



PERALTA COMMUNITY COLLEGE DISTRICT

AFFORDABLE STUDENT HOUSING FEASIBILITY STUDY REQUEST FOR PROPOSALS OAKLAND, CA

DECEMBER 16, 2022





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TAB 1

COVER LETTER





December 16, 2022

Vice Chancellor Marla Williams-Powell Peralta Community College District 333 East Eighth Street Oakland, CA 94606

Re: Campus Advantage/HERD Response to RFP re Affordable Housing Feasibility Study

Dear Dr. Williams-Powell:

Campus Advantage ("CA") in partnership with Housing and Education Resource Development ("HERD" and together with CA, the "Consultant") is pleased to present its response and credentials concerning the RFP for Affordable Housing Feasibility Study, dated December 2, 2022 (the "RFP").

Consultant will prepare a development plan as a part of the Feasibility Study to deliver and manage student housing at a price point that is 50% of the cost of other student housing facilities in the area, using offsite modular manufacturing to deploy the housing within a year from the time construction commences—much faster than traditional construction methods. The safe and affordable student housing we propose assists Peralta Community College District ("PCCD") in its educational mission, and the ability to live on campus and greatly reduce housing insecurity enhances the experience and academic and post-graduation success rate of students at PCCD's colleges in many positive ways. Rent can be paid through financial aid. In fact, our proposed annual rent is reasonable enough to be covered with a Pell Grant.

Consultant's cost per bed (\$78,000) and time to complete construction (appx. 12 months) is significantly lower than any similar project...

Campus	Orange Coast College	Santa Rosa JC	Napa Valley College	UC Berkeley Blackwell	Peralta CCD
Project Cost	\$137 million	\$75 million	\$140 million	\$99 million	\$150 million
Total Number of Beds	823	352	580	780	1,920
Cost Per Bed	\$167,023	\$213,068	\$241,380	\$126,538	\$78,125
Construction Period	3 years	2 years	2 years	2 years	12 months

...as reflected in highly affordable student rents





Monthly Rent—Apt. with 1 person per bedroom	\$1,589	\$1.717	\$1,799	\$1,666	\$1,099
Monthly Rent — Apt. with 2 people per bedroom	\$1,099	\$1,609	\$1,544	\$1,452	\$628
Developer	Scion/ Servitas	Scion/ Servitas	Martin Grp/ Greystar	ACC Equity	Campus Advantage/ HERD

If selected, Consultant will complete four Feasibility Studies (collectively "the Feasibility Study") of new student housing developments and student center buildings on land owned by PCCD on each of the campuses of Laney College, Merritt College, College of Alameda, and at Berkeley City College, on land separate from that campus. The Feasibility Study will provide a development plan to create housing for all four colleges in PCCD. The Feasibility Study will be completed by Consultant at a cost of \$60,000 for each campus, totaling \$240,000 and submitted to PCCD by January 18, 2023.

The scope of the Feasibility Study will include all the tasks and deliverables requested in Section 4.0 A & B of the RFP. Consultant has reviewed the deliverables asked for in the application for SB169 Grant Funds and concludes that data beyond the scope of the PCCD RFP will be needed for a successful submission. To provide the tools to PCCD for this purpose, the Consultant will add the following scope which we feel will be necessary to secure a grant under SB169. We provide this information at no additional cost to the District. The added scope to the Feasibility Study shall include:

- 1. For each campus location: Architectural design of the project with site plan, building plan and elevations, unit mixes with square footage, and rendering of a typical building.
- 2. For each campus site: Trending financial pro formas determining income, operating costs, capital reserve recommendations, and utility benchmarking.
- 3. Detailed cost estimates from two general contractors Consultant has engaged to determine construction costs.
- 4. For each campus site, preparation of the Project Budget including all hard and soft costs and the market value of the land being contributed by PCCD.
- 5. Financing analysis in a public private partnership (P3) transaction with PCCD: Mix of SB169 grant funding combined with a forecast of the sizing and interest rate of tax-exempt debt stress tested for levels of debt service:
 - a. Maximum debt financing which could be made available to the project with the housing rates constant at 50% AMI, maintaining minimum levels of debt service coverage
 - b. Minimum housing rates required with 100% debt funding with no SB169 funds available, maintaining minimum levels of debt service coverage
 - c. Minimum housing rates possible with 50%/50% mix of SB169 Funding and debt funding, maintaining minimum levels of debt service coverage
- 6. Enumeration of the covenants to be undertaken by PCCD to facilitate the project.

Campus Advantage and HERD shall meet and confer with the Board of Trustees, Chancellor, and Staff of PCCD upon completion of the Feasibility Study to discuss the development plan outlining project risk and economic

Proprietary Information of Campus Advantage, Inc. in partnership with Housing and Education Resource Development





feasibility. Assuming the conclusion of the Feasibility Study indicates that the project is reasonably economically sound and favorable to move forward from other business perspectives, the parties agree to negotiate in good faith a Development Agreement (the "DA").

Successful execution of this project will require four critical elements: 1) unusual financing, 2) complex construction using cost effective modular techniques, 3) detailed design and engineering to accommodate unique site conditions, and 4) risk management. The Campus Advantage/HERD team is comprised of experienced professionals who have been successful in each of these key areas and proclaims that these attributes are Consultant's best asset.

What will make this a successful and enjoyable project benefitting PCCD and its students by taking major steps towards eliminating housing insecurity will be a process of client review and input, together forging a final development plan for this student housing construction that carries a stamp not only of the development team but also of PCCD, the client, and student demand. The fee for the Feasibility Study will be invoiced pursuant to the terms set forth in the Consulting Agreement as described in the RFP

We look forward to working with you to develop this innovative and cost effective student housing for PCCD.

Very truly yours,

cott Barton

Scott Barton, Chief Investment Officer Campus Advantage, INC

harles Dewel

Charles Oewel, Chief Executive Officer Housing and Education Resource Development, LLC





TAB 2 PROJECT AND TEAM EXPERIENCE





TEAM OVERVIEW

We are pleased to introduce the members of our team below. Appendix A attached hereto includes more detailed credentials of additional team members of Consultant.

Housing and Education Resource Development | Charlie Oewel

Community Development and Strategic Planner with focus on P3 student housing structures herdforstudents.com

Campus Advantage | Scott Barton | Dena Costello

National Student Housing Operator, Consultant, and Investment Team providing market analysis of the Oakland, Alameda and Berkeley housing sectors campusadv.com

Amy Skewes-Cox, AICP

Environmental and Land Use Planner with several planning contracts with Merritt College and College of Alameda rtasc.com

Lowney Architecture | Nora Garcia

Oakland based architectural firm with major project experience in multi-family housing, student housing and modular manufactured housing technology lownerarch.com

Crate Modular | Amanda Gattenby

Industry leader in steel modular construction for the multifamily, affordable and educational housing sectors cratemodular.com

Thompson Builders | Matt Sasan | Paul Thompson

Regional General Contractor with focus on multifamily housing, educational facilities and public works. Signed a \$25 Million construction contract for a Horticultural Center at Merritt College in October, '22. tbcorp.com

WEBCOR | Brad Denney

A large West Coast based general contractor with significant higher education construction track record including the \$1.2 Billion UC Merced 2020 Campus Expansion project, UC Santa Barbara Munger Hall featuring modular construction providing cost and construction scheduling savings, UC Berkeley's Blackwell Hall and the propose 1,100 bed People's Park project.

webcor.com

Goldman Sachs | Michael Fleishman | Jessica Yueh

Preeminent investment banking firm with deep experience in municipal and non-recourse student housing transactions featuring P3 capital stacks goldmansachs.com

HOUSING AND EDUCATION RESOURCE DEVELOPMENT ("HERD")

ESTABLISHED: 2022 LEGAL NAME: Housing and Education Resource Development, LLC NUMBER OF OFFICES: 1 Corporate Office | 1606 Juanita Lane, Suite A, Tiburon, CA 94920 PRINCIPAL BUSINESS: Development of student housing on college campus utilizing cost effective modular construction techniques EMPLOYEE COUNT: 4

Proprietary Information of Campus Advantage, Inc. in partnership with Housing and Education Resource Development





OPERATIONAL: Flexible

DISCLOSURE: None, the Company certifies that it is not debarred, suspended, or otherwise declared ineligible to contract by any federal, state, or local public agency.

HERD, while itself a recent Bay Area start-up, has recruited a team of highly qualified men and women from relationships formed from decades of in-depth real estate development, construction and financing and business activities. This team represents an exceptional talent pool, any one person can operate in behalf of others, providing a line of succession when and if any one manager is not available. The CEO of HERD, Charles Oewel, has enjoyed a lifetime in entrepreneurial startups and service to non-profits. The organization has a deep bench of professionals from ages in the 20's to the 70's, each of whom could assume leadership succession.

HOUSING AND EDUCATION RESOURCE DEVELOPMENT PROJECT TEAM



Charles Oewel founded Student Center Associates in 2005. SCA specializes in the development and asset management of student housing jointly developed with university P3 ownership structures or non-profits in the education space. Oewel has completed development of student housing for students at University of California- Berkeley, Cal-Poly- San Luis Obispo, University of Wisconsin- Madison, University of Illinois- Champaign and Marshall University-Huntington, West Virginia. Oewel, a Rotarian for 2 decades, has served as President of both the Tiburon- Belvedere (California) Rotary Club and the Rotary Foundation. Oewel holds a bachelor's degree majoring in Economics from Penn State University and an MBA majoring in Finance from The Wharton School of the University of Pennsylvania.



John Rosenbaum, HERD Treasurer and COO, has used his University of Pennsylvania joint degree in finance and Japanese to help roll out the American Express Card in Japan and to pioneer big data as a divisional assistant CFO at AmEx. He subsequently practiced corporate law at White & Case LLP and in private practice organized a wide variety of startups and advised founders on participating in incubators and accelerators, obtaining seed and VC funding, and ultimately executing successful exit strategies. Rosenbaum founded and operates the innovative litigation finance company Appellate Advance LLC. John earned his BS in Economics from the Wharton School at the University of Pennsylvania and a J.D. from the University of San Francisco. Rosenbaum has served a number of Oewel's partnership formations and real estate acquisition as legal counsel for the past 10 years. Prior to that Rosenbaum and Oewel served together in several non-profit organizations. Rosenbaum works closely with Oewel in every aspect of HERD's corporate life.





Ken Taub, HERD's Architect and Senior VP of Construction, has been a partner with Oewel for 35 years. Originally from Houston, Texas, Ken received his undergraduate and architectural degrees from University of Houston. Taub and Oewel worked together in Texas, Nevada, Washington and California in the development and construction of many apartment projects totaling over 4,000 units, shopping centers, grocery store anchors, office buildings, townhouse, and single-family homes, even restaurants. Ken was deeply involved in many of Oewel's projects in the 4-state area, proving his hands-on approach and attention to detail. Ken is the designer of the HERD student housing villages, tailored to the unique constraints of each community college site. Ken's general contractor experience spanning 35 years will accelerate HERD's important expertise in the assembly of the modular units fabricated off site into the multi-story buildings on the community college campuses.







Mary Monda Oewel, HERD's Chief Technology Officer, will advocate for student needs and community resources within each student housing development to include social services, educational support, career readiness seminars, and important finance and certificate training. Mary Monda is responsible for managing all content creation and marketing, including website development. She facilitates diversity, equity, and inclusion discussions to foster an inclusive mission and team. Mary Monda is a 2019 graduate of University of Connecticut with a dual bachelor's degree in Economics and Political Science, obtained a Masters degree while serving a 2 year assignment at Teach for America teaching in an under-resourced charter school in New York City. Mary Monda was a three-season student athlete throughout college, participated in Cross Country, Indoor and Outdoor Track and Field, helped lead the team to two Conference Championships.



Robert Kagan is President and Director of Foundation for Community Life, a 501(c)(3) public benefit corporation. FCL acts as a conduit owner/borrower of student housing development with P3 ownership structures throughout the U.S. During his 40-year career in real estate lending, development and deal making, Kagan had primary responsibilities for acquisition, entitlement, financing, asset management, marketing, and sales, and has been a workout consultant for distressed properties. Kagan holds a bachelor's degree in political science and an MBA from UC Berkeley. He has taught real estate finance at San Francisco State University and was Senior Adjunct Professor in the Graduate School of Business Administration at Golden Gate University for 40 years.

OUR EXPERIENCE AND APPROACH FOR THIS CONSULTING ENGAGEMENT AND OUR PROCESSES MAKES US UNIQUE.

Consultant Team Members have licensed architectural and construction management resources internally to allow complete project design and construction cost estimates for purposes of the Feasibility Study Phase of the project. Our approach is covered in Tabs 3 & 4. We are unique in that we are a full-service operation which provides more than the competitor. From our Market Analysis and Feasibility Studies that cover everything for a new development getting off the ground with trending pro formas for stabilized operations to initial operations budgets, financial accounting, full-service marketing, and investment advisory, as a combined firm, we are a start to finish project shop.

EDUCATIONAL CHALLENGES FACED BY COLLEGE STUDENTS AND THE HOUSING OPTIONS AVAILABLE TO THEM, ESPECIALLY IN THE ALAMEDA COUNTY AREA.

Problem- Community colleges provide motivated students with life-changing opportunities, but too many are dropping out because room and board costs too much. One in five community college students is homeless and over half have food insecurity. Enrollment falls, in part, because housing costs are too high. Student pain is shared by the colleges that must lay off staff as state funding based on headcount decreases.

<u>Solution-</u> HERD has innovated modular housing units designed for college students. These 2-bedroom, 2-bath units provide full kitchens and can be deployed in months, not years, at a cost of 50% of conventional construction.

Proposition- For the Peralta Community College District, the proposal encompasses three HERD prototype villages, two containing 120 2 bedroom, 2 bath units accommodating 480 beds in four 3 story buildings situated on one acre of land, and the third encompassing 240 units accommodating 960 students in 6 story buildings, also occupying one acre of land. The Peralta District includes four campuses, three of which have land available for student housing (Berkeley City College would utilize nearby off-campus land). The proposal could be deployed within 12 months at a cost of \$150 Million and keep 10,000 students in college over 5 years at a capital cost less than \$80,000 per bed.





A joint venture has been created between Campus Advantage, a national owner and manager of student housing, and Housing and Education Resource Development (Consultant) with a primary focus on developing a student housing facility as a public benefit to the students at Peralta Community College District (PCCD). To further this goal, the Consultant, as developer, will lease land from PCCD for a term of 50 years with land rent fixed at \$1.00 per year and develop a student housing accommodation containing the number of units to be determined based on need. The leased land will be located within the campuses of Merritt College, College of Alameda, and Laney College which will provide a joint housing project for Berkeley City College and Laney students, all of which have a chronic under-served need for student housing. PCCD is investigating ways to build housing and this proposal is offered to provide a solution to the need.

