,600 SF
Pico-Highland Mixed-Use Complex, Hollywood, CA	72,500 SF
8th, Grand, and Hope Residential Tower, Los Angeles, CA	576 Units
7424 Santa Monica Mixed-Use, Santa Monica, CA	31 Units
627 S Central Retail Complex, Los Angeles, CA	46,000 SF
Kitchen United HQ Commercial Office TI, Pasadena, CA	10,000 SF
961 La Cienega Mixed-Use Complex, Los Angeles, CA	59 Units
815 Fremont Apartment Complex, South Pasadena, CA	56 Units

*PREVIOUS PROJECT EXPERIENCE*

*SIZE*

LA County DMH Offices, Los Angeles, CA	500,000 SF
Landmark II Residential Tower, Los Angeles, CA	376 Units
Lumina Towers Condominiums, San Francisco, CA	656 Units
Vida Luxury Residential Condos, Honolulu, HI	275 Units
1840 Highland Residential Units, Hollywood, CA	118 Units
Guggenheim Museum Abu Dhabi, Abu Dhabi, UAE	1,000,000 SF
Ocean Avenue Boutique Hotel, Santa Monica, CA	114 Keys
NBC Studio Lot Master Plan	980,000 SF

*CLIENT REFERENCES*

Amy Kong <b>DLR Group</b> 213-493-5901 akong@dlrgroup.com	Jamie Athenour <b>Hensel Phelps</b> 406.580.5069 jathenour@henselphelps.com
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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

www.eleos.la

310.961.5400



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# ELEOS

## Executive Summary

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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

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## A: Company and General Information

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### 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:**

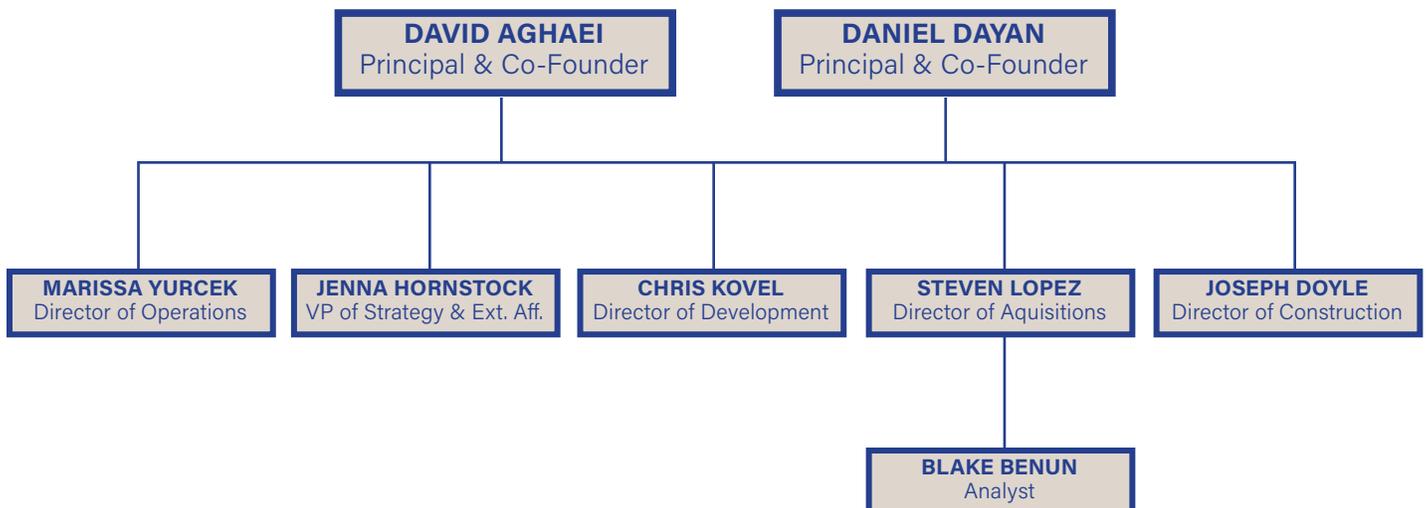
**Firm’s History and organizational structure, including the size of the firm, location of offices, years in business, organizational chart, name(s) of the owner(s) and principal parties, and number and position titles of staff.**

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.

[...continued on next page]

[..continued]