The Consultant has designed a prototype student housing village to provide important cost and operating feasibility for such a project. Although each site may be designed to reflect market demand, local conditions, terrain, available land and zoning requirements, the example of the prototype village is presented for the purpose of discussing this proposal. The prototype student housing village pod is planned on 1.0 acre of land and includes 120 2 bedroom, 2 bath units to accommodate 480 student housing beds with full kitchen cooking facilities in each unit and 1,600 square feet of student center area (Project)._

Housing fees charged by nearby East Bay student housing accommodations average \$1,500 per bed per month after deducting the cost of a meal plan. The proposed PCCD housing fees are projected at \$628 per bed per month, inclusive of furniture, utilities, cable and Internet. Accordingly, the cost of providing housing to students of PCCD is less than 50% of comparable housing in the Bay Area. Each 2 bedroom, 2 bath unit will provide double occupancy in each bedroom, and single occupancy in each bedroom in the 2 bedroom, 1 bath floor plan. How does this stack up with affordable housing in the East Bay?

The Peralta District published an excellent description of the current state of the East Bay found in the CCC Planning Grant application. "Market analysis found that current housing rates within the Alameda County service area are well above the low-income housing monthly rental rate set forth by the Student Housing Grant Program. Potential rent for low-income student housing would stand to be the best alternative for students that qualify. Additional benefits with on-campus student housing are that it may offer varying unit styles and occupancy options, along with the added value of living on campus. Based on the latest HCD data, Alameda County Very Low Income of 50% of Area Median Income (AMI) for a single-room occupancy was \$87,900. For the purposes of this student housing CCC Planning Grant Program, the maximum low-income single-room rental rate that PCCD could charge for monthly rent would be \$1,099 per month (0.30 x 0.50 x \$87,900 = \$13,185 annual rent/12 months = \$1,099 monthly rent). The maximum monthly rental rate for low-income double rooms would be \$1,256 per month (0.30 x 0.50 x \$100,500 = \$15,075 annual rent / 12 months = \$1,256 monthly rent) or \$628 per student (\$1,256/2 beds = \$628). 100% of the housing provided by the Consultant will meet these affordable rent targets.

Student Housing Falls Short of Need

The market for housing off campus has proliferated around major university campuses, especially in Berkeley where UC has not been proactive in building enough student housing to meet enrollment increases. UC Berkeley houses only 22% of its students on campus, exacerbating the crisis of students suffering housing vulnerability. The off-campus housing model has worked, but only for those students who can afford to pay high market rental rates not affordable to the typical student attending Peralta campuses. This lack of housing affordable to students has manifested itself into high rates of students who are not housed. Signs of homeless housing are evident throughout the East Bay, and do not exclude students.

Student housing is in crisis throughout the State of California, not only in Berkeley. A UCLA study finds 1 in 20 UC students are homeless, 1 in 10 California State University students are homeless. More concerning, the UCLA study reports 1 in 5 community college students are homeless. In PCCD, studies conclude that fully 30% of its students are homeless and 84% are housing insecure. To respond to this crisis in unmet student housing need, SB169 was enacted into law by the California Legislature in 2021 to funnel \$2 Billion in grants for the





construction of student housing in California. Of this, \$1Billion is set aside specifically for community college student housing. SB169 requires funded projects to be shovel-ready in the same year as the grants are awarded. Projects must demonstrate that construction could begin by year end in each of three years (2022, 2023 and 2024) the grants will be funded. For this reason, to successfully compete for SB169 student housing grants Peralta District may consider accelerating the pre-construction period to position the district's ability to successfully access these grant funds._

Community colleges throughout California are battling decreasing enrollment. The PCCD 2020-'21 headcount was 30,681, down approximately 30% from prior years. While the District has taken radical steps to rebuild enrollment, such as free tuition in the academic year '22-'23, the full-time equivalent cohort is still below targets. This begs the question, why?

In Spring 2017, Peralta Community College District did an online survey to identify student housing insecurity and/or homelessness and included 693 respondents from the District's four-Colleges. This study concluded that approximately 84% of the respondents experienced at least one form of housing insecurity and 30% experienced homelessness.

These survey results point to one of many barriers to student enrollment; the 84% of Peralta District students facing housing vulnerability. Another is the 50% of students who cannot afford to eat healthy meals; hello Top Ramen. Many are forced to work one or even two jobs to pay the bills, housing being the largest cost item in the students budget. Forced to work full time to pay for housing causes many students to drop out or not even consider pursuing an education. Providing affordable housing with cooking facilities in each unit on campus will address this disincentive.

Another priority issue foremost in the minds of many community college administrators is recruitment of international and out of state students. In-state tuition is \$1,310 per year and out-of-state tuition is \$8,210. Accordingly, the high paying international and out of state student cohort is heavily recruited by many community colleges but they will not enroll unless there is affordable and safe housing available to them, creating another need to be served.

Finally, housing fees will increase over time and will create a new income stream for community colleges. The mission of community colleges has not included housing in the past. This reality has changed over the years, manifesting in a growing need for housing community college students. For PCCD this demand for student housing may provide a ripe new revenue source that will grow over time. Not only will it serve a purpose of enhancing the student experience and a means to attract new students, but it will become a profit center within the Peralta District.

The primary housing goals set forth by the Peralta District are to address the following issues: confront lowincome housing inequities in the service area community; provide the College with affordable on-campus housing for its students; augment students' total cost of attendance by reducing housing and transportation costs; utilize student housing as a means for the College to increase full-time equivalent student (FTES) growth; and better support transfer pathways to four-year public postsecondary institutions.

The necessity for the Peralta District to create student housing quickly and efficiently is well documented. There is little debate over the need, only the how. If selected, the Consultant will be the answer to this question. The goal set by the Consultant is to under promise and over perform.

Putting Community in Community College[™]

The goal of the intentional communal student living environment is to create a supportive home away from home providing students a caring community in which to live. Student housing should create a situation in which students can form social connections- friendships and mentoring relationships. This is the "college experience" students seek; it can be provided with a residential component added to the community college mission.

Proprietary Information of Campus Advantage, Inc. in partnership with Housing and Education Resource Development





Universities around the country are aiming to build what is typically referred to as a "living-learning environment"; promoting both school spirit and responsibility to community among a diverse student body. Tactics include encouraging student-faculty interaction and RA staff who plan residential life activities and watch out for strugglers. The idea is to build into a commuter school setting the advantages of a smaller group where students live and work together. The quality of the student living experience and retention and success for students are major goals. The living learning environment is designed to foster community, not a group of unmonitored or unsupervised students living together. The living learning environment embedded in the Peralta Project will intentionally support academic growth and responsible living. There will be structure and supervision that includes a code of conduct, RAs and professional property management specialized in student housing providing on site staff to supervise leasing, maintenance, housing fee collections and accounts payable. Campus Advantage is steeped in these management functions with a large cadre of highly trained professionals to discharge the task

CAMPUS ADVANTAGE

ESTABLISHED: 2003 LEGAL NAME: Campus Advantage, INC NUMBER OF OFFICES: Corporate Office | 1 Location – Communities | 43 Locations PRINCIPAL BUSINESS: Student Housing Consulting & Student Housing Property Management EMPLOYEE COUNT: 450+ Nationwide OPERATIONAL: Corporate Location | 8:00 a.m.-5:00 p.m. | Monday-Friday DISCLOSURE: Campus Advantage has no lawsuits, claims, or demands related to Consulting Department.

CAMPUS ADVANTAGE PROJECT TEAM



Mike Peter, President & CEO Mike is the founder of Campus Advantage and serves as its President and CEO. He is responsible for all strategic planning and financial operations. Mike initiates new and maintains existing relationships with colleges, universities, private owners, and allied business partners. Mike served in the U.S. Peace Corps in the West Indies. Mike was a National Communications Coordinator (NCC) for the National Association of College and University Residence Halls (NACURH) and is an active professional member of the Association of College and University Housing Officers-International (ACUHO-I), National Multifamily Housing Council (NMHC), and the National Association of College Auxiliary Services (NACAS). Mike has a Bachelor of Arts from the University of Wisconsin and a Doctor of Jurisprudence from the University of Minnesota.



Beth Pinder, Chief Operating Officer Beth leads the Management Services division and oversees the operations of the company's portfolios. Beth has successfully built teams and overseen the development of a vertically integrated PM platforms, launched offices in South America and Europe, and provided leasing and operations oversight to a portfolio consisting of 23,945 beds in the U.S., South America, and Europe. In addition, she has guided objectives from initial planning to delivery of 13,980 beds to ensure all aspects of the projects met operational guidelines. Beth has more than 20 years of experience in real estate and has a passion and expertise in sales, marketing, training, revenue management, new development, turnover processes, stabilization, and on-site operations.





Primary Project Lead

Primary

Project Lead



Scott Barton, Chief Investment Officer Scott leads the Investments division, which oversees all acquisition, development, asset management, and capital efforts. Scott brings more than 20 years of experience in commercial real estate with a specific focus in the student housing, hotel, land, and retail sectors. Scott's experience includes acquisitions, dispositions, and off-campus development activities for a \$4.6 billion publicly traded student housing REIT. Scott has a Bachelor of Science in Business Administration from Washington University and a Master of Business Administration in finance from Texas A&M.

Dena is responsible for driving new revenue for the company's third-party management and consulting platforms. While establishing relationships with clients, Dena brings a refreshed take on third-party management, having covered markets from coast-to-coast with true boots-on-the-ground expertise. With 23 years of industry experience in student, multifamily, commercial, consulting, new development, rehabs, conversions, stabilizations, and operations, her strengths are asset impacts, financials and risk, operational efficiencies, facilities and capital improvement projects, design trends, and maintaining in-depth market knowledge. As a citizen of the Muscogee (Creek) Nation and daughter of a 1st generation Indigenous Professor (less than 1/3rd of 1% of Indigenous people have a PhD), Dr. Mom, Dena not only understands students and educators, she has been a passionate advocate, ally, and volunteer for over 25 years working within communities, helping to empower students, writing grants, and driving assistance to those impacted in all spaces through poverty and financial instability/insecurity, domestic violence and sexual assault, homelessness, and all areas affecting marginalized peoples. She completed her Bachelor of Business Administration and Management at Northeastern State University.

Dena Costello, Vice President of Business Development, Consulting, & Client Services



Carlos Gonzales, Senior Vice President Asset Management Carlos joined is responsible for the overall economic performance of the Campus Advantage portfolio and works in partnership with property operations to maximize value by setting the strategy for each asset and overseeing revenue management, physical conditions, and ongoing capital projects. He has over 16 years of experience in commercial real estate with proven success in the acquisition, disposition, and asset management of institutional real estate. He received a bachelor's degree in Psychology and Business at the University of Texas at Austin, and Master of Business Administration in Real Estate and Finance at American University -- Kogod School of Business.

CAMPUS ADVANTAGE EXPERIENCE, EXAMPLE PROJECTS, & CLIENT REFERENCES

From global projects in Italy to national studies at Brown University, Xavier University, Pueblo Community College, for a 20,000 bed, nationwide 38-community student portfolio, or our colleges and universities in California locations such as Merced, Berkeley, Sacramento, Los Angeles, or San Diego, since 2019, Campus Advantage has completed over seventy-five (75) market analysis and feasibility studies and projects. Campus Advantage has significant experience working in a public institution environment. We are accustomed to performing as a public institution when working with universities, colleges, and their foundations. Several senior leadership members have previous experience in a public environment, serving in roles such as Deans of Students, Directors of Housing, and the Vice President of Finance. Additionally, many of our leaders began their careers as resident assistants, resident directors, or housing administrators and were originally employees of public institutions. Because of this depth of experience, and a substantial institutional client base, we often view our role as that of a public entity, and always as a strategic partner, with the ultimate goals of supporting desired outcomes of the institution while providing the residents with a seamless experience.

We chose three (3) references most relevant to the size and scale of the communities Peralta Community College District is looking to create. We have additional examples to provide upon request.





PROJECTS & REFERENCES:



Palm Beach Atlantic University

Market Analysis & Feasibility Services Higher Education

Dates: April 2022-Present, As Needed Size: 1,250 Beds Contact: Stacie Bowie Phone: (501) 803-2083 Email: stacie_bowie@pba.edu

Challenge: The University has the goal of increasing on-campus bed counts by 1500 beds through acquiring and developing new land acquisition, repurpose of existing buildings within a two-year period. This objective presented a unique challenge with the need to increase bed counts through repurpose or acquisition in a limited time allotment. In addition, the university needs additional classrooms, meeting and conference space, wellness centers, student life facilities, student life programming, and green space.

Approach: Campus Advantage was brought on board to provide market analysis and feasibility study to Palm Beach Atlantic Univeristy. Through conducting an on-campus tour, intercept surveys, data collection and analysis, and in-person content collection, including assessing needs and priorities, Campus Advantage was able to document all requirements of the project. Campus Advantage analyzed the current campus infrastructure and advised on strategies for expansion.

Findings: The study's analysis and recommendations assisted the university in determining unit configurations, an amenity package, and projections for future demand. It featured an analysis of on-campus housing, rental rates, concessions, enrollment, and the university's plans for future growth. Campus Advantage additionally compiled recommendations, which included a unit mix, apartment, and amenity design marketing strategies, and proposed rental rates. Based on the team's findings, Campus Advantage presented within the study, a replacement plan for the university's current on-campus supply, the university is moving forward on development plans. Campus Advantage continues collaborating with client.









Metropolitan State University of Denver

Market Analysis & Feasibility Services Higher Education

Dates: March 2022-April 2022 Size: 500 Beds Contact: Christopher Pena Phone: (303) 556-5740 Email: cpena19@msudenver.edu

Challenge: MSU Denver's total enrollment has decreased by 12.9% since 2017, reaching 17,566 students in Fall 2021. The undergraduate enrollment decreased by 16.1% over the last five years, however, graduate enrollment increased by 86.9% during that same period. As an HSI, MSU Denver serves the highest number of Hispanic/Latina/o/x students among institutions of higher education in the state of Colorado, at 5,843, representing 31% of MSU Denver's enrolled student body. This rapid expansion in enrollment has created a need for affordable housing within the Denver student market. With an 80% full-time working student base, and 46% percent of students in need of financial aid, the options for housing and location were of significant concern. The University partners with Colorado University Denver to allow students to live in an apartment style residence hall.

Approach: Campus Advantage Consulting was engaged to conduct a Market Analysis and Feasibility Study for MSU Denver in the Spring of 2022. Campus Advantage performed a remote analysis in addition to physically touring potential development sites on the Aurora campus. The team surveyed and collected data from current students and non-matriculated students to assess the feasibility of a new on-campus development, preferences for amenities, unit types, and pricing. The team remotely surveyed the off-campus student housing communities currently serving MSU Denver students to identify the feasibility of an affordable market. Potential development locations were identified, and Campus Advantage made recommendations on site opportunities, development price considerations, unit mix, concessions, and amenities based on enrollment trends and the university's plans for future growth. Additional to the compiled recommendations, Campus Advantage suggested apartment features, marketing campaigns and strategies, and proposed rental rates.

Findings: The team's analysis of the University's current on-campus housing options helped the client determine future campus housing locations, pricing, unit mixes, design, communal area and in-unit amenity spaces, furniture packages, technology packages, and university enrollment trends. The development process is slated to move forward with a potential completion in 2025. All dates are to be determined.





PERALTA COMMUNITY COLLEGE DISTRICT



Blackhawk Technical College

Market Analysis & Feasibility Services Higher Education

Dates: December 2021-March 2022 Size: 125 Beds Contact: Lisa Hurda Phone: (608) 757-7704 Email: <u>Ihurda@blackhawk.edu</u>

Challenge: Enrollment for the year was averaging 32 years of age, without a strong outreach to high school graduates, and a lack of concurrent enrollments. Highland Community College and Madison College both have housing. There were larger concerns about the reductions in enrollment as both Blackhawk Technical College and other junior colleges have been seeing reduced enrollment across the state.

Approach: Campus Advantage was engaged to perform a market analysis and feasibility study for a potential new on-campus student housing development serving the students at Blackhawk Technical College Campus Advantage evaluated market conditions by assessing the proposed development site, surrounding market, and the developer's planning materials. Initial student surveys were conducted, which showed a 60% student interest rate. Potential competitors were identified and evaluated to determine the potential needed floorplans, amenities, and features within the market.

Findings: Due to a lack of purpose-built student housing in the area, Campus Advantage determined that the market could support a 125-bed development. A strong digital marketing campaign highlighting the development's prime location, utility inclusions, student-oriented amenities, residence life programming, emphasizing low-cost competitive rental rates was recommended to begin 14-16 months in advance of the proposed development.





TAB 3 METHODOLOGY





METHODOLOGY

Over the years we have acquired a deep understanding of the development of student housing. Our team members have been directly involved with a considerable number of comparable development projects in California and will bring that experience to bear in developing an efficient consulting collaboration. Leveraging our prior work and experience, we would work with Peralta Community College District to quickly understand financial feasibility goals, land use, and site selection opportunities, while also identifying key value drivers, affordability savings opportunities and reducing the standard cost of development by creating financial reports to stretch finances further and create larger community impacts and opportunities.

Methodology: A Market Analysis and Feasibility Study will be conducted to evaluate market conditions for new affordable student housing, dining, amenity, and student success centers for all locations within the Peralta Community College District. The focus of the market analysis will be used to:

- 1. Evaluate the potential for a new affordable student housing community and impact on the community and enrollment, as well as identification of potential risk.
- 2. Identify market conditions, make recommendations on the configuration of the development, housing rates, dining, study spaces, design, and additional options.
- 3. Assess current campus housing supply and determine if developing a new housing community would address the housing insecurity within the market, stabilize and improve graduation rates, and prove financially sustainable for campus housing within the community college district.

The market analysis and feasibility study will include:

- Enrollment growth patterns and plan, strategic goals, and student demographic information
- Overview of on- and off-campus housing, tuition costs, and future off-campus housing supply
- Affordable housing needs overview with data charting to current student demographics
- An analysis of overall market demand and the necessary capture ratio for the Project
- Proposed locations for new on-campus housing and dining resources
- Analysis of demand for a variety of traditional, semi-suite, full-suite, and apartment-style housing options
- Recommended unit mix based on demand analysis
- Analysis of student demand for dining and grocery concepts
- Recommended dining options based on student feedback and Consultant's research and knowledge of industry trends
- Recommended safety and security planning options
- Recommended unit layouts, unit amenities, and communal area amenities with rate
- A list of design features for the project, based on student feedback and Consultant's research and knowledge of national trends, which will attract Peralta Community College District students
- Comprehensive study of off-campus competitive rentals, including:
 - Pre-leasing and current occupancies
 - Communal area and unit amenities
 - Utility inclusions
 - Floor plan square footage
 - Current market rents and projected rents
 - Ancillary income recommendations
- A pipeline report detailing potential new developments entering the market
- A map and summary of current and future purpose-built student housing supply in the market
- A market rent comparison chart comparing other on-campus communities and potential off-campus competing properties to the Project
- Staffing structure recommendations
- A sample operating budget/pro forma
- A new development initial operations budget with Marketing Campaign recommendations

Proprietary Information of Campus Advantage, Inc. in partnership with Housing and Education Resource Development





TAB 4 TECHNICAL APPROACH





TECHNICAL APPROACH

Data: Means of data gathering will include focus groups, intercept, and online surveys, to identify student preferences in terms of location, floor plan types, desired amenities, unit finishes and features, utility inclusions, price point, dining preferences, and desired amenity spaces. Supply and demand metrics will be established and analyzed to determine an appropriate recommendation for future housing, dining, wellness, and educational success. Additional sources of data include University provided reporting, national government databases, premium software services, and professional industry reporting locations.

Evaluation & Information Gathering: Consultant will spend 14 days evaluating the market and enrollment trends, touring the existing on-campus housing supply, analyzing the shadow market, and assessing supply/demand characteristics. Based on this time spent analyzing the opportunity, our conclusion will indicate if there is suitable supply and demand dynamics to support a high-quality on-campus student housing project; however, proper consideration needs to be attributed to future enrollment growth, floor plans, amenities, design and configuration of all spaces.

Campus Collaboration: We are used to operating as part of a project team and complex grants, market research, feasibility, and developments like this one often include participants from a range of disciplines. We enjoy this type of collaboration and believe this is critical to the success of the Project. The nature of these projects is inherently interdisciplinary with decisions in one area impacting outcomes in another. We believe strong collaboration will drive project success. We will work directly with key college stakeholders to ensure that we are taking all parties' needs and requests into consideration.

If desired by the Peralta Community College District, our team can also seamlessly provide:

Third-Party Management: Campus Advantage employs five hundred (500) team members across the country, with experience on- and off-campus, partnering with colleges, universities, developers, and private and public parties. We have a full-service suite of features, including our award-winning Human Resources who recruits staff, completes compliance and career training, payroll services, operations plans, marketing and leasing plans, initial operations budgets, facilities planning, centralized operations services, and insurance planning and implementation. Our trademarked residence life programming offers students the chance to build their credit scores, have direct resume' building assistance, and participate in activities such as professional headshots, community building and bonding through shared dinners, volunteering and fundraising events, wellness activities, study sessions, and access to a national employment network platform, and national discount programs. Plus, we enjoy offering our residents a place to work as part of our partnership program with our communities.

Capital Improvement Project Management: Campus Advantage employs a team responsible for managing and delivering large-scale capital expenditure projects on time and on budget, with superior quality. Campus Advantage's long-term, national relationship with contractors and suppliers allows for increased efficiencies and reduction in pricing, while providing high quality of workmanship. Our team collaborates directly with clients and vendors to create project scopes, obtain competitive bids, construct Capex budgets, maintain monthly reports to monitor progress, and oversee the projects from start to finish.

Marketing Services: Catalyst, Campus Advantage's affiliate marketing company based in Austin, is a full-service, award-winning marketing agency that has created an integrated marketing platform to drive leasing and renewal velocity within the real estate industry. Catalyst takes pride in being accountable to their clients' marketing spend by tracking every activity and tactic down to the individual contact received. They drive streamlined marketing efforts to provide results and save on marketing costs for their clients. Catalyst's recognized and award-winning marketing leadership team have been specifically recruited based on their areas of expertise including integrated marketing strategies, brand development, digital marketing, media buying, public relations, and of course, creative. The team constantly strives to learn each property's specific audience and how this audience responds





to branding to achieve the best results for the owners. Catalyst provides marketing services for most of Campus Advantage's properties, which includes digital strategy and marketing materials, and their services are included in the properties' annual budgets for owner's approval.

Asset Management Services: To ensure long-term asset performance is achievable, the Asset Management team provides expert oversight, maximizing value by consistently applying proven methods for budgeting, reporting, revenue management, expense management, maintenance, and capital projects. Ensuring that the investment strategy is in line with the related operations approach, our Asset Management team facilitates strong property performance by guiding the Operations team at the property level to leverage the appropriate data and insights to meet benchmarks and drive returns. Asset Management services are available to clients for an additional fee. The asset management team is based in Austin, Texas.

Consulting Services: Campus Advantage's Consulting division has completed more than 300 professional consulting engagements within the student housing industry since 2003. Since inception, Campus Advantage has worked to differentiate ourselves within the student housing industry so institutional clients see us as their strategic partner; the partner who understands the sector, individual markets, and investment strategy. Our Consulting team participates in creating the strategy for each asset, beyond the normal market analysis and feasibility study. Our team performs annual market assessments to analyze supply/demand fundamentals and recommends strategies for maximizing value over a forecasted three-year span based on market conditions.

Development Services: Through our partnership with Housing Education and Resource Development, our principals have advised on a wide variety of infrastructure projects involving a mix of funding sources, including grant anticipation notes, revenue bonds, and debt enhancement. We have also structured financial instruments with multi-tiered securitizations, including full faith pledges, tax increment, special taxes and assessments, Payment In-Lieu of Taxes (PILOT), user fees, and enterprise revenues and other appropriations. In addition to our deep bench, our experience in financial consulting/advisory for higher education institutions bring distinct advantages to Peralta Community College District:

- CA and HERD bring the "best of all worlds" to higher education, leveraging the expertise and research capabilities of our platform without sacrificing the personalized approach found in management, consulting, investment, and development companies.
- With former public-sector employees on our staff, we have a first-hand understanding of the differences between the public and private sector, as well as the unique challenges facing public higher education institutions versus private ones. We share your long-term ownership as owners ourselves and have a perspective that recognizes the importance of the public good, the need for supporting stakeholder interests, transparency requirements, and how important it is to offer housing options that are affordable to those who would not otherwise have an opportunity for an education.
- Our firms professionals are members of the National Association of College and University Residence Halls (NACURH), Association of College and University Housing Officers-International (ACUHO-I), National Multifamily Housing Council (NMHC), National Association of College Auxiliary Services (NACAS), National Apartment Association (NAAHQ), Institute of Real Estate Management (IREM), and other leading associations. We are frequent speakers at the leading national and regional conferences, and our experts regularly publish guest articles in the top higher education media outlets.

A Public/Private Partnership Proposal

The Consultant desires to Joint Develop the Project in a Public Private Partnership model (a P3) with PCCD in which the Consultant will pursue the predevelopment activities necessary to bring the project to a construction ready state. A Joint Development Agreement will cause a 501(c)(3) public benefit entity (Nonprofit) to own and operate the Project, subject to a 50 year land lease providing for \$1 per year in land rent, in trust for PCCD with all the economic benefit of ownership accruing to the Peralta District.





The Joint Development Agreement will provide for reversion of the land and improvements to PCCD upon retirement of the debt or other monies advanced to finance the Project. Once the debt is retired and the reversion occurs, 100% of the surplus revenue from Project operations will be realized by PCCD. This represents a lucrative source of new revenue for PCCD.

Consultant intends to convery the Project, prior to commencement of construction to a single member Limited Liability Corporation (LLC Owner), acting as a subsidiary of the Nonprofit entity. Because the single member of the LLC Owner is the Nonprofit, the LLC Owner will be disregarded by the IRS and will take on the tax-exempt character of the Nonprofit, while being remote from the Nonprofit's other activities. The project may be financed by a tax-exempt bond issue or State grants to be originated from one of a number of sources enumerated below. The LLC Owner will execute a guaranteed maximum price contract with a qualified and bonded general contractor to construct improvements on the site. Any saving from the GMAX price contract will be placed on reserve for accelerated debt principal amortization and interest. The LLC Owner will enter into a 5 year property management agreement with Campus Advantage, LLC to operate the Project once stabilized.

The financing model may follow several tracks: State Grant Funding, non-recourse tax-exempt revenue bond or a hybrid utilizing both.

<u>State Grants-</u> Access grant funding available through the \$2 Billion allocated by State of California SB169 summarized above. The benefit of this financing track is funding in the form of a grant that carries no debt service or requirement for the funding to be paid back. The State will pay for the student housing.

<u>Non-recourse tax-exempt revenue bond</u>- financing structures relying on revenues generated from rental of the student housing to support operating expenses and bond debt service. The benefit of this financing track is a P3 revenue bond is not dependent on factors outside of the control of the P3 participants. The process will not be competitive.

How will the Private Activity P3 Revenue Bond work?

If the private activity tax exempt bond financed P3 structure is chosen, the loan to finance the student housing may be made to the LLC Owner in the form of tax-exempt bonds or a tax-exempt bank loan. The loan will be secured with a first deed of trust, subject to the land lease. The loan funds would be used to fund the cost of new construction, hard cost and soft cost. As suggested above, all in cost of delivering the housing turnkey is estimated at less than \$80,000 per bed. Operating costs and debt service will be paid from rents generated by the student housing. The Consultant has developed a model assuming rentals of \$628 per bed per month on a 12 month basis for double occupancy and \$1,099 for single occupancy. A very powerful part of the P3 structure is the reversion feature. As stated above, the model will provide for transfer of ownership from the LLC Owner holding the property during the term of the mortgage to the college leasing the land when the mortgage indebtedness is retired. The reversion feature will result in a substantial source of revenue for PCCD, realizing surplus revenues generated by the Project when it is free and clear of paying debt service.

A Proto-type P3 Structure- How it works

A prototype project consisting of 120 double occupancy units providing 480 beds is proposed as an example at a cost of approximately \$37,000,000. The contribution of each of the P3 participants is proposed to be:

Community College District- A land lease of one acre of land for 50 years at \$1 per year rent. The land lease will be superior to the debt encumbering the improvements thereon. The land lease shall terminate with the reversion of ownership of the improvements (student housing beds) at the time the debt is paid off. Any surplus from operations of the housing shall be applied to accelerate amortization of debt principal, thus the reversion feature will kick in sometime earlier than the 30 year term of the loan.





Community College District- A Master Lease of the top 20% of the student beds shall be entered into by Peralta, on an annual 12-month basis. The financial burden of the master lease shall be offset with the individual by-the-bed leases signed with students occupying the housing.

LLC Owner as the Lessee on the Land Lease- A single member Limited Liability Company shall be formed as a bankruptcy remote entity to serve as the Lessee to the land lease. A 501(c)(3) public benefit corporation shall be the single member of the LLC; thus the LLC will be disregarded by the IRS and the corporation shall take on the tax exempt character of the 501(c)(3) single member. The LLC Owner shall become the borrower to the loan used to construct the housing and shall own the improvements subject to the Land Lease. The LLC Owner will qualify for a real estate tax exemption due to its education purpose and the P3 structure with the college district. The LLC Owner shall also qualify as a borrower of tax-exempt loan funding from a bond issue or a direct bank credit. Such tax-exempt debt shall pay interest that is exempt from state and federal income tax; therefor tax-exempt debt bears a lower interest rate than conventional taxable debt.



The Consultant will invite input from the District to their specific requests, and will schedule a kick-off call with members of the planning team. Additionally, we will request current and 5 year historical enrollment data, an in person tour of each campus, access to students for focus groups and intercept surveys to ascertain housing need, amenity preference, any housing insecurity, and financial impact.

Consultant assumes the work product it will provide in the Feasibility Study will form the basis for the data required in the SB169 application.

- Describe how periodic status reports will be submitted. See Appendix B
- Provide a timeline of consulting activities and key milestones. See Appendix B
- Identify expected challenges and limitations of the engagement and provide solutions to address the challenges. See Tab 6





- Describe the plan for outreach and how your firm maintains data on best practices at other organizations and programs. See Tab 4
- Describe project management approach, methodology for the overall project, and how the consultant team will interface with Peralta Community College staff. See Tab 3
- Describe plan for staying on schedule for this engagement. See Appendix B





TAB 5 INSURANCE REQUIREMENTS





INSURANCE REQUIREMENTS

Consultant meets all PCCD RFP insurance requirements. Certificate of coverage will be provided upon execution of Independent Consultant Agreement.