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

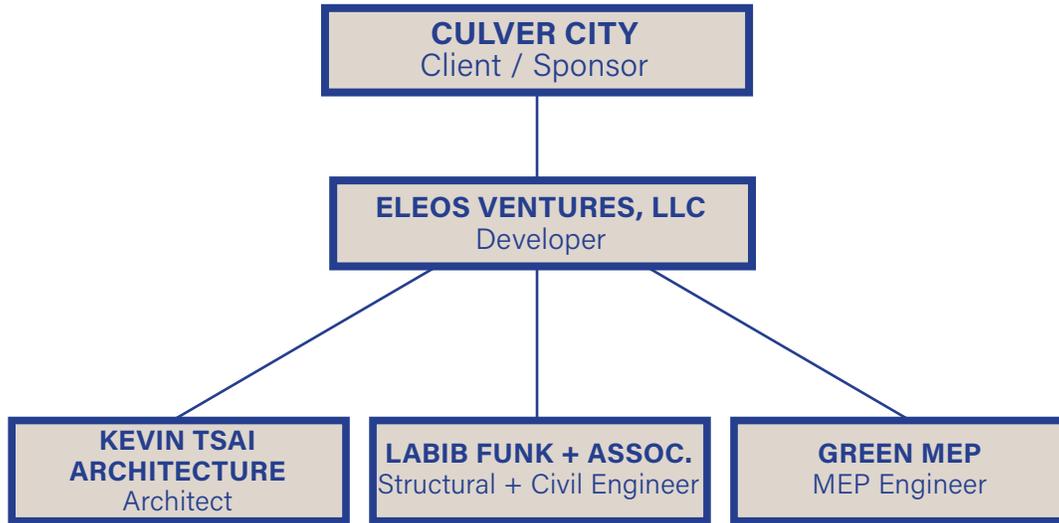
Architect: Urban Lab Architecture

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

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### D1:

#### A written description of the proposed redevelopment concept.

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##### 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
<b>Total</b>	<b>3,341</b>	<b>531</b>	<b>4,266</b>	<b>+1,456</b>	