TAB 6

EXCEPTIONS AND DEVIATIONS





EXCEPTIONS + DEVIATIONS

In respect of Section 4.1 of the Consulting Agreement, Consultant respectfully requests the following deviation: Consultant requests payment schedule to be as follows: 50% of payment upon execution of agreement, with remaining 50% paid upon completion and delivery of the Feasibility Study.





TAB 7 FEE





FEE

The Feasibility Study will provide a development plan to create housing for all four colleges in PCCD. The Feasibility Study will be completed by the Developer at a cost of \$60,000 for each campus, totaling \$240,000 and submitted to PCCD by January 18, 2023. \$120,000 shall be paid upon engagement and \$120,000 shall be paid upon completion of the Feasibility Study.

Hourly rates are attached herein to Exhibit A.





ADDITIONAL SERVICES





ADDITIONAL SERVICES

In addition, at no additional cost, the Feasibility Study shall include:

- 1. For each campus site, architectural design of the project including site plan, building plan with elevations, unit floor plans and rendering of a typical building.
- 2. For each campus site, a financial spreadsheet to determine income and operating costs for the project.
- 3. Detailed cost estimates from two general contractors Developer has engaged to determine construction costs.
- 4. For each campus site, preparation of the Project Budget including all hard and soft costs and the market value of the land being contributed by PCCD.
- 5. Financing analysis in a public private partnership transaction with PCCD, with a mix of SB169 grant funding combined with a forecast of the sizing and interest rate of tax-exempt debt financing which could be made available to the project with a 30-year spread sheet of revenues after debt service to be generated by the project. This financing analysis will include stress testing the funding assuming 100% SB169 grant funding, 100% debt funding with no SB169 funds available (worst case) and a 50%/50% mix of the two.
- 6. Enumeration of the covenants to be undertaken by PCCD to facilitate the project.
- 7. For each campus site: Marketing, leasing, and residence life programming recommendations.
- 8. For each campus site: Recommendations for design, furnishings, amenity space(s), community engagement, social campaigns, sustainability, enrollment trends and growth opportunities.





APPENDIX A TEAM



AMY SKEWES-COX, AICP

ENVIRONMENTAL AND LAND USE PLANNER AND PROJECT MANAGER

Amy Skewes-Cox has a consulting business specializing in environmental and land use planning. Ms. Skewes-Cox has over 34 years of experience in working with California Environmental Quality Act (CEQA), National Environmental Policy Act (NEPA), and other legislation related to land use and environmental planning.

EDUCATION

- B.S., Conservation of Natural Resources, University of California, Berkeley
- M.L.A., Landscape Architecture/ Environmental Planning, University of California, Berkeley

PROFESSIONAL AFFILIATIONS

American Institute of Certified Planners Association of Environmental Professionals American Planning Association

The firm is SBE/WBE certified.

Ms. Skewes-Cox recently managed an EIR for the San Rafael High School Master Plan and Stadium Project, an Initial Study for the Marin Country Day School renovations, and an EIR for the BioMarin project in San Rafael. Ms. Skewes-Cox also recently completed an EIR for a 400-acre park in Humboldt County, two EIRs on the College of Marin Bond Spending Implementation Plan, Initial Studies for the Mountain House New Town (San Joaquin County), and CEQA documentation for school reconstruction projects in Piedmont, CA and San Carlos, CA. She has been project manager for environmental impact studies for the following categories of projects:

- New Towns
- Specific Plans and Master Plans
- General Plans and General Plan Amendments
- Institutional Developments
- Commercial Developments and Industrial Business Parks
- Residential Subdivisions
- Water/Wastewater Projects and Roadway Expansions

She has also prepared the *Kirkwood Ski Resort Specific Plan* (*Draft*), the *Downtown Markleeville Revitalization Plan* (Alpine County), and *Design Review Guidelines* (*Draft*) for the City of Berkeley and the town of Lockeford (San Joaquin County). Her responsibilities have included report preparation, public presentations to decision-making bodies and the public, coordination of public workshops, and agency consultation. The projects she has managed have ranged from small Initial Studies (\$14,000 to \$40,000) to large, complex environmental documents for new towns and General Plans (\$200,000 to \$650,000). Ms. Skewes-Cox has a reputation of completing projects in a timely manner and within budget. She works closely with a team of specialists, depending on the issues of concern, for such topics as traffic, air quality, noise, and biological resources.

Prior to starting her own consulting practice, Ms. Skewes-Cox worked as a Project Manager for the firms of LSA Associates, Inc., Parsons Engineering-Science, and Baseline Environmental Consulting. She also served as Interim County Planner for Alpine County (1995) and dealt with a variety of land planning issues unique to the Sierra Nevada region. She worked for 16 months (2009-2011) with the firm of Environmental Science Associates (San Francisco) as a Community Development Manager for the North Bay Area. Representative projects Ms. Skewes-Cox has managed include the following:

INSTITUTIONAL PROJECTS

- College of Alameda Transportation Technology Center Initial Study/Mitigated Negative Declaration
- Merritt Community College Child Care Development Center Initial Study/Mitigated Negative Declaration
- College of Alameda New Center for Liberal Arts Initial Study/Mitigated Negative Declaration
- San Rafael High School Master Plan and Stadium Project EIR
- Davidson Middle School and Laurel Dell Elementary School Initial Study (San Rafael)
- San Carlos School District Central Middle School/Bridge School at Arroyo EIR
- City of Tiburon Library Expansion Initial Study (Belvedere-Tiburon Library)
- Delta Community College at Mountain House EIR (San Joaquin County)
- Marin Community College District: Measure C Bond Spending Implementation Plan Initial Studies and EIRs for both Kentfield and Indian Valley Campuses (Marin County) and EIRs for the Child Development Center and the New Academic Building
- Piedmont School District Notices of Exemption for Reconstruction Projects (City of Piedmont)
- Berkeley Unified School District Initial Study for Realm Charter School
- Northeast Quadrant Science and Safety (NEQSS) Projects EIR (U.C. Berkeley)*
- Underhill Area Master Plan EIR (Draft) (U.C. Berkeley)
- Escondido Village Student Housing Project (Stanford University)
- Bodega Marine Laboratory Long Range Development Plan EIR (U.C. Davis)
- College Apartments Infill Project EIR (U.C. Santa Cruz)
- Biological Expansion Building EIR (Stanford University)

* Served as adjunct staff for UC Berkeley Capital Projects office overseeing EIR.

NEW TOWNS, GENERAL PLANS, & GENERAL PLAN Amendments

- East Weddell Projects General Plan Amendment EIR (City of Sunnyvale)
- St. Helena General Plan Update EIR (Napa County)
- Mountain House New Town General Plan Amendment EIR (San Joaquin County)
- San Joaquin County General Plan EIR

- Nevada County General Plan Final EIR
- Christiansen and Bach General Plan Amendment (GPA) EIR (Lathrop)

PARK & OPEN SPACE PROJECTS

- Arana Gulch Park Master Plan EIR (City of Santa Cruz Parks and Recreation Dept.)
- Mike Fox Skate Park EIR (City of Santa Cruz)
- Pogonip Master Plan EIR (City of Santa Cruz)
 Southern Humboldt Community Park
- Southern Humboldt Community Park (Humboldt County)

SPECIFIC PLANS & MASTER PLANS

- Brisbane Baylands Specific Plan EIR (serving as Project Director) (City of Brisbane)
- Kirkwood Specific Plan (Draft) (Alpine, El Dorado and Amador counties)
- Bahia Master Plan EIR (City of Novato)
- Stanly Ranch Specific Plan EIR (City of Napa)
- Pogonip Master Plan EIR (City of Santa Cruz)
- Hercules Properties/Gelsar Specific Plan EIR (City of Hercules)

INFRASTRUCTURE & INDUSTRIAL PROJECTS

- Union Pacific Railroad Modernization and Expansion Project EIR (San Joaquin County)
- Caltrans Non-motorized Transportation Pilot Program (NMTTP) – City of Mill Valley Steps Initial Study
- City of Berkeley Saltwater Pipeline Supplemental EIR
- Stockton Wastewater Treatment Plant Expansion Initial Study
- Berryman Reservoir Replacement EIR (East Bay Municipal Utility District)
- Central Landfill EIR (Contra Costa County)
- Hazardous Waste Management Plan EIRs for Nevada County and Napa County
- Roblar Road Quarry EIR (Sonoma County)
- Carson Hill Gold Mine EIR/EA (Calaveras County)
- Pacific Gas & Electric Company Cloud Seeding EA (Tuolumne County)

RESIDENTIAL, COMMERCIAL, & OFFICE DEVELOPMENT PROJECTS

- BioMarin and Whistlestop/Eden Housing Project EIR (City of San Rafael)
- Corte Madera Inn Rebuild EIR (Corte Madera)
- Atherton Place Project Initial Study (City of Novato)
- San Bruno School District Property Residential Development EIR (City of Daly City)
- 101 Hayes Street Building EIR (City and County of San Francisco)
- Hemme Hills Residential Development EIR
- (Contra Costa County)Rudnick Estates Final EIR (City of Novato)

- Lemme Residence Initial Study (City of Mill Valley)
 Riley Subdivision Initial Study (Corte Madera)
 Via Moraga Subdivision Initial Study (Moraga)
 801 State Street Senior Housing Development Initial Study (City of Novato)

Statement of Qualifications Peralta Community College

Prepared by:

Lowney Architecture 360 17th Street Suite 200 Oakland, California 94612

> lowney arch

About Lowney Architecture

Founded in 2003, Lowney Architecture is a 50 - person multidisciplinary practice with offices in Oakland, CA and Honolulu, HI offering architectural, interior, and masterplanning design services.

Lowney Architecture is dedicated to addressing the critical conditions impacting our communities through industry thought-leadership and a research-based approach to our project delivery. We partner with a diverse portfolio of clients to design spaces that positively impact the human condition and are inspired by the values, interests and needs of the community.

Ranging from retail/food & beverage spaces that revitalize the ground floor and enliven the pedestrian experience, to cutting-edge projects that aim to resolve today's livability challenges, Lowney Architecture is proud to be engaged with clients and projects spanning the residential, mixed-use, and commercial sectors.

In all typologies, our firm is committed to creating an elevated sense of place and delivering environments that are not only designed thoughtfully but add value for our clients and best serve the community.

SERVICES

Architectural Design, Interior Design, Masterplanning, Modular Design, Adaptive Reuse, Feasibility Studies, Entitlement, Construction Documents, Code Analysis, Value Engineering, Rollout Services

MARKETS

Multi-Family (Market, Affordable, Supportive, Student, Workforce), Mixed-Use, Hospitality, Industrial, Office Building, Public Space, Restaurant, Retail, Grocery,



We are dedicated to sustainable and affordable housing by design - homes that enrich communities, strengthen neighborhoods, and empower people.

Memberships:

In addition to our diverse portfolio of work, we are leading discussions for the betterment of the Bay Area by being actively involved with the Urban Land Institute, the International Council of Shopping Centers, and Bike East Bay.

Members of our team also sit on the Board of Directors for the Modular Building Instititute (MBI), Oakland Chamber of Commerce, SPUR Oakland, and the Public Arts Advisory Committee for Alameda County. As a firm we encourage our staff to partcipate in industry events and many are active members of AIA-SF, AIA-East Bay, ULI, SPUR, MBI, and NHP.

Certifications:

Licensed in 11 states: (California, Colorado, Idaho, Hawaii, Montana, Nevada, New York, Oregon, Utah, Washington)

License Info for Ken Lowney: C 29482: Expires: 06/30/23 License Info for Anthony Cataldo: C 30438: Expires: 12/31/23

Company Information:

Date of Founding: 2003, Incorporated in CA, 08/26/04 Legal Form: Corporation State of Corporation: California Number of Offices: 2 Location of Offices: Oakland, CA & Honolulu, HI Principal Lines of Business: Architecture Services Number of Employees: 45 Days/Hours of Operation: M-F 8:30-5:30pm

Disclosure:

There is nothing to disclose regarding any conditions(e.g., termination for default, bankruptcy, pending and/or settled litigation, planned office closures, impending merger, judgments or criminal convictions for false claims) that may affect our ability to perform contractually.

Our firm is not debarred, suspended, or otherwised declared ineligible to contract by any federal, state, or local public agency.

A Decade of Designing for the Prefabricated Industry

5,300+ modular units designed.

Lowney's reputation has been built upon a deep understanding of multifamily residential and modular design and construction. Over the last decade, we have successfully designed over 5,300 modular units and as a result have been an active part of the learning curve that the industry has experienced. While we have had many successes, we have also witnessed the failures and obstacles that can arise when utilizing Factory Built Housing — we know as much about what you should do as what you shouldn't do with this type of project.

Starting with the completion of our award-winning, LEED-NC Platinum Certified 'SmartSpace Harriet' housing project in 2013, through our current portfolio, we are shaping the future of innovative design and construction.

We believe modular construction can increase the development of healthy, affordable housing by saving significant time and resources, but we've witnessed firsthand the unique and often unexpected challenges this innovative delivery method can present.

Our team has a proven track-record of mitigating obstacles such as agency inexperience, manufacturing limitations, technical compliance concerns, state and local permitting, public skepticism, and even labor issues. As a leader in factory-built housing projects, we work closely with some of the largest manufacturers in the factory-built housing market throughout the Western US, as well as factories in Europe and China.

MODULAR PROJECTS BY LOWNEY ARCHITECTURE

STUDENT / FACULTY 2711 Shattuck

JESD Faculty + Staff Housing The Intersection

AFFORDABLE

1064 - 1068 Mission 11600 San Pablo 2700 Sloat Artist Lofts Block 15 Pacifica Highlands Pacifica Senior Housing Marea Alta 38 Harriet Street Smart Space 2701 Shattuck

SUPPORTIVE

151 Capp Street 314 Jessie Street Mission Bay Blk 9 The Phoenix South Second Street

MARKET RATE

316 12th Street 1188 E 14th Street 5830 Third Street Art Haus Eviva Midtown Harbor Park Housing Lattitude The Intersection The Railhouse

HOSPITALITY

Foster City Hotel Moxy Hyatt Place 1510 DeAnza Hotel Springhill Suites Webster Hotel

PROTOTYPE

CitySpaces Micropad



Pictured: Lowney Architecture accepting two modular awards for Hospitality and Multi-Family excellence in 2022.

Giving Students a Home Away from Home

Designing student housing is constantly changing and improving to meet the demand and expectations of future students. More often, we're seeing student housing eluding to a campus's culture, creating that "home away from home" feeling. Because student housing is a major factor in deciding on a school, administrators are able to leverage a well-designed residence hall or campus apartment. A few trends we've seen include:

Indoor / Outdoor Program + Ammenities

To enhance the lifestyle component of student housing, incorporating outdoor and indoor programming is a priority. Outdoor spaces are an important selling point for students whether they manifest into a ground-floor courtyard, common space balcany, outdoor circulation, or rooftop deck. "Rooftops are the new backyards" and these spaces are typically flexible in nature and can be used for socializing, private studying, relaxation, and event space. What we do know is well-rounded living happens with healthy amenitized space, and outdoor space is one of the greatest amenities we can take advantage of and incorporate into the design.

Connected and Private Space

Finding the right balance between connection and privacy is important when designing student housing. While private, acoustically-sound areas are necessary for students to sleep and study comfortably; connected, common, and community-oriented spaces promote student socialization and collaboration. Outside of the classroom, students lean on their peers for support, are making friends, and forming groups to thrive in their campus community. Designing a home where students can eat, relax, and study in either a private or open space has an impact on the overall experience.

Accessibility + Safe Living

When designing student housing, evaluating the level of activity at different times of day is critical. This may include offering gyms, quiet foors, laundry and mail rooms - all spaces that potentially have 24-7 accessibility. Ensuring students are safe in their living space is of utmost importance and can be addressed with security technologies, accessibility restrictions, and building monitoring sysetms.





nora garcia ARCHITECT, **NCARB** Studio Director, Multifamily

22 Years of Experience Licensed Architect: California Bachelor of Architecture, Cal Poly San Luis Obispo

Nora has over two decades of experience in project management. Akin to her design philosophy, a design that is fine tuned to feel 'right' is one where creative and critical thinking go hand-in-hand. At Lowney, Nora spearheads the Multifamily studio and is overseeing the development of three affordable housing projects in various stages.

RELEVANT EXPERIENCE

Affordable / Supportive Multifamily Housing

Sugar Pine Village Phase 2A, South Lake Tahoe	60 units
Kuhio Park Lowrise Redevelopment, Honolulu, HI	625 units
Hidden Park Housing, Stockton, CA	150 units
1445 Harrison Street, Oakland, CA	125 units
Quetzal Gardens, San Jose, CA*	71 units
815 B Street, San Rafael, CA*	41 units
Eastern Park Apartments, San Francisco, CA*	201 units
Housing Rehabilitation of Occupied Units	

Industrial + Warehouse Tilt-Up

Hayward 22, Hayward, CA*	265,000 sf
Napa Logistics Center, American Canyon, CA*	645,000 sf
I-5 Logistics, Lathrop, CA*	745,500 sf
The Crossings @ 880, Fremont, CA*	962,000 sf
Kent Industrial, Kent, WA*	125,500 sf
Goodrick Industrial, Richmond, CA*	172,000 sf
San Leandro Commerce Center, San Leandro, CA*	240,000 sf
Medline Industries Distribution Center, Tracy, CA*	1M sf

* Prior to joining Lowney Architecture



paige smith AIA, LEED AP BD+C Project Manager

17 Years of Experience Licensed Architect: California LEED Accredited Professional Bachelor of Architecture, Cal Poly San Luis Obispo

Having worked on residential projects in both urban and suburban settings for non-profit and for-profit developers, Paige has managed projects from Concept Design through Construction Administration. Her thorough understanding of the Building Code has helped develop cutting-edge prefabricated systems and today she assists clients in creating innovative project-delivery systems that meet code requirements.

RELEVANT EXPERIENCE

Student + Faculty Housing

JESD Faculty and Staff Housing, Daly City, CA	56 units	
The Intersection, Emeryville, CA	105 units	•
Affordable Multifamily Housing		
The Mayfair, El Cerrito, CA	225 units	
Phoenix Supportive Housing, Oakland, CA	101 units	
1313 Galindo St Affordable Housing, Concord, CA Pacifica Multi-Family Housing, Pacifica, CA	44 units	•
Calabazas Community Apartments, Santa Clara, CA	145 units	
Bella Creek Apartments, Rohnert Park, CA	90 units	
One Santa Rosa, Santa Rosa, CA	119 units	•
Other Multi-Family Projects		
4045 Broadway, Oakland, CA	47 units	
2701 Shattuck, Berkeley, CA	36,500 sf	
41st Street Townhomes/Element, Oakland, CA	89,000 sf	
Adeline Place, Emeryville, CA*	49,000 sf	
Muraoka Net Zero Residence, Lafayette, CA*	2,500 sf	

* Prior to joining Lowney Architecture



mark donahue AIA, LEED AP Design Director

35 Years of Experience Licensed Architect: California LEED Accredited Professional Master of Architecture, University of New Mexico Bachelor of Arts, Industrial Design, University of Notre Dame

As Design Director, Mark brings over 35 years of experience in architecture, leading the charge on a broad spectrum of project typologies ranging from small multifamily residential projects to large scale, complex modular projects.. Notably, Mark was the Design Director for Truckee Artist Lofts – a 77unit modular, affordable housing project.

RELEVANT EXPERIENCE

Student + Faculty Housing

JESD Faculty and Staff Housing, Daly City, CA Hale Mahana Student Housing, Honolulu, Oʻahu, HI

Affordable Multifamily Housing

2700 Sloat, San Francisco, CA	288 units 🔎
15850 E. 14th Street, Alameda County, CA	•
Truckee Artists Lofts, Truckee, CA	77 units 🔴
Phoenix Supportive Housing, Oakland, CA	101 units 🛛 🔴
500 Lake Park, Oakland, CA	54 units
1313 Galindo, Concord, CA	
Franciscan Apartments, Campbell, CA	

Other Multifamily Housing

2415 Valdez, Micro-unit Development, Oakland, CA 1919 Market Street, Oakland, CA 914 West Grand, Oakland, CA



cecilia cruz AIA, LEED AP Senior Technical Designer

20+ Years of Experience Licensed Architect: California LEED Accredited Professional Bachelor of Science, Architecture, University of Santo Tomas Construction Management, Laney College

Cecilia has over twenty years of design and construction administration experience. Her strengths include coordination of construction documents and construction administration for large educational projects, and most recently, multi-family residential and modular projects.

RELEVANT EXPERIENCE

56 units 🔴

89 units

Student + Faculty Housing		
JESD Faculty and Staff Housing, Daly City, CA	56 units	
The Intersection, Emeryville, CA	105 units	
2711 Shattuck Street, Berkeley, CA	22 units	•
Affordable Multifamily Housing	225 upito	

The Mayfair, El Cerrito, CA	225 units	
1313 Galindo St Affordable Housing, Concord, CA	44 units	
Phoenix Supportive Housing, Oakland, CA	101 units	
Pacifica Multi-Family Housing, Pacifica, CA		
Calabazas Community Apartments, Santa Clara, CA	145 units	
Bella Creek Apartments, Rohnert Park, CA	90 units	
One Santa Rosa, Santa Rosa, CA	119 units	
Other Multifamily Housing		
The Element, Oakland, CA	89,000 sf	
4045 Broadway, Oakland, CA	47 units	

Other Modular

The Moxy Dowtown Oakland, Oakland, CA	173 keys 🗧
---------------------------------------	------------



Hale Mahana | Honolulu, HI

Hale Mahana Student Housing is a 14-story high rise project located at the corner of South King and University in the storied Mo'ili'ili neighborhood of Honolulu. It serves as a gateway to the University of Hawaii at Manoa campus, providing 599 much-needed beds for the students and staff. The ground floor provides 20,000 square feet of student-appropriate retail and an integrated 3-level parking garage services both the retail and the 195 residential units. Amenities including a roof deck, fitness center, and study rooms support enhance the rigor of student life.

The facility has a 'live here, live well' program, and the residents' well-being has been a central guiding principle from its inception. A 10,000 square foot pedestrian plaza creates a unique and welcome open space along South King, inviting the community to take respite in the shade of a large monkeypod tree and enjoy the prospect of flowering Orchid trees, gardenia, and other native shrubs, a reference to the neighborhood's history as the floral capital of Honolulu.

Embedded in the landscape, a bike share station and bus stop link the project directly to the wider transportation system. The project serves as a catalyst for the continued resurgence of the Mo'ili'ili neighborhood, forging stronger connections and integrations between the University and its surrounding neighborhoods, and bringing life and activity to the street. The design takes reference from local inspiration. The straightforward extrusion of the program is first shaped by the constraints of the planning envelope, and the height and bulk restrictions in place to maintain light and air to the surrounding sites. Vertical slots in the face of the long facades help to further break up the mass, like the steep ravines at the head of the Manoa Valley. The skin is inspired by the repetition and variety of traditional kapa textile patterns. While the window pattern operates within the constraints of the strictly stacked housing program, their variation lends the façade a woven quality.

The Hale Mahana Student Housing project, like the residents it will house, exists at the intersection of the past and the future. With its fresh interpretation of the Honolulu high-rise typology, subtle references to the geology and cultural history of the islands, and its facilities designed to address the needs of students, both economically and socially, it represents a step forward for the University and the Mo'ili'ili neighborhood and sets the groundwork for ongoing development in the area.

DETAILS:

126,000 sf residential, 20,200 sf ground floor retail + restaurant 195 units, 599 beds

Shared ammenities include roof-top deck, fitness center, community kitchen and gaming areas.

















LOWNEY ARCHITECTURE

AWARDS 2022 Modular Building Institute, Permanent Residential Project, Honorable Mention



The Intersection | Emeryville, CA

The Intersection - a seven-story, mixed-use, urban-infill and transit-oriented development - is the first completed volumetric modular project in the City of Emeryville. After double arson attacks derailed the project's original plans, the development became 105-units of housing for UC Berkeley grad students and facilities for the university's ophthalmology department. The project is comprised of 175 modules (five modular levels of 35 modules per floor), plus 10 stair modules.

The layout and design prioritize housing density and emphasize urban living. The commercial building fills the entire end lot of the block on a busy street, and the long, narrow residential building stretches along two back-to-back lots, creating a zero-lot-line facade on both side streets. The residential building has an I-shaped corridor with units that range from studios to four-bedroom units. Larger, end units are located along the shorter north and south corridors, and east- and west-facing units feature private balconies.

Corrugated metal siding and stucco highlight an exterior feature wall of panelized, corten steel. The ground floor glass curtain is accented with cone sculptures curated by a local artist.

This student housing project is the first volumetric modular project in the City of Emeryville.







Originally designed for modular delivery, the project was later converted to site-built construction. After suffering two, separate arson incidents, the Intersection was remodularized to volumetric wood construction to recoup lost time and minimize additional on-site construction. The first two attempts at building the five floors using conventional framing required eight months each. The modular build took six weeks.

Utilizing a local factory helped overcome the site's lack of staging space by delivering prefinished modules directly to the site on the day of installation.





Additional sustainable design features include rooftop photovoltaic panels, window shade structures for solar gain, and a 7,000-sf. rain garden that captures and treats rainwater for the building and surrounding neighborhood.





Shattuck Studios | Berkeley, CA

Located just south of Downtown Berkeley, 2711 Shattuck is a 22-unit building that serves as housing for students of UC Berkeley. The project is at the forefront of prefabricated modular steel construction, and is the first to be built using this technology in the U.S. Each living module is an efficient micro-unit, with thoughtfully designed interiors, ample storage, and large operable windows. The building's warm palette includes materials such as wood panels and perforated corten steel that will help make the building a place for students to call home. Amenities include a backyard and a car-share space for the residents' convenience.

2711 Shattuck provided the owner with a test case for utilization of overseas manufacturing to see if it could scale to support much larger projects. The simple floor plan of all studios on a double loaded corridor was perfect for factory built housing. Modular helped to optimize speed of construction, with the four-story building going up in just one week.



While working with an overseas factory helped achieve a higher level of finishes due to accessing materials at lower cost than in the U.S., the project presented a learning opportunity for the project team as they worked to plan meetings in different time zones, manage the nuances of building code, and coordinate international inspections.





Jefferson Elementary School District, Faculty Housing | Daly City, CA

The Jefferson Elementary School District (JESD) housing project fulfills an unmet need for affordable faculty and staff accommodations in Daly City, CA. To attract and retain teachers and staff, JESD is building 56 affordable units for employees at a substantial discount from market-rate rents. This project will be the first workforce housing project for grades K-8 in California.

The design incorporates material and color elements from the surrounding single-family neighborhoods, including vivid colors to stand out against the city's foggy weather. Simple materials, such as stucco and horizontal siding form familiar patterns, helping the project emphasize the residential character of the complex. Unit entrances face communal stairways which are intentionally oriented to open onto the main courtyard. A children's play space, vegetable garden, BBQ, and a community building with laundry and kitchen space are some amenities offered to residents.

Adjacent to M.P. Brown Elementary School, the site is secured with a gated entry to ensure privacy of the residents and safety of students. Monterey Pines surround three sides, providing a green buffer from the adjacent neighborhood. The site includes 97 parking spaces, yielding 1.7 parking spaces per unit. An existing solar array that serves the adjacent school has been relocated to accommodate fire lane access, with the additional benefit of providing some covered parking.

To keep costs down and deliver the project as quickly as possible, JESD turned to Lowney Architecture to take advantage of our modular design expertise. The facility will be constructed on District-owned land. The entitlements and site-built building permits will be issued by Daly City, while the state of California has permitting authority for the modular elements.

From the beginning, the design process incorporated input from the users, maintenance team, and school district administration to capture and incorporate their intrinsic knowledge of the site, operational concerns, and aspirations for the project. The scale, materiality, and site organization all have their basis in ideas originating from members of the local community and is reflected in the way the complex fits into its surroundings.

Jefferson Elementary School District, Faculty Housing - Continued





CRATE MODULAR

IMPACTING HOUSING OUTCOMES IN CALIFORNIA



CARSON, CA CRATE MODULAR IN LOS ANGELES COUNTY

- CRATE EMPLOYS 118 PEOPLE AND CAN PRODUCE UP TO 1000 MODULES A YEAR IN OUR 110,000 SF FACTORY IN CARSON.
- LOCAL JOBS PROVIDED, BETTER, SAFER, AND CONSISTENT WORKING CONDITIONS. ONSITE TRADES ARE STILL NEEDED FOR EVERY PROJECT.
- MODULES AND BUDGETS BENEFIT FROM FACTORY CONTROLLED ENVIRONMENT





MODULAR DEPLOYMENT

PROVEN METHOD OF RAPID DELIVERY FOR AFFORDABLE HOUSING

- CRATE HAS PRODUCED OVER 250,000 SF INCLUDING
 - 520 BEDS FOR HOMELESSNESS
 - 284 RESIDENTIAL UNITS
 - AND OVER 14 EDUCATION PROJECTS.
- WE PRODUCE VOLUMETRIC STEEL MODULAR.
- CURRENTLY IN FACTORY: 171 UNITS OF PERMANENT SUPPORTIVE HOUSING TO BE DEPLOYED IN SAN DIEGO.









Potters Lane



Flyaway Homes



*El Cerrito -*In factory



McDaniel House



Dolores Huerta



Geneseo Inn



Port of Long Beach Restroom



Block Shops



UCSB - SNARL



Hilda L. Solis Care First Village



Medea Creek Middle School



Buena Park Navigation Center



Malibu Middle School



Merced County Navigation Center



Oak Park High School

CASE STUDIES



HILDA SOLIS CARE FIRST VILLAGE: SCHEDULE AND TEAMWORK

- LA County Public Works Project
- Leveraged
 COVID stimulus
- Site use converted from jail to homelessness
- 232 total units plus kitchen and supportive service space





HILDA SOLIS CARE FIRST VILLAGE: SCHEDULE AND TEAMWORK

- Overall schedule from groundbreaking to CofO: 7 months
- 132 interim housing units fabricated by CRATE in 10 weeks, comprising (2) 3story buildings
- Partnership with City, County, and Utilities as well as contractors and vendors contributed to schedule efficiency





HILDA SOLIS CARE FIRST VILLAGE: SCHEDULE AND TEAMWORK

- Operator seeing better housing outcomes with single occupancy rooms
- Prepares clients for apartment style living
- Hundreds of clients served since its deployment in May 2021





CASE STUDY #2 DOLORES HUERTA APARTMENTS: INNOVATIVE FINANCING

- Public/Private Partnership
- City of Los Angeles land
- Private developer, RMG
- 40 units permanent supportive housing





DOLORES HUERTA APARTMENTS: INNOVATIVE FINANCING



- O Unsubordinated ground Lease with City
- O Construction Loan through an Impact Fund using private capital to house vulnerable populations
- O Refinance for permanent debt to revolve the fund
- O Private funds allow developments to move faster than subsidized projects



CASE STUDY #3 MCDANIEL HOUSE: FLEXIBILITY TO PIVOT

- LIHTC, HHH Innovation Funds, and a voucher contract from Office of Diversion and ReEntry
- Expedited project. Lower costs mean fewer sources means fewer pre-development hurdles.
- Closed on land in Jan 2020, Tax Credit award Mar 2021, closed financing on October 2021.