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.**

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*Project Rendering*



*Project Rendering*



*Project Rendering*



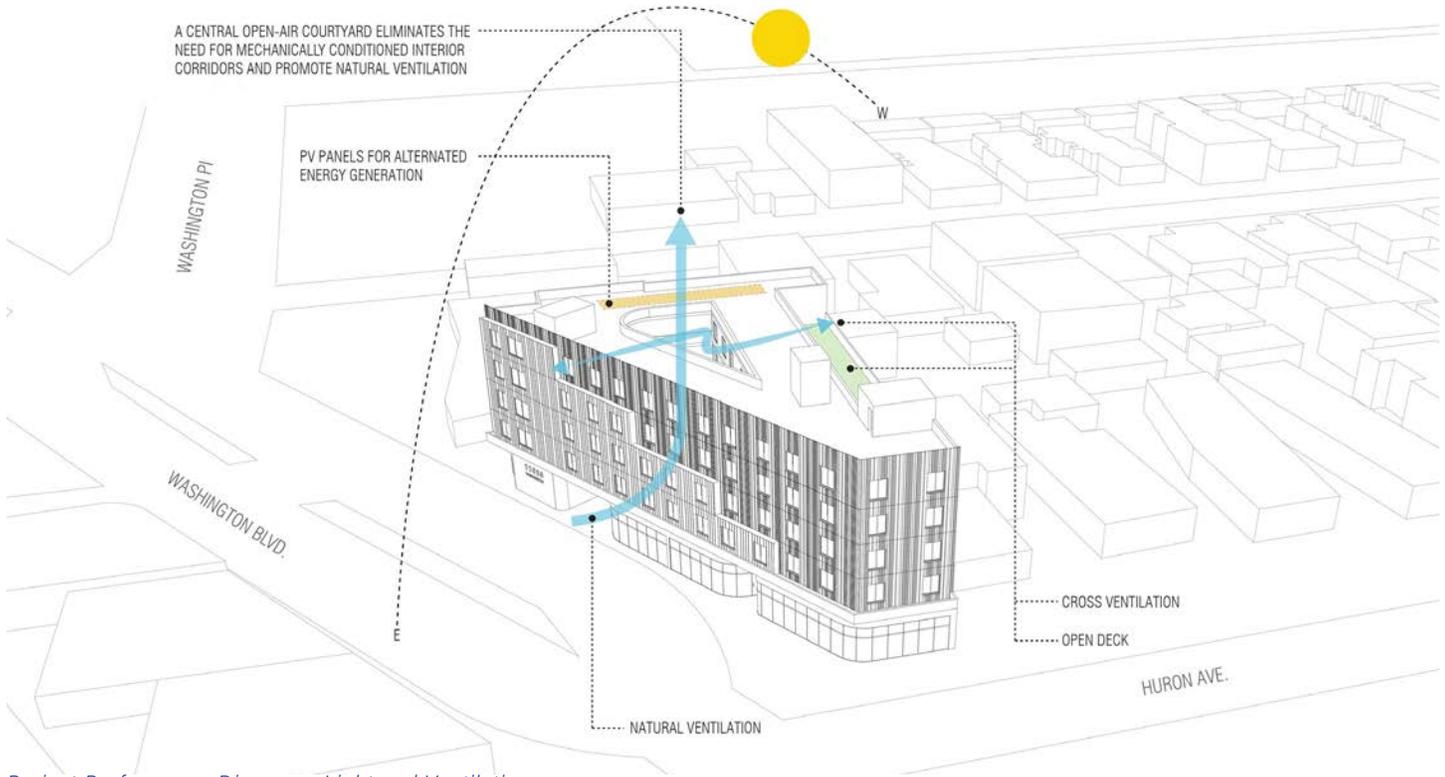
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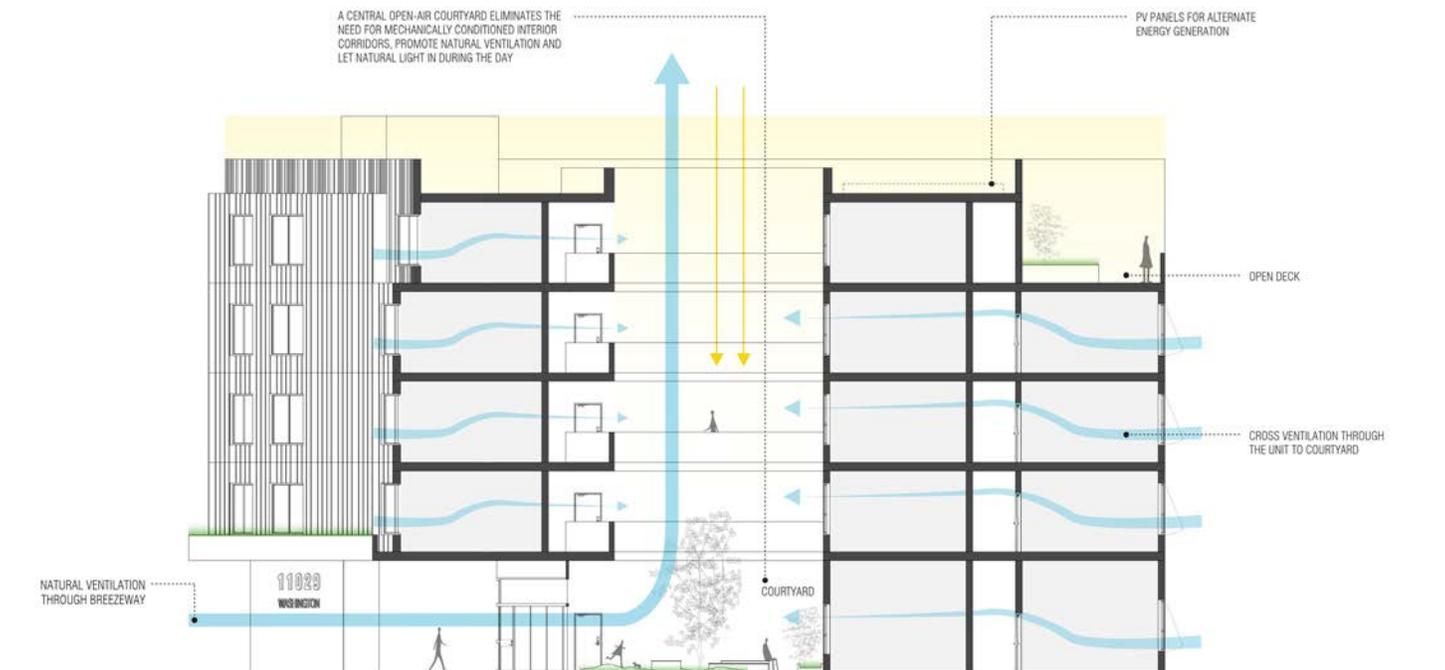
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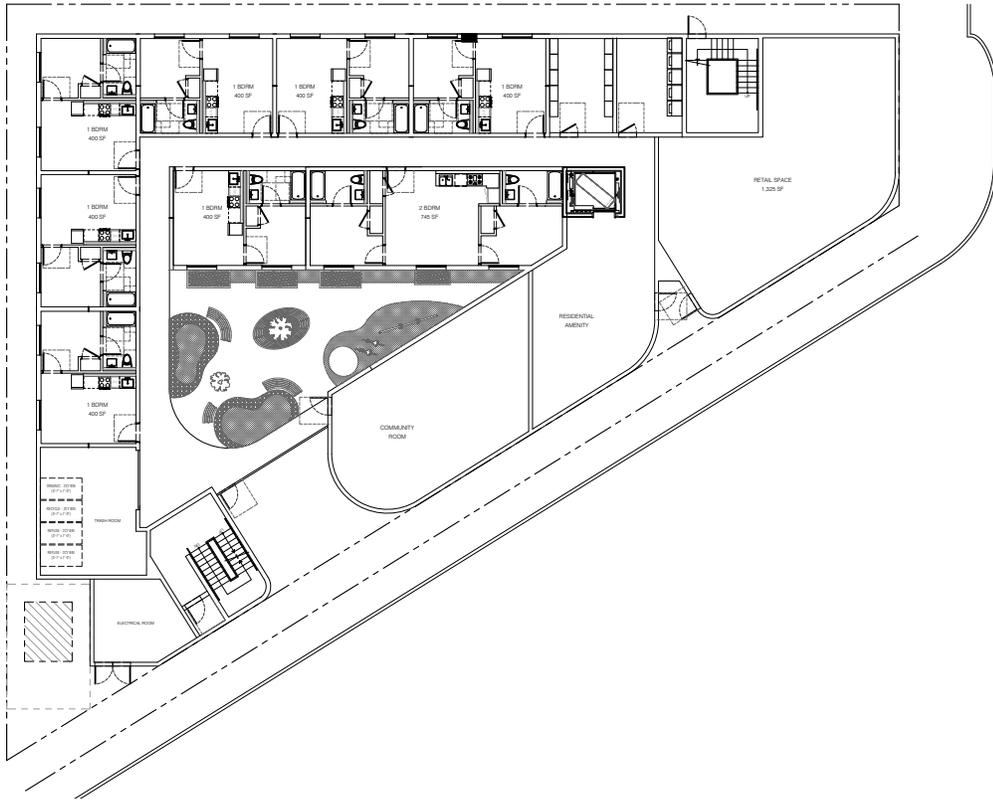
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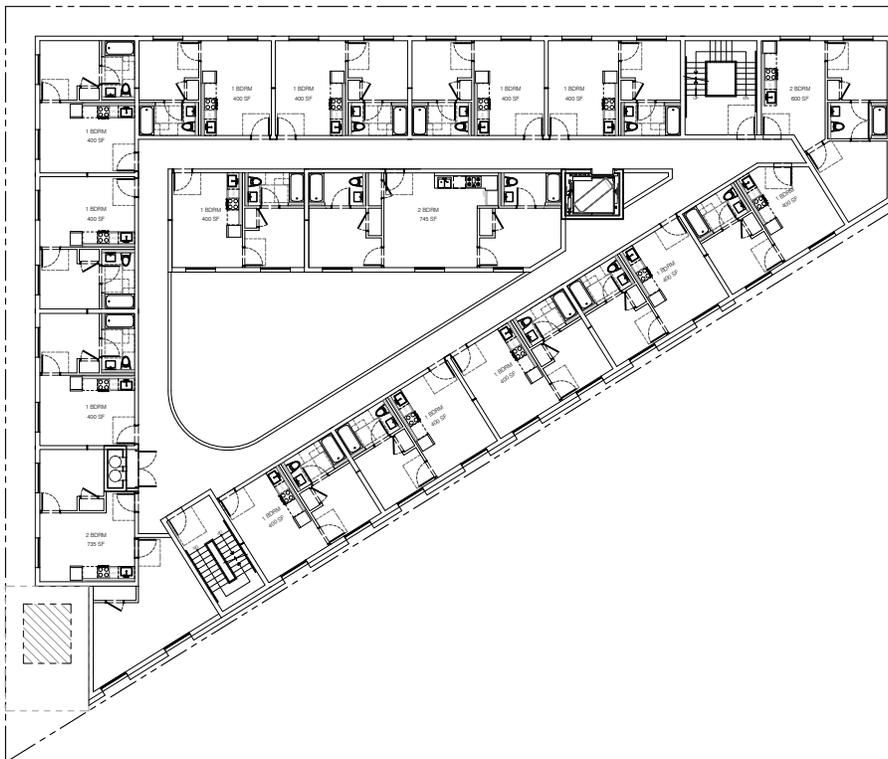
Project Performance Diagram - Light and Ventilation