Rendering Source: Studio One Eleven



CASE STUDY #3 MCDANIEL HOUSE: FLEXIBILITY TO PIVOT

- Developer and GC wanted to pivot from containers
- Developed hybrid steel modules with their design team.
- Project hit the production line in April and units began delivering in October.
- Currently delivering the final modules. 4 stories of permanent supportive housing in Koreatown area of Los Angeles.





CASE STUDY #3 MCDANIEL HOUSE: FLEXIBILITY TO PIVOT

- Developer, architect, contractor, and factory all found great advantages to this innovation
- Feasibility, flexibility the main drivers. Factory cost was significantly reduced and unit design was improved. Installation costs improved as well due to working with larger modules and fewer interior modlines.
- Workforce adapted
- Moving with the market





Modular outcomes are surpassing conventional projects in timeline, teamwork and

INNOVATION is the key to addressing the housing crisis in a meaningful and impactful way.

@CRATEMODULAR

Amanda Gattenby, VP of Development <u>amanda@cratemodular.com</u> 520.505.0169

cratemodular.com





THOMPSON BUILDERS EDUCATIONAL FACILITIES

CONTACT US



MATT SASAN

PROJECT EXECUTIVE MATTS@TBCORP.COM

415.456.8972

WWW.TBCORP.COM



WE BUILD SCHOOLS

Over the last 32 years, Thompson Builders has built or modernized nearly 100 educational facilities across Northern California. It is a great honor and responsibility to play such a large role in shaping the physical learning environment.

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GYMNASIUMS

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We can help you build all of your improvement projects, no matter the size.


DESIGN BUILD ALL YOU NEED IS A VISION

YOUR VISION BROUGHT TO LIFE

School administrators are busy professionals who spend most of their time doing what they do best: running schools. While you may have a number of ambitious construction projects on your wishlist, designing, financing and building a new project can be a daunting task.

LET US DO THE HEAVY LIFTING FOR YOU.

We can build a team of experienced architects, engineers & permit specialists. Our design team will work closely with you to prepare detailed plans and secure building permits so that we can bring your vision to life. Are you a school administrator with a VISION?

We can build a team of experienced architects and engineers who will bring your vision to life.



BEST PRACTICES MINIMIZE IMPACT OF CONSTRUCTION

WE KNOW WHEN TO KEEP IT DOWN

Every campus and student body are unique, and so prior to each construction project we work with you to develop a custom Best Practices Plan to ensure the impact of construction on your student body and staff is minimized.

OUR ON-SITE TEAMS ARE SEASONED PROS

Our construction teams understand how crutial it is to follow these Best Practice Plans to the letter. Clear and open communication between school administrators and our Project Managers ensure that any issues that do arise are addressed immediately.



SATISFIED CUSTOMERS



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January 3, 2020

Paul Thompson Thompson Builders Corp. 250 Bel Marin Keys Boulevard, Bldg A Novato, California 94949

Re: Piedmont Hills High School Science and Classroom Buildings LPA Project No. 16020.10

Dear Paul:

It has been a pleasure to work as the Project Manager and Architect of Record for LPA Inc. with Thompson Builders on the Piedmont Hills project. During the 20 months that this project was under construction, from June 2017 through March of 2019, I came to know the Thompson team as assets to the process of school construction. The experience brought to the jobsite daily, by Rob Nance as Project Superintendent, assisted by various Field Engineers and Michael Cleveland as the Project Manager allowed the construction to proceed timely and with collaboration, the strongest assets to meeting the Clients expectation.

Rob continually brought his years of expertise to the coordination of all trades on the project. Rob's dedication and thorough knowledge of the details of the project and construction fostered discussions in the field to continually meet the projects needs. A team player, he demonstrated leadership throughout the project, with DSA Field Inspections, Construction Manager and Architectural team members.

Michael lead the managerial efforts with consistency, able to manage the site team's needs and address the Construction Manager and client's oversight. He put his skillset to work for the success of the project team.

I recommend Thompson Builders to any client looking for dependable and experienced contractors, especially where multiple parties are involved, such as education projects. Please do not hesitate to contact me should you like to discuss Thompson Builders or specific team members qualifications further. I'd be happy to expand on my recommendation.

Regards,

Denise Flatley, AIA Project Manager D: 408.780.7216 O: 408.780.7200 dflatley@lpadesignstudios.com



August 12, 2010

Reference: West Bay Builders

To Whom It May Concern:

In our capacity as the construction managers for the California Maritime Academy's New Student Housing Phase I, we have had the pleasure of working closely with West Bay Builders, who was the General Contractor for the California State University. West Bay Builders' professionalism and attention to detail has helped to create a true sense of 'partnering' and shared responsibility that has resulted in a project in which all can take pride.

Throughout the course of the New Student Housing Phase I, West Bay Builders has maintained an excellent level of communication with our company as well as with the campus, and the project architect. Their experience and background has helped to resolve several construction issues prior to them becoming potential problems.

In general, we have found that West Bay Builders has a well-rounded knowledge of actual building construction, project administration, and construction processes. We are confident that West Bay Builders will be an asset to any construction project.

Please do not hesitate to contact our office for further information.

Sincerely, VAN PELT CONSTRUCTION SERVICES

Michael Van Pelt

Director VPCS



UC SANTA CRUZ CROWN COLLEGE DORMITORY

Min Santa Cruz, CA. The work includes renewal of architectural interior and ecxterior finishes, seismic retrofit, modifications to non-standard student housing spaces and conversion into standard student rooms, addition of new accessible laundry rooms, and replacement of outdated mechanical, plumbing, electrical, fire alarm, and technology infrastructure. Project achieved LEED Silver.









DOMINICAN UNIVERSITY TOWNHOMES

Construction of a 15-unit, 3-story, carriage house complex comprised of three buildings in downtown San Rafael. The townhomes serve as student housing for Dominican University. Each unit contains a ground floor garage, first floor great room, kitchen, bedroom/bathroom and deck, and two bedrooms/bathrooms on the third floor. Slab on grade foundation with wood frame construction.







UC DAVIS CHEMISTRY BUILDING SEISMIC UPGRADES

Seismic strenthening of UC Davis's existing four-story 119,000 sq. ft. chemistry building. The work also includes demolition of existing two-story concrete bridge, and removal & relocation of underground utilities to accommodate future work in phase two.









CALIFORNIA MARITIME ACADEMY STUDENT HOUSING

Construction of the new 36,000 sq. ft. McCallister Residence Hall in Vallejo, California. The new 'suite-style' hall houses 132 beds for returning students of Cal Maritime Academy. All rooms are double-occupancy and every two rooms share a bathroom. Project also includes radiant heating, wireless internet, a new fitness room, two TV lounges, a game room, and two study lounges. Three-story building with wood-frame structure and slab-on grade construction.









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WEBCOR is a full-service commercial general contractor founded in 1971 with goals to build with unmatched innovation and efficiency. Over half a century later, Webcor continues to deliver these principles to hundreds of diverse projects throughout California. We understand California's unique challenges and opportunities - local regulations, public agencies, and trade partner and community groups – and above all, the culture. With five offices covering the state and \$5.5 billion in bonding capacity, we are fully prepared to service any corner of California and any project scale with ease.



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PRECONSTRUCTION

Our in-house professionals from the Design Management, Estimating, Sustainability, Quality, Safety, and Virtual Building departments play an active role in the preconstruction phase to ensure the most comprehensive approach to your project.



CONSTRUCTION

Executing the final construction plan is what we do best, specifically building projects across the expansive Golden State that fully express our client's goals and objectives and defining what it means to build in California.



CRAFT GROUP

Webcor Craft is our in-house self-perform groups specializing in finish carpentry, concrete, drywall, and mass timber. Our Craft group allows us to exert greater control over quality, pricing, and schedule for your project.



PM / CM

The Webcor Project and Construction Management Group (PM/CM) provides a range of client support and partnership services across project and construction management tasks, not the least of which is client advocacy.

Market Sectors



WEBCOR CRAFT

Self-Perform

From our inception, we have prided ourselves in being true builders. Webcor Craft represents our in-house self-perform groups specializing in carpentry, concrete, drywall, and mass timber. This allows us to exert greater control over quality, pricing, and schedule for your project.

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Higher Education

Drawing upon our diverse portfolio and technical experience, Webcor helps colleges and universities enhance the student experience while achieving their programmatic goals and aesthetic vision within rigid schedules and budgets.

When it comes to higher education work, no project is too big or small. Whether it be a campus-wide expansion, building renovation, or interior build-out - we do it all. We service both public and private clients in traditional or alternative delivery method models, including a growing portfolio of Design-Build, CMAR, and Public-Private Partnerships. Our work covers all corners of a campus - student housing, classrooms, research and laboratories, dining halls, athletic facilities, administration and support services, and parking.

What Start to Finish ENTITLEMENTS PM/CM PRECONSTRUCTION SELF-PERFORM VIRTUAL DESIGN & CONSTRUCTION SUSTAINABILITY CONSTRUCTION WARRANTY/BUILDING SERVICES

How

Every Which Way

CM AT RISK INTEGRATED PROJECT DELIVERY (IPD) LUMP SUM PM/CM PROGRESSIVE DESIGN-BUILD STIPULATED SUM DESIGN-BUILD PUBLIC PRIVATE PARTNERSHIPS (P3)







UC Merced 2020 Expansion

Merced, CA

UNIVERSITY OF CALIFORNIA, MERCED SCALE: 1,177,124 SF | VALUE: \$1.2 B

This Design-Build/P3 project totals 1,177,124 square feet throughout 14 structures. The academic space program includes 373,400 square feet of lab/research space, instructional space, and academic office space, while the Student Life program, which totals 115,500 square feet, includes health facilities, enrollment, dining, and recreational facilities. In addition to academic and Student Life programs, the project includes 420,570 square feet of outdoor space, featuring competition and athletic fields. Finally, the student housing program addresses existing and future demand for on-campus housing, and includes 289,600 square feet and 1,700 beds. Stand-alone parking totals 1,571 stalls. Webcor selfperformed concrete, carpentry, building specialties, and doors, frames, and finish hardware. This project is LEED Platinum[®].

Buildings Included in Expansion

- » Granite Pass Residence Hall
- » Glacier Point Residence Hall
- » Sentinel Rock Residence Hall
- » El Portal Residence Hall
- » The Pavilion Dining Hall

- » Conference Center
- » Health & Athletic Center
- » Hazardous Material Storage Facility
- » Bellevue Loading Dock
- » Distribution Center

- » Administration Building
- » Arts & Computational Sciences
- » Sustainability Research & Engineering
- » Biomedical Sciences and Physics









UC Santa Barbara Munger Hall

Santa Barbara CA

CLIENT: UNIVERSITY OF CALIFORNIA, SANTA BARBARA SCALE: 1,678,098 SF | VALUE: CONFIDENTIAL

Utilizing state-of-the-art modular construction methods, Munger Hall will offer more square feet per student than any other campus residence - all while offering each student single-occupancy bedrooms. The building will have an entire floor dedicated to additional shared amenities and spaces, such as a fitness center, a demonstration kitchen, a café, a market and other retail space, and a full-service restaurant Program leisure space will feature a recreation room, a reading room, conference rooms, music practice space, and a lecture hall. The first floor will include student services and classrooms, utility rooms, live-in staff apartments and a grand lobby entrance. Webcor is self-performing concrete, drywall, carpentry, doors, frames, and hardware. Targeting LEED Gold[®].





Prefab & Modular Solutions:

The modular residential units will be prefabricated of campus and then installed on the building foundation at a pace of about 25 pods per week; an entire residential floor of the building will require only 20 working days of construction. This type of design and construction method brings value to the project by allowing construction to begin offsite in a safe, controlled environment while also providing cost and schedule savings to the overall project.















UC Berkeley David Blackwell Hall

Berkeley, CA

CLIENT: UNIVERSITY OF CALIFORNIA, BERKELEY SCALE: 186,000 SF | VALUE: \$76.6 M

Ground-up P3 with eight levels above grade, including 783 beds in double-occupancy rooms. In addition to residences, the hall includes retail space, 5,300 square feet of space allocated to student organizations, and an 11,000 square foot community center with study areas, meeting rooms, state-of-the-art fitness center, and student lounges. Webcor self-performed concrete, carpentry, and drywall. This project is LEED Gold[®].

UC Berkeley People's Park Housing

Berkeley, CA

CLIENT: UNIVERSITY OF CALIFORNIA, BERKELEY SCALE: 1,100 BEDS | VALUE: \$289 M

Once constructed, this project will create new campus housing for more than 1,100 sophomores, juniors, and seniors. Every unit in the student housing project will be apartment-style and will include a mixture of studio, two-, three- and four-bedroom layouts. They will include a fully equipped kitchen and every apartment will be an accessible.

Cal Poly San Luis Obispo Residential Community

San Luis Obispo, CA

CLIENT: CALIFORNIA POLYTECHNIC STATE UNIVERSITY, SLO SCALE: 562,746 SF | VALUE: \$172.8 M

This ground-up, Design-Build spans eight structures with one to five levels above grade. It includes 696 single, double, and quad units totaling 1,475 beds for first-year students. Associated parking totals 154,363 square feet and 492 stalls. Situated adjacent to the campus's Grand Avenue entrance, the community is richly programmed with a variety of study areas and amenities. Webcor self-performed concrete, carpentry, doors, frames, and hardware. This project is LEED Platinum[®].



UC San Diego Rita Atkinson Residences

La Jolla, CA

CLIENT: UNIVERSITY OF CALIFORNIA, SAN DIEGO SCALE: 230,998 SF | VALUE: \$59.4 M

This ground-up, Design-Build student residence serves as the anchor point of the campus' academic mall and is composed of two L-shaped, nine-level wings nested together and connected by a single elevator tower. It includes 225 two-bedroom apartments, one three-bedroom apartment, and associated support spaces including staff offices and laundry and fitness facilities. Webcor self-performed concrete. This project is LEED Gold[®].







UC Berkeley California Memorial Stadium

Berkeley, CA

CLIENT: UNIVERSITY OF CALIFORNIA, BERKELEY SCALE: 376,080 SF | VALUE: \$231.4 M

Construction of a 63,000-seat stadium for the Golden Bears, UC Berkeley's NCAA Division 1 football team, within the historic stadium walls. Program elements include the Hall of Fame, Field Level Club and Field Club Mezzanine, an auditorium, recruiting lounge, retail store, kitchen, visiting team lockers, and training spaces. Webcor self-performed demolition, carpentry, and building specialties. This project is LEED Gold[®].