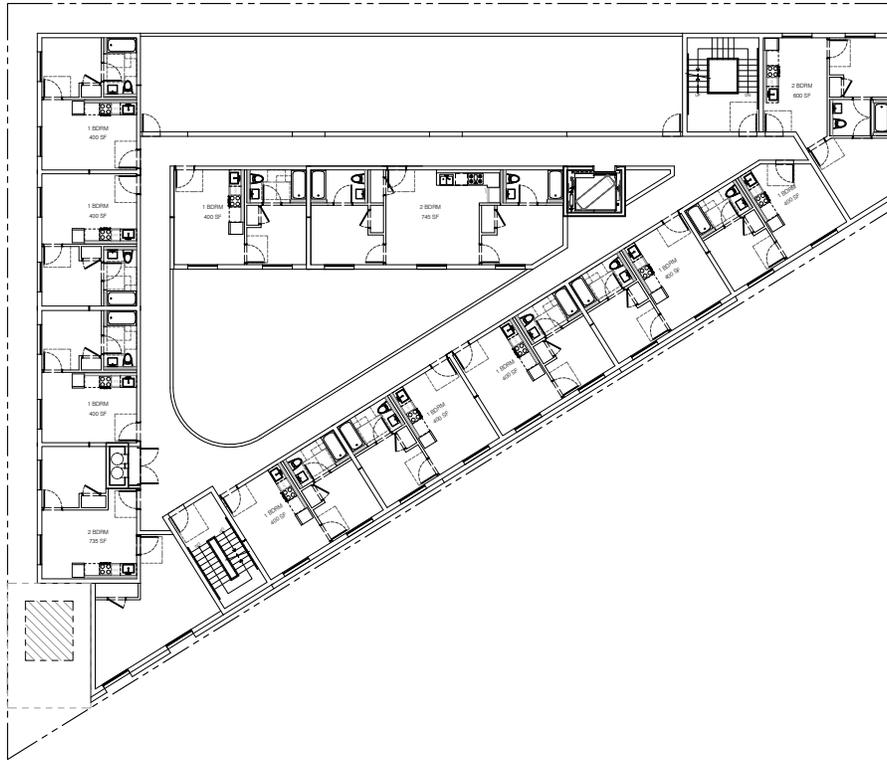
Project Performance Section - Light and Ventilation



Site Plan / Ground Floor Plan



Typical Floor Plan (Floors 3-4)



5th Floor Plan

## D5:

### Breakdown of uses by square footage (residential, commercial, community).

- 
- **Residential:** 41,030 SF / 68 DU
  - **Commercial:** 1,325 SF
  - **Community Courtyard:** 1,050 SF
  - **Total Gross SF:** 44,900 SF
  - **Residential Amenity:** 605 SF
  - **Community Room:** 890 SF

## D6:

### Proposed residential unit mix and bedroom count.

- 
- **1-Bedroom:** 55 DU
  - **2-Bedroom:** 13 DU
  - **Total Units:** 68 DU
  - **Total Bedrooms:** 81

**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%
<b>Total</b>		<b>55</b>	<b>13</b>	<b>68</b>	<b>100%</b>

**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
<b>Gross Residential</b>	<b>68</b>			<b>\$ 147,128</b>	<b>1,765,530</b>
Retail Space A	1,325 SF			\$ 3,313	\$ 39,750
<b>Gross Retail</b>	<b>1,325 SF</b>			<b>\$ 3,313</b>	<b>\$ 39,750</b>
<b>Potential Gross Income</b>					<b>\$ 1,805,280</b>

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.**

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#### **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).**

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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.

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The projects Sustainability and Climate Resilience features include:

- **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.

In addition, the site is an opportunity to embody infill housing, a more transit oriented lifestyle and opportunities to walk and bike. The project is:

- **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.

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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.**

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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.

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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

## E: Financial Proposal and Project Feasibility

### E1:

#### Preliminary development budget (soft costs, hard costs, contingency)

The table below provides the preliminary development budget, followed by a short summary.

Cost Category	Cost Subcategory	Description	Months	36	Budget Estimate
<b>Land Costs</b>					
	Land	Existing Debt			
	Land	Land Value			
<b>Subtotal Land Costs</b>					
<b>Carrying Costs</b>					
	Taxes & Insurance	Property Taxes			240,000
	Taxes & Insurance	Course of Construction/GL Insurance			190,000
<b>Subtotal Carrying Costs</b>					
<b>430,000</b>					
<b>Soft Costs PREDEVELOPMENT (Entitle and Permitting)</b>					
	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
<b>Subtotal Soft Costs</b>					
<b>1,161,250</b>					
<b>Soft Costs CONSTRUCTION</b>					
	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
<b>Subtotal Soft Costs</b>					
<b>3,230,500</b>					
<b>Hard Costs</b>					
	GMP Contract	Estimated at \$325 psf on Gross Project SF			14,592,500
<b>Subtotal Hard Costs</b>					
<b>14,592,500</b>					
<b>Loan Closing Costs</b>					
	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
<b>Loan Closing Cost Subtotal</b>					
<b>503,344</b>					
<b>Contingency</b>					
	Soft Cost Contingency				104,500
	Hard Cost Contingency				340,000
<b>Interest Reserve</b>					
	Interest Reserve	Residual Receipts Loan			366,262
	Interest Reserve	Bank Loan			885,032
<b>TOTAL PROJECT COST</b>					
<b>21,613,387</b>					

**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.

<b>Sources &amp; Uses</b>			
<b>Sources of Cash</b>	<b>LTV</b>		<b>Uses of Cash</b>
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
<b>Total Sources</b>		<b>28,113,387</b>	<b>Total Uses 28,113,387</b>

- **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		
<b>Net Operating Income</b>		
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)
<b>Net Operating Income</b>		<b>1,323,955</b>
<b>Build &amp; Sell Scenario</b>		
Cap Rate		5.00%
<b>Completed Value</b>		<b>26,479,098</b>
Permanent Debt at Stabilization		
<b>Annual Debt Service</b>	<b>(1,103,203)</b>	<i>Maximum debt service supported by stabilized NOI</i>
Debt Service Coverage Ratio	1.2001	
<b>Permanent Debt</b>	<b>15,333,747</b>	<i>at completion of construction</i>
Rate Assumption	6.00%	year
Amortization	30	