SJSU Spartan Athletics Center

San Jose, CA

CLIENT: SAN JOSE STATE UNIVERSITY SCALE: 65,000 SF | VALUE: \$51.2 M

A new multi-story facility, totaling approximately 65,000 square feet, that will centralize and enhance all facets of athletic operations, and will provide student athletes and the SJSU community with a much-needed learning environment. The new facility will include locker rooms, training rooms, coaches' offices, clubrooms, leadership development center, rooftop terrace, therapy pools, and multi-purpose learning space. This project is targeting LEED Gold.

UC San Diego Muir College Apartments Concrete

La Jolla, CA

CLIENT: SUNDT CONSTRUCTION, INC. SCALE: 100,920 SF | CONCRETE VALUE: \$5.5 M

The Muir College Tamarack Apartments presented the opportunity to complete the final phase of housing for this historic site on the campus of the University of California, San Diego. Webcor Concrete completed the board formed architectural grade concrete for the nine-story building. The architectural concrete is exposed in many rooms and areas throughout providing opportunities to experience the architecture. This project is LEED Gold[®].

SJSU Campus Village Water Softener & Pipe Replacement

San Jose, CA

CLIENT: SAN JOSE STATE UNIVERSITY SCALE: 1,000,000 SF | VALUE: \$2.2 M

Fast-track replacement of the vertical supply risers, specific horizontal supply mains, and corrections to the building life safety systems within the University's Campus Village - a 1,000,000-square-foot, 5-building residential complex which includes a 15-story main tower. In preconstruction, the joint venture team self-performed survey and analysis work and worked hand-in-hand with the design team to generate the contract documents.









CSU Monterey Bay North Quad Suites

Seaside, CA

CLIENT: CALIFORNIA STATE UNIVERSITY, MONTEREY BAY SCALE: 188,792 SF | VALUE: \$36.9 M

This ground-up, Design-Build Type V project spans three structures with four levels above grade. The Pinnacles, Vineyard, and Strawberry Suites provide 730 beds and include multiple layouts with each unit featuring a full kitchen and living rooms with ground-floor lobbies and study lounges. The scope called for the grading, underground utilities, landscaping, irrigation systems, site lighting, new parking and repair to existing parking, and pedestrian walkways over 11 acres.

UC Berkeley Clark Kerr Dining Hall Renovation

Berkeley, CA

CLIENT: UNIVERSITY OF CALIFORNIA, BERKELEY SCALE: 24,470 SF | VALUE: \$7.8 M

Seismic and historic renovation including a 500-seat hall-style dining room, two smaller dining rooms, outdoor dining terraces, a servery, a large commercial kitchen, administrative offices, conference rooms, restrooms, locker rooms, and site work. The scope of work entailed corrective structural work, new MEPS systems, an elevator, below-grade waterproofing. Webcor self-performed carpentry, doors, and building specialties. This project is LEED Gold[®].

UC Berkeley LeConte Hall

Berkeley, CA

CLIENT: UNIVERSITY OF CALIFORNIA, BERKELEY SCALE: 60,770 SF | VALUE: \$10.8 M

The historic renovation of the four-story Old LeConte Hall, designed by renowned architect John Galen Howard and built in 1926, includes a full build-out of classrooms and laboratories for the University's Physics Department. The building offers exciting, fundamental scholarship at the highest level and the Berkeley Center for Cosmological Physics.



UC Berkeley Central Computing Facility

Berkeley, CA

CLIENT: UNIVERSITY OF CALIFORNIA, BERKELEY SCALE: 10,000 SF | VALUE: \$8 M

Interior build-out and installation of a centralized 10,000-square-foot mission-critical computing facility to support the University's ongoing operations and research. The facility includes an uninterrupted power source, emergency power generators, modular electrical and HVAC systems, and a sophisticated security system over a single floor within an occupied four-story building.







UCSF New Hospital at Parnassus Heights

San Francisco CA

CLIENT: UNIVERSITY OF CALIFORNIA SAN FRANCISCO SCALE: 1M+ SF | VALUE: CONFIDENTIAL

As part of the Herrero Boldt Webcor tri-venture delivery, the new 15-story hospital will provide an optimal healing environment that addresses social, psychological, spiritual, and behavioral components of health in one place. The holistic focus on the needs of patients reflects UCSF's integrated research, education and care delivery mission at Parnassus Heights. Webcor is also completing renovation work of the existing infrastructure and central utility plant (CUP).

UCSF Wayne and Gladys Valley Center for Vision

San Francisco, CA

CLIENT: UNIVERSITY OF CALIFORNIA, SAN FRANCISCO SCALE: 347,500 SF | VALUE: \$187.3 M

Ground-up Design-Build/IPD project with three wings throughout one structure that ranges from three through twelve levels and 75,000 square feet of surface parking. The OSHPD Level 3 project includes higher education classrooms, research spaces, laboratory, medical office, clinic, centralized meeting areas, and student support amenities. Webcor self-performed building specialties, carpentry, concrete, and drywall. This project is LEED Gold[®].

Lawrence Berkeley National Laboratory Buildings

Berkeley, CA

CLIENT: UNIVERSITY OF CALIFORNIA, BERKELEY/LBNL SCALE: 88,382 SF | VALUE: \$65 M

Ground-up, modernization, and seismic project spanning three structures with up to three levels above grade. UC Berkeley and LBNL's laboratory and research mini-campus includes new construction of B33, modernization and lab build-out of B74, seismic slope stabilization for existing structure B85, and demolition of several structures including B25. Webcor selfperformed carpentry. This project is LEED Platinum and Gold[®].

American River College Parking Structure

Sacramento, CA

LOS RIOS COMMUNITY COLLEGE DISTRICT 486,000 SF | \$25.9 M

Ground-up, Design-Build, high-profile "gateway" parking structure that connects with its surroundings while mitigating modal conflicts on the community college campus. The five-level, 1,748-stall structure includes four elevators, three staircases, a 375-foot-wide art screen wall, landscaping, a new access road, a pedestrian bridge, a grand pedestrian entrance, and 12 tennis courts. Webcor self-performed concrete.









Rosen Family Student Center at Robert Louis Stevenson School

Pebble Beach, CA

CLIENT: ROBERT LEWIS STEVENSON SCHOOL SCALE: 32,000 SF | VALUE: \$11.5 M

Ground-up two-story, multi-purpose activities facility and central meeting place featuring a college center, photography lab, tech center, wilderness center, multiple classrooms, the new location of KSPB 91.9, and an amphitheater stage that hosts assemblies and concerts.

UC San Diego Argo Hall Renovation

La Jolla, CA

CLIENT: UNIVERSITY OF CALIFORNIA, SAN DIEGO SCALE: 74,836 SF | VALUE: \$8.3 M

"Mission-critical" summer renovation of a six-level, 180-unit student residence with administrative offices and student community spaces. The scope included installing an upgraded wet fire sprinkler system and related fire alarm work, new finishes, ADA accessibility compliance, elevator upgrades, restoration of exterior concrete fins, exterior paint, and new interior and exterior railings for all balconies. Webcor selfperformed concrete. This project is LEED Gold[®].

Stanford Branner Hall Renovation

Stanford, CA

CLIENT: STANFORD UNIVERSITY SCALE: 60,000 SF | VALUE: \$14.7 M

Historic renovation and seismic retrofit of the Branner Hall & Dining Facility, which was initially constructed in 1929. The renovations to the 10,000-square-foot, two-story dining facility preserved the original architectural integrity while adding a new 2,000-square-foot kitchen addition. The four-story, 48,000-square-foot student dormitory included upgrades to 80 units.

Stanford Florence Moore Hall Renovation

Stanford, CA

CLIENT: STANFORD UNIVERSITY SCALE: 350,000 SF | VALUE: \$1.8 M

Seismic retrofit of seven, three-story residential buildings with over 500 dormitory rooms. Improvements included exterior paint, plastering and windows, new doors, frames and hardware, custom molding, and relocation of the MEP systems.






SAN FRANCISCO ALAMEDA SAN JOSE LOS ANGELES SAN DIEGO



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CL# 1037217 A,B,C-8,C-9

BRAD DENNEY DBIA, LEED AP

PROJECT EXECUTIVE



ROLE

As Project Executive, Brad serves as the senior corporate manager responsible for ensuring that the team meets its contractual obligations. He negotiates and executes contracts, distributes resources as required, oversees performance, makes enterprise- level decisions, conducts periodic progress reviews, and instills an environment of continuous improvement. Brad ensures that the client has the resources necessary to complete the project successfully with the contract.

HIGHLIGHTS

 YEARS EXPERIENCE • 26 Years
 YEARS WITH WEBCOR • 22 Years
 EDUCATION • BS, Construction Management, California State Polytechnic University, San Luis Obispo, CA
 CERTIFICATIONS • DBIA, LEED AP



SELECT EXPERIENCE

UCSB MUNGER HALL STUDENT HOUSING

Santa Barbara, CA

Ground-up higher education student housing project totaling 1,678,098 SF throughout one structure with eight levels above grade. The project includes single-occupancy bedrooms, and an entire floor dedicated to amenities such as a fitness center, a demonstration kitchen, café, market, restaurant, and retail and recreation spaces.

38 DOLORES

San Francisco, CA

Ground-up Type I, concrete mixed-use project with a construction cost of \$51.1 M. This GMP project totals 195,489 SF throughout one structure with eight levels above grade and two levels below grade. It includes 81 luxury condominiums throughout 13 different floorplans. Connected parking totals 50,429 SF and 104 stalls. The project includes a 5,000 SF green roof, courtyard, butterfly habitat, community gardens and a 34,360 SF Whole Foods Market. Webcor self-performed concrete and interior construction. This project is LEED Gold[®].

ATRIA AT FOSTER SQUARE

Los Angeles, CA

Ground-up, Type I concrete modern senior living project with a construction cost of \$51.5 M. This GMP and target value design project totals 190,000 SF throughout one structure with six levels above grade. It includes 131 assisted living units and 24 memory care units. The state-of-the-art facility includes recreational common spaces, a library and learning center, theater, full-service restaurant with a private dining room and bar, salon and spa, fitness center, diverse retail amenities, valet and chauffeured car service, and 24-hour staff and concierge service. Webcor self-performed concrete and carpentry. This project is LEED Silver[®].

CAL MEMORIAL STADIUM

Berkeley, CA

Ground-up renovation and seismic retrofit stadium project consisting of Type I concrete and structural steel with a construction cost of \$231.4 M. This CMAR project totals 376,080 SF throughout one structure with eight levels above grade. Webcor self-performed demolition, concrete, carpentry, and building specialties. This project is LEED Gold[®].



DANIEL CHAVARRIA LEED GA

PROJECT DIRECTOR



ROLE

As Project Director, Daniel is responsible for the overall success of the project and client satisfaction and serves as the single point of contact for all communications related to general contractor team activities. He assembles the most qualified staff for the prime contract and leads the team throughout all phases to meet established goals and contractual obligations related to safety, cost, schedule, and quality. Daniel's broad and deep experience and expertise enable him to anticipate challenges and develop innovative solutions with the team to maintain high performance and maximize client value.

HIGHLIGHTS

YEARS EXPERIENCE • 12 Years

YEARS WITH WEBCOR • 11 Years

EDUCATION • BS, Construction Management, Fresno State University, Fresno, CA

CERTIFICATIONS • LEED GA



SELECT EXPERIENCE

CAL POLY SLO STUDENT HOUSING

San Luis Obispo, CA

Ground-up, Type II and III concrete higher education student housing project with a construction cost of \$172.8 M. This designbuild project totals 562,446 SF throughout eight structures with one to five levels above grade. It includes 696 single, double, and quad units totaling 1,475 beds for first-year students. Associated parking totals 154,363 SF and 492 stalls. The community is richly programmed with study areas, large-scale living rooms, a recreation center, offices, admissions welcome center, a food market and a Starbucks, a large lawn with an amphitheater and a courtyard with volleyball and basketball courts, natural features, gardens, contemplative spaces, and bike paths. Webcor selfperformed concrete, carpentry, doors, frames, and hardware. This project is LEED Gold[®].

NEWARK CIVIC CENTER

Newark, CA

Ground-up, type II-B steel commercial project with a construction cost of \$72.3 M. This design-build project totals 73,240 SF throughout three structures with 1-2 levels above grade. Surface parking totals 130,300 SF and includes 324 stalls. This project transforms an existing administration building into a revitalized city hall featuring an administration tower upgrade, library expansion, and state-of-the-art police building addition. Webcor selfperformed concrete and carpentry. This project is LEED Silver[®].

CAL MEMORIAL STADIUM

Berkeley, CA

Ground-up renovation and seismic retrofit stadium project consisting of Type I concrete and structural steel with a construction cost of \$231.4 M. This CMAR project totals 376,080 SF throughout one structure with eight levels above grade including 220,509 SF of interior occupied space and 155,571 SF of stadium bowl seating. This multi-phased, highly technical project involved the construction of a state-of-the-art, 63,000-seat stadium for the Golden Bears. Program elements include the Hall of Fame, Field Level Club and Field Club Mezzanine, an auditorium, recruiting lounge, retail store, kitchen, visiting team lockers, and training spaces as well as stadium operations and support facilities. Webcor self-performed demolition, concrete, carpentry, and building specialties. This project is LEED Gold[®].



GREG CHAUHAN DBIA

SENIOR CONSTRUCTION MANAER



ROLE

As Senior Construction Manager, Greg will serve as the highest-level field leader who orchestrates construction field operations for the project. He will work with all critical stakeholders to ensure field operations fulfill the overall project goals. Greg will organize, mobilize, and direct project personnel and coordinate the efforts of all trade partners and all other organizations involved. He will oversee field and public safety, quality, schedule, logistics, and manpower. Greg's complex project experience gives him the tools to identify technical issues early and implement appropriate courses of action for unforeseen challenges in the field. Greg's number one priority will be to run a safe project site during construction to ensure the safety of all Peralta College students, faculty, and staff.

HIGHLIGHTS

Ð	YEARS EXPERIENCE • 28 Years
Ð	YEARS WITH WEBCOR • 23 Years
Ð	EDUCATION • BS, Chemical Engineering, Villanova University, Villanova, CA
A	CERTIFICATIONS • DBIA, OSHA 30



SELECT EXPERIENCE

UC MERCED GLACIER POINT RESIDENCE HALL

Merced, CA

This project totals 152,232 SF throughout one structure with six levels above grade. Glacier Point is a part of the 1.2-million SF 2020 campus expansion project that nearly doubled the size of the University of California's youngest campus. The project includes lounges, lobbies, colloquy spaces, study and meeting rooms, and sheltered bike storage. Ground-floor public spaces include classrooms and student life programs. Webcor self-performed structural and miscellaneous concrete and doors, frames, and finish hardware. This project is LEED Platinum[®].

UC MERCED EL PORTAL RESIDENCE HALLS

Merced, CA

The project is designed by Mahlum Architects. This P3 project totals 123,096 square feet throughout one structure with five levels above grade. El Portal houses 454 beds, all of which are available for single, double, or triple rooms. Located at the gateway to a majority of the overall UC Merced 2020 Expansion, this residence hall features laundry facilities, study and meeting spaces, a central, communal study space located on the first floor, and bike storage space. Webcor self-performed concrete and doors, frames, and finish hardware. This project is LEED Platinum[®].