**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.

<b>Operating Expense Detail Report</b>					
<b>Budget Operating Expenses</b>			<b>Operating Expense Detail</b>		<b>\$ Total</b>
			<b>per Door per Mo.</b>	<b>per Door per Yr.</b>	
<i>Effective Gross Income</i>		1,862,098	Internet	N/A	3,000
<i>RUBS Reimbursement</i>	5.96%	110,976	Fire Monitoring	8	96
Operating Expenses	28.9%	538,143	Building Cleaning	42	504
			Trash Removal*	44	528
			Water*	92	1,104
Dwelling Units	68		Water (CAM)	8	96
OpEx per Door		7,914	Fire Service Charges (CAM)	3	36
			Sewer (CAM)	5	56
			Electrical (CAM)	10	118
			Gas (CAM)	1	7
			Common Area Utilities Total	26	313
			<b>Subtotal Utilities</b>		<b>176,074</b>
			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
			Replacement Reserve		600
			Insurance		800
			<b>Subtotal</b>		<b>362,069</b>
			Property Taxes	1.267%	380,040
			Property Tax Exemption		(380,040)
			<b>Subtotal</b>		<b>-</b>
			<b>Operating Expense Total</b>		<b>538,143</b>

**E4:**

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

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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%
<b>Total</b>		<b>55</b>	<b>13</b>	<b>68</b>	<b>100%</b>

- **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).**

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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

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### 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

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Proposed Project Schedule:

<b>Project Start Date:</b>	January 2026
▪ <b>Entitlement:</b>	6 months ( <i>concurrent with permitting</i> )
▪ <b>Permitting:</b>	9 months
▪ <b>RTI Permits:</b>	December 2026
▪ <b>Construction:</b>	18 months
▪ <b>Leasing:</b>	4 months ( <i>concurrent with end of construction</i> )
<b>Certificate of Occupancy:</b>	June 2028

## H: Certificate(s) of Insurance

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

## I: Business Tax Certificate

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

## J: Exclusive Negotiation Agreement and Disposition & Dev. Agreements

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



## Attachments

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

August 28<sup>th</sup>, 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,

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](http://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

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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 business, development, and broader community. Selected responsibilities and accomplishments noted below.

- **Commercial Underwriting:** Managed CRA/LA's Capital Finance department, responsible for the agency's internal commercial underwriting program as well as consultant support.
- **New Markets Tax Credits:** Executive management of the Los Angeles Development Fund, a New Markets Tax Credit (NMTC) Community Development Financial Institution; secured a \$50 million allocation of tax credits.
- **Business Attraction and Expansion:** Developed strategic partnerships with business organizations, lenders, and other public agencies with a focus on sector-based strategies to promote business expansion and attraction for targeted industries. Programs developed include:

- **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
- **Government Alliance for Racial Equity (GARE):** Completed training through LA Metro cohort in 2018
- **Urban Land Institute (ULI):** Full Member since 2011, Asst Chair of the Public/Private Partnership National Product Council 2013 – 2017
- **American Institute of Architects / Los Angeles Chapter (AIA/LA):** Public Director 2015 – 2017
- **Speaking engagements:** Frequent speaker for organizations including the American Planning Association, AIA/LA, Urban Land Institute, SCANPH, UCLA and USC
- **Honors:**
  - 2019 APA/LA John Chase Visionary Planner Award
  - 2018 "Unsung Hero of Los Angeles" from the nonprofit Inclusive Action for the City
  - 2018 "Emerging Leader" from the Asian American Architects and Engineers Association
  - 2018 awarded the Presidential Honorary AIA Award
- **Bilingual:** oral fluency in Spanish



**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<sup>th</sup> 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<sup>th</sup> 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
- Review the work progress on daily basis
- Prepare internal and external reports pertaining to job status
- Ensure quality construction standards and the use of proper construction techniques
- Liaise between engineers, architects, and others working on the project
- Prepare and manage estimates, budgets, timetables, and resources
- Proactively identify, mitigate, and track recurring construction issues
- Adhere to legal regulations, building and safety codes, and other requirements

Imperial Contracting, Irvine, Ca

2013 – 2016

Position: Project Manager

Position Roles:

- Schedule the project in logical steps and budget time required to meet set deadlines.
- Determine labor requirements and dispatch workers to construction sites.
- Inspect and review projects to monitor compliance with building and safety codes, and other regulations.

- 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 of the construction activities on a regular basis and hold regular status meetings with all the sub-teams.
- Maintain strict adherence to the budgetary guidelines, quality and safety standards.
- Periodic visits of construction sites.
- Ensure project documents are complete.
- Identify the elements of project design and construction likely to give rise to disputes and or claims.

\* References and Letters of Recommendation Available Upon Request\*



**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 7<sup>th</sup> 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\*

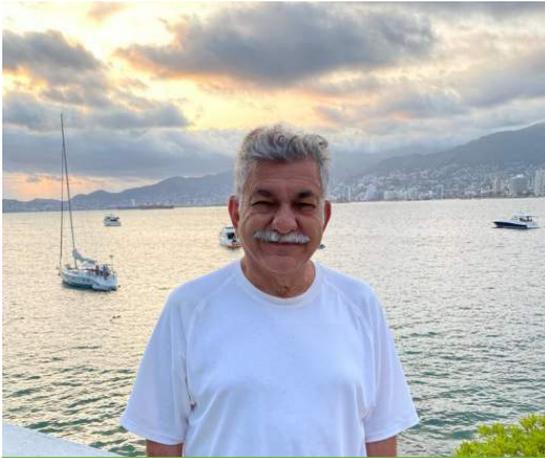
#### *Education*

- 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

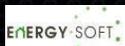
 Autodesk Revit

 Revu Bluebeam

 Microsoft Office Suite

 MiTek Wrightsoft

 NAVISWORKS Navisworks

 ENERGY-SOFT 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

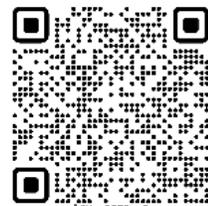
Maksym is a highly skilled Mechanical Engineer with a strong background in designing mechanical systems for a wide range of projects, including multi-family, mixed-use, and retail/commercial buildings. With his extensive experience in the field, Maksym has developed a deep understanding of the unique 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
<b>Total</b>	<b>1186</b>							



*"Building foundations for a better future."*

hello@eleos.la  
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
<b>Total Project Budget</b>		<b>21,613,387</b>

NOI at Completion - Stabilized		
<b>Net Operating Income</b>		
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)
<b>Net Operating Income</b>		<b>1,323,955</b>
<b>Build &amp; Sell Scenario</b>		
Cap Rate		5.00%
<b>Completed Value</b>		<b>26,479,098</b>

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

# ELEOS VENTURES, LLC

11029 WASHINGTON BLVD

## Sources & Uses - Predevelopment & Construction

<b>Sources &amp; Uses</b>				
<b>Sources of Cash</b>	<b>LTV</b>		<b>Uses of Cash</b>	
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
<b>Total Sources</b>		<b>28,113,387</b>	<b>Total Uses</b>	<b>28,113,387</b>



**Development Budget - Predevelopment and Construction**

		Months	36
Cost Category	Cost Subcategory	Description	Budget Estimate
<b>Land Costs</b>			
	Land	Existing Debt	
	Land	Land Value	
<b>Subtotal Land Costs</b>			-
<b>Carrying Costs</b>			
	Taxes & Insurance	Property Taxes	240,000
	Taxes & Insurance	Course of Construction/GL Insurance	190,000
<b>Subtotal Carrying Costs</b>			<b>430,000</b>
<b>Soft Costs PREDEVELOPMENT (Entitle and Permitting)</b>			
	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
<b>Subtotal Soft Costs</b>			<b>1,161,250</b>
<b>Soft Costs CONSTRUCTION</b>			
	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
<b>Subtotal Soft Costs</b>			<b>3,230,500</b>
<b>Hard Costs</b>			
	GMP Contract	Estimated at \$325 psf on Gross Project SF	14,592,500
<b>Subtotal Hard Costs</b>			<b>14,592,500</b>
<b>Loan Closing Costs</b>			
	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
<b>Loan Closing Cost Subtotal</b>			<b>503,344</b>
<b>Contingency</b>			
	Soft Cost Contingency		104,500
	Hard Cost Contingency		340,000
<b>Interest Reserve</b>			
	Interest Reserve	Residual Receipts Loan	366,262
	Interest Reserve	Bank Loan	885,032
<b>TOTAL PROJECT COST</b>			<b>21,613,387</b>

**Rent Roll Pro-Forma**

Unit Count	<b>68</b>
Potential Gross Income	<b>\$ 1,805,280</b>

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
<b>Total</b>	<b>55</b>	<b>13</b>	<b>68</b>

**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
<b>Total</b>		<b>55</b>	<b>13</b>	<b>68</b>

**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
<b>Gross Residential</b>	<b>68</b>			<b>\$ 147,128</b>	<b>1,765,530</b>
Retail Space A	1,325 SF			\$ 3,313	\$ 39,750
<b>Gross Retail</b>	<b>1,325 SF</b>			<b>\$ 3,313</b>	<b>\$ 39,750</b>
<b>Potential Gross Income</b>					<b>\$ 1,805,280</b>

Rent Schedules		
HCD		
AMI	1BR - 1.5 persons	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

**Operating Budget - Pro-Forma**

<b>Operating Expense Detail Report</b>						
<b>Budget Operating Expenses</b>			<b>Operating Expense Detail</b>	<b>per Door per Mo.</b>	<b>per Door per Yr.</b>	<b>\$ Total</b>
<i>Effective Gross Income</i>		1,862,098	Internet	N/A	N/A	3,000
<i>RUBS Reimbursement</i>	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
			<b>Common Area Utilities Total</b>	<b>26</b>	<b>313</b>	<b>21,298</b>
			<b>Subtotal Utilities</b>			<b>176,074</b>
			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
			<b>Subtotal</b>			<b>362,069</b>
			Property Taxes	1.267%		380,040
			Property Tax Exemption			(380,040)
			<b>Subtotal</b>			<b>-</b>
			<b>Operating Expense Total</b>			<b>538,143</b>

\* RUBS - Ratio Utility Billing System. Utility usage eligible for reimbursement from tenants.