CAL POLY SLO STUDENT HOUSING

San Luis Obispo, CA

Ground-up, Type II and III concrete higher education student housing project with a construction cost of \$172.8 M. This designbuild project totals 562,446 SF throughout eight structures with one to five levels above grade. It includes 696 single, double, and quad units totaling 1,475 beds for first-year students. Associated parking totals 154,363 SF and 492 stalls. The community is richly programmed with study areas, large-scale living rooms, a recreation center, offices, admissions welcome center, a food market and a Starbucks, a large lawn with an amphitheater and a courtyard with volleyball and basketball courts, natural features, gardens, contemplative spaces, and bike paths. Webcor selfperformed concrete, carpentry, doors, frames, and hardware. This project is LEED Gold[®].







GOLDMAN SACHS

Goldman Sachs' experience with student housing public-private partnerships includes financings in both the taxexempt public market as well as the taxable private placement market. In recent years, the firm's transaction record includes financings at UC Riverside (\$175 million), the University System of Georgia (\$548 million) and Howard University (\$144 million). Since January 2021, Goldman Sachs has been a top ranked underwriter in the workforce housing sector and has raised over \$1.7 billion across seven separate Social Bond transactions, which involve the sale of unrated tax-exempt municipal bonds via a public-private partnership model. This innovative financing structure has been designed to address affordability for middle income "essential" workers, including teaching faculty and staff along with the general population of qualified tenants



Michael Fleishman is. a Vice President in Goldman Sachs' San Francisco office, and offers 15 years of experience in municipal underwriting for a wide array of California-based issuers. Representative transactions include tax exempt revenue bond financings for a variety of power and water utilities, transportation agencies (specializing in tolled facilities and mass transit), local governments and both housing and senior living projects. Michael is a Bay Area native and holds a Master's in Financial Engineering from the Haas School of Business.



Jessica Yueh is a Vice President in Goldman Sachs' Los Angeles office, and offers 13 years of experience in municipal underwriting and P3 advisory. Jessica has senior managed over \$21 billion of tax-exempt and taxable financings for municipal and P3 issuers nationally. She leads our University P3 efforts across student housing and district energy, with additional experience in military housing and local government financings. Jessica executed student housing financings for UC Riverside (tax-exempt) and Howard University (taxable private placement). Jessica previously lived in the Bay Area and is also a graduate of the Haas School of Business at the University of California, Berkeley.





APPENDIX B

PROJECT SCHEDULE AND WORK PLAN





APPENDIX B- PROJECT SCHEDULE AND WORK PLAN

PROJECT SCHEDULE + WORK PLAN

Date	Tasks	
Immediately, or as soon as possible, following the execution of the contract	 Meet with key stakeholders to Review firsthand the vision and strategic goals of Peralta Community College District and their vision for future housing pursuits Ensure all involved parties are aligned with the proposed schedule for meetings and deliverables Establish structured methods for clear and consistent communication throughout the consulting engagement. 	
December 21-23, 2022	Virtual meeting with key stakeholdersConduct email student surveys	
January 4-6, 2023	 In-person meeting with key stakeholders (if available); Conduct student focus group Conduct student intercept surveys Tour the current on-campus facilities Tour Alameda County market 	
January 9-11, 2023	Compile findings and begin analysis	
January 12-14, 2022	Compile additional findingsFinalize recommendations and deliverables	
January 15, 2023	Submit DRAFT	
January 16, 2023	Virtual review with Campus Advantage and key stakeholders to discuss study, adjustments, and recommendations	
January 18, 2023	Submission of FINAL Market Analysis and Feasibility Study	





EXHIBIT A HOURLY RATES

EXHIBIT "A" HOURLY BILLING RATES

Consultant's entire proposal is **<u>not</u>** incorporated.

Listed below are Campus Advantage and HERD's hourly rates. Most often, market analysis and feasibility engagements, such as these, are billed in a bulk project scope rate. This bulk rate has been proposed within the RFP proposal.

Additional work outside of the scope of work provided would be applicable to the hourly rates below.

TEAM MEMBER	2023 USD HOURLY RATE SCHEDULE	
Principals, Presidents, C-Suite Executives	\$500	
Senior Vice Presidents, Vice Presidents	\$400	
Directors, Project Executives	\$300	
Senior Project Managers, Business Development Associates	\$250	
Project Managers, Associates	\$200	
Financial & Research Analysts	\$150	
Administrative Support Specialists	\$75	

WORKERS' COMPENSATION CERTIFICATION

Labor Code Section 3700 in relevant part provides:

Every employer except the State shall secure the payment of compensation in one or more of the following ways:

- By being insured against liability to pay compensation by one or more insurers duly authorized to write compensation insurance in this State.
- By securing from the Director of Industrial Relations a certificate of consent to self-insure, which may be given upon furnishing satisfactory proof to the Director of Industrial Relations of ability to self-insure and to pay any compensation that may become due to its employees.

I am aware of the provisions of Section 3700 of the Labor Code which require every employer to be insured against liability for workers' compensation or to undertake self-insurance in accordance with the provisions of that code, and I will comply with such provisions before commencing the performance of the Work of this Contract.

Date:	12/14/2022	
Name of Consultant: _	Dena Costello	
Signature:	Dena Costello	
Print Name and Title:	Dena Costello, Vice President of Business Development, Consulting, and Client Services	

(In accordance with Article 5 – commencing at Section 1860, Chapter 1, part 7, Division 2 of the Labor Code, the above certificate must be signed and filed with the District prior to performing any Services under this Agreement.)

PREVAILING WAGE AND RELATED LABOR REQUIREMENTS CERTIFICATION

I hereby certify that I will conform to the State of California Public Works Contract requirements regarding prevailing wages, benefits, on-site audits with 48-hours' notice, payroll records, and apprentice and trainee employment requirements, for all Work on the above Project including, without limitation, labor compliance monitoring and enforcement by the Department of Industrial Relations.

Date:	12/14/2022	
Name of Consultant:	Dena Costello	
Signature:	Dena Costello	
Print Name and Title:	Dena Costello, Vice President of Business Development, Consulting, and Client Services	

Peralta Community College District Independent Consultant Agreement (Professional Services – Feasibility Study)

COVID-19 VACCINATION/TESTING CERTIFICATION

Consultant: Campus Advantage, Dena Costello, Vice President of Business Development, Consulting, and Client Services

- 1. It is the Consultant's sole responsibility to comply with the District's Administrative *Procedure: COVID-19 Vaccination/Masking Requirement for Employees, Students, and Visitors* ("COVID-19 Policy") attached to this certification.
- 2. Consultant acknowledges that the District's COVID-19 Policy may be subject to change to meet future public health standards and requirements in accordance with guidance from local and state public health authorities. Consultant shall comply with the COVID-19 Policy and any amendments in effect at the time Consultant performs the Services.
- 3. Consultant shall check the applicable box, fill in all applicable blanks and sign below. By so doing, Consultant certifies that the information provided is true and accurate.

COVID-19 VACCINATION AND/OR WAIVER JUSTIFICATION			
1.	x_	In accordance with District's COVID-19 Policy, Consultant certifies that all employees, volunteers, and/or agents providing in-person services at District sites or facilities have been fully vaccinated against COVID-19 and will submit proof of vaccination to the District; or if they cannot receive the COVID-19 vaccine due to disability or medical or religious exemptions, or if deferring vaccination due to pregnancy, will instead submit proof of a negative COVID-19 test on a weekly basis and must at all times while on District property wear face masks that fully cover both mouths and noses.	
2.		Consultant certifies that its employees, volunteers, and/or agents will have NO IN- PERSON CONTACT with District students, family or staff at a District site or facility, and all services under the Agreement(s) referenced above will be provided virtually/remotely.	

CERTIFICATION

Date:	12.14.2022
Proper Name of Consultant:	Dena Costello
Signature:	Dena Costello
Print Name:	Dena Costello
Title:	Vice President of Business Development, Consulting, & Client Services

ADMINISTRATIVE PROTOCOL

COVID-19 VACCINATION/MASKING REQUIREMENT FOR EMPLOYEES, STUDENTS, AND VISITORS

These procedures apply to all new and existing Peralta Community College District (PCCD) faculty, classified employees, administrators, hourly employees (short-term temporary employees), contract employees, independent contractors and student employees (hereafter referred to as "covered individuals"). These procedures also apply to all students of PCCD.

I. Covered Individuals

All District employees are required, as a pre-condition and condition of employment, to furnish to Human Resources proof of *full* COVID-19 vaccination (as defined by the Center for Disease Control (CDC). All other covered individuals are also required to provide the same proof of vaccination as required by employees.

A. Acceptable proof of COVID-19 vaccination consists of:

- 1. A dated copy of the individual's CDC COVID-19 Vaccination Record Card.
- 2. A dated and signed letter from the individual's licensed care giver.
- Copy of the official Personal Digital COVID-19 Vaccine Record from the California Department of Public Health

Proof of vaccination shall be provided no later than October 7, 2021.

Covered individuals who received approved declination/exemption pursuant to section (II) below must abide by masking and weekly COVID-19 testing requirements described in section (III).

II. COVID-19 Vaccination Declination

Covered individuals are allowed to decline COVID-19 vaccination for: (a) medical, (b) disability, and (c) religious grounds. Employees may also receive a *deferral* based on pregnancy. Employees declining to show proof of COVID-19 vaccination must provide the approved PCCD COVID-19 Vaccination Declination Form to Human Resources.¹ PCCD retains the right to require documentation substantiating eligibility for declinations.

A covered individual with approved declination/exemption or deferral from vaccination shall abide by masking and weekly COVID-19 testing requirements described in section (III) below.

III. Masking and COVID-19 Testing

Covered individuals must at all times while on PCCD controlled property wear face masks that fully cover both mouths and noses in accordance with mandates by the State of California and/or Alameda County and the District's COVID-19 Prevention Plan.

¹ Employees receiving a deferral must provide proof of COVID-19 vaccination at the time of their return to work from maternity leave or submit a COVID-19 Declination Form and comply with the mandatory masking and testing protocols.

Also, covered individuals with approved exemptions must provide weekly proof of a negative COVID-19 Test to District Administration. Covered individuals with approved exemptions and who fail to comply with the PCCD masking and testing requirement are subject to corrective action by the District, including disciplinary action consistent with applicable employee collective bargaining agreements or student standards of conduct. District Administration will provide weekly lists to the responsible District manager of individuals who must provide proof of weekly testing.

- A. Acceptable proof of negative COVID-19 testing consists of:
 - 1. A dated copy of negative COVID-19 test results.²

or

2. A dated and signed letter from employee's licensed care giver.

IV. Release Time to Become Vaccinated

A. PCCD will provide employees with necessary release time to travel and become vaccinated or received a vaccine booster. Compensation shall be covered by the District at the employee's regular rate of pay if vaccination occurs during the employee's regularly scheduled workday. Employees must seek prior approval and make appropriate arrangements for vaccination times with their supervisors.

V. Sick Leave for Symptoms Related to Vaccination

- A. PCCD will provide employees who become vaccinated with one day (eight (8) hours) of sick leave that may be used in order to recover from any side effects of the COVID-19 vaccinations and boosters. The one (eight (8) hours) of sick leave will apply to Hourly Employees and Student Employees. This sick leave day will be in addition to any existing sick leave available to the employee, including COVID-19 Supplemental Paid Sick Leave available pursuant to SB 95.
- B. For employees who have already become fully vaccinated at the time of this procedure implementation, PCCD will also provide those employees with one day (eight (8) hours) of sick leave with appropriate submission of proof of vaccination to Human Resources.³

VI. Proof of Vaccination and Medical Information

A. PCCD will not request any health or medical information other than proof of vaccination or proof of weekly negative COVID-19 tests from any covered individuals. PCCD will not

² Employees receiving a POSITIVE COVID-19 test will not be allowed to report to work on any PCCD controlled property, must follow CDC quarantine guidelines, and be followed by a Certified PCCD COVID-19 Contact Tracer.

³ Employees who have been fully vaccinated are required to continue to abide by all PCCD policies, procedures and protocols regarding COVID-19 until PCCD directs otherwise.

receive any medical information covered individuals give to any vaccination provider. Any proof of vaccination a covered individual provides to PCCD will be stored by District Administration in a manner consistent with all applicable constitutional and statutory laws and in accordance with PCCD's practice for storing medical information in a file separate from the employee's personnel file.

B. All individuals covered by this Administrative Procedure must complete a PCCD AUTHORIZATION FOR DISCLOSURE AND USE OF MEDICAL INFORMATION Form in compliance with California's Confidentiality of Medical Information Act.

VII. Effect of Vaccination Procedure

These procedures shall be effective immediately and shall remain in effect until the District determines that these procedures are no longer necessary. These procedures may be amended or revoked at any time.

AUTHORIZATION FOR DISCLOSURE AND USE OF MEDICAL INFORMATION

Confidentiality of Medical Information Act (CMIA), Civil Code § 56, et seq.

Pursuant to California's Confidentiality of Medical Information Act, I, <u>Dena Costello</u>, authorize the Peralta Community College District ("PCCD") to receive my medical information as described in this authorization. I also authorize representatives from the PCCD to use the medical information for the purposes described in this authorization.

This authorization is limited to the following types of information:

Confirmation of COVID-19 vaccination and/or proof of negative COVID-19 testing.

The recipients of this information may use the information for the following purpose:

Participation in PCCD's vaccination policy and to help PCCD with controlling COVID-19 infections among PCCD employees.

Expiration Date: PCCD is no longer authorized to disclose or use medical information described in this authorization after June 30, 2026.

<u>Right to Receive Copy of This Authorization:</u> I understand that if I sign this authorization, I have the right to receive a copy of this authorization. Upon request, PCCD will provide me with a copy of this authorization.

I authorize the disclosure and use of my medical information as described above for the purposes listed above. I understand that this authorization is voluntary and that I am signing this authorization voluntarily.

Dena Costello

Dena Costello

Signature

Employee Name

Date

12.14.2022

EXHIBIT B NON-COLLUSION DECLARATION

The undersigned declares:

I am the Vice President of Business Development, [Title] of Campus Advantage [Name of Company], the party making the foregoing bid.

The bid is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation. The bid is genuine and not collusive or sham. The bidder has not directly or indirectly induced or solicited any other bidder to put in a false or sham bid. The bidder has not directly or indirectly colluded, conspired, connived, or agreed with any bidder or anyone else to put in a sham bid, or to refrain from bidding. The bidder has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the bid price of the bidder or any other bidder. All statements contained in the bid are true. The bidder has not, directly or indirectly, submitted his or her bid price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, to any corporation, partnership, company, association, organization, bid depository, or to any member or agent thereof, to effectuate a collusive or sham bid, and has not paid, and will not pay, any person or entity for such purpose.

Any person executing this declaration on behalf of a bidder that is a corporation, partnership, joint venture, limited liability company, limited liability partnership, or any other entity, hereby represents that he or she has full power to execute, and does execute, this declaration on behalf of the bidder.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct and that this declaration is executed on <u>14th</u> [Date], at

Denver [City], CO [State].

Signed: __ Dena Costello

Typed Name: Dena Costello







ADDRESS

110 Wild Basin Road #365 Austin, Texas 78746



campusadv.com