\*\*Gas and Electric are sub-metered utilities with account in the name of tenant

<b>GROUND LEASE STRUCTURE - CASH FLOWS</b>																
	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
<b>PREDEV &amp; CONSTRUCTION PERIOD</b>																
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)
<b>Effective Gross Income</b>					<b>1,862,098</b>	<b>1,909,760</b>	<b>1,958,652</b>	<b>2,008,808</b>	<b>2,060,258</b>	<b>2,113,038</b>	<b>2,167,182</b>	<b>2,222,726</b>	<b>2,279,706</b>	<b>2,338,160</b>	<b>2,398,126</b>	<b>2,459,645</b>
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)
<b>Net Operating Income</b>					<b>1,323,955</b>	<b>1,352,782</b>	<b>1,382,180</b>	<b>1,412,159</b>	<b>1,442,727</b>	<b>1,473,893</b>	<b>1,505,667</b>	<b>1,538,058</b>	<b>1,571,075</b>	<b>1,604,727</b>	<b>1,639,023</b>	<b>1,673,973</b>
<b>Debt Service Perm Loan</b>					(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)
<b>Net Cash flow after Debt</b>					<b>220,633</b>	<b>249,460</b>	<b>278,859</b>	<b>308,837</b>	<b>339,405</b>	<b>370,572</b>	<b>402,346</b>	<b>434,736</b>	<b>467,753</b>	<b>501,405</b>	<b>535,701</b>	<b>570,651</b>
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
<b>Residual Receipts Loan</b>																
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
<b>Residual Receipts Loan Balance</b>				<b>(6,279,640)</b>	<b>(6,357,713)</b>	<b>(6,423,714)</b>	<b>(6,476,996)</b>	<b>(6,516,887)</b>	<b>(6,542,691)</b>	<b>(6,553,686)</b>	<b>(6,549,124)</b>	<b>(6,528,229)</b>	<b>(6,490,200)</b>	<b>(6,434,203)</b>	<b>(6,359,379)</b>	<b>(6,264,835)</b>

<b>GROUND LEASE STRUCTURE - CASH FLOWS</b>		<b>1/1/2026</b>	<b>1/1/2041</b>	<b>1/1/2042</b>	<b>1/1/2043</b>	<b>1/1/2044</b>	<b>1/1/2045</b>	<b>1/1/2046</b>	<b>1/1/2047</b>	<b>1/1/2048</b>	<b>1/1/2049</b>	<b>1/1/2050</b>	<b>1/1/2051</b>	<b>1/1/2052</b>	<b>1/1/2053</b>	<b>1/1/2054</b>	<b>1/1/2055</b>
<b>Years in Service</b>			13	14	15	16	17	18	19	20	21	22	23	24	25	26	27
<b>Time Period</b>		0	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
<b>Potential Gross Income</b>	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)
<b>Effective Gross Income</b>			<b>2,522,756</b>	<b>2,587,502</b>	<b>2,653,925</b>	<b>2,722,070</b>	<b>2,791,981</b>	<b>2,863,705</b>	<b>2,937,289</b>	<b>3,012,782</b>	<b>3,090,235</b>	<b>3,169,700</b>	<b>3,251,227</b>	<b>3,334,874</b>	<b>3,420,694</b>	<b>3,508,745</b>	<b>3,599,086</b>
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)
<b>Net Operating Income</b>			<b>1,709,586</b>	<b>1,745,871</b>	<b>1,782,837</b>	<b>1,820,493</b>	<b>1,858,849</b>	<b>1,897,913</b>	<b>1,937,695</b>	<b>1,978,202</b>	<b>2,019,445</b>	<b>2,061,432</b>	<b>2,104,170</b>	<b>2,147,669</b>	<b>2,191,937</b>	<b>2,236,982</b>	<b>2,282,812</b>
<b>Debt Service Perm Loan</b>			(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)
<b>Net Cash flow after Debt</b>			<b>606,264</b>	<b>642,549</b>	<b>679,515</b>	<b>717,171</b>	<b>755,527</b>	<b>794,591</b>	<b>834,373</b>	<b>874,881</b>	<b>916,123</b>	<b>958,110</b>	<b>1,000,848</b>	<b>1,044,348</b>	<b>1,088,615</b>	<b>1,133,660</b>	<b>1,179,490</b>
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
<b>Residual Receipts Loan</b>																	
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
<b>Residual Receipts Loan Balance</b>			<b>(6,149,648)</b>	<b>(6,012,863)</b>	<b>(5,853,491)</b>	<b>(5,670,511)</b>	<b>(5,462,862)</b>	<b>(5,229,453)</b>	<b>(4,969,150)</b>	<b>(4,680,784)</b>	<b>(4,363,146)</b>	<b>(4,014,985)</b>	<b>(3,635,011)</b>	<b>(3,221,887)</b>	<b>(2,774,236)</b>	<b>(2,290,633)</b>	<b>(1,769,607)</b>