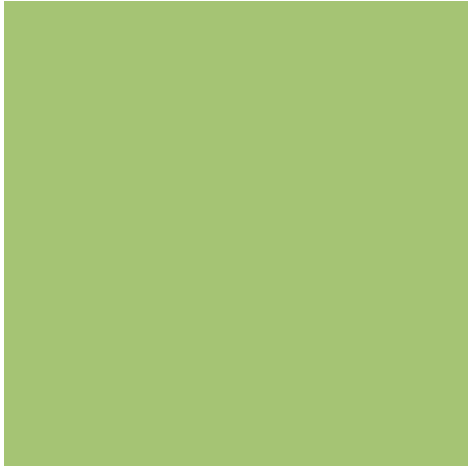
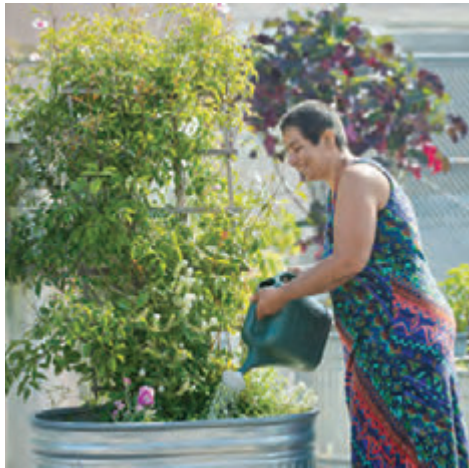
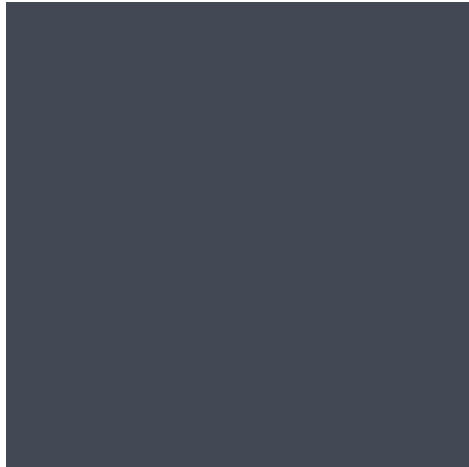




Cherryland
**RFI Response for
Retail & Mixed-Use
Development
Opportunity**



**Resources for
Community
Development**



Alameda County

**Cherry Creek Place
and Neighborhood
Market**

October 16, 2015

Susan McCue, Economic Development Manager
Alameda County Community Development Agency
Economic & Civic Development Department
224 W. Winton Avenue, Room 110
Hayward, CA 94544-1215

**RE: Request for Interest/Development Concept for Retail & Mixed Use
Development
Opportunity at 20095-97 Mission Boulevard, Hayward, CA
“Cherry Creek Place and Neighborhood Market”**

Dear Ms. McCue,

Resources for Community Development (RCD) and Mandela MarketPlace are pleased to submit our proposal for Cherry Creek Place and Eden Neighborhood MarketPlace, a mixed-use development including a neighborhood marketplace and business incubator space along with 78 affordable workforce housing units for families and veterans.

We consider your property as an ideal location with great potential to address two immediate and critical needs in the Cherryland community: by expanding affordable housing options and also delivering a mix of retail needed in the community now and well into the future. Our vision is that sustainable and high quality workforce housing integrated with retail will provide a foundation for community members to build self-sufficiency and economic resiliency as they contribute to building a better community.



RCD's Ashland Place nearby

We are proposing to partner with Kava Massih Architects because of our history of successful community engagement together in Ashland. Ashland Place with completion expected by the December 2015 will provide affordable rental apartments to 85 individuals and families with 2,000 square feet of ground floor retail space at the prime corner location on East 14th Street and Kent Avenue.

The anchor retail at the Mission Boulevard site will generate a minimum of 40 sustained jobs and business ownership positions, over \$2.5M in sales revenue, and catalyze additional retail on the site and in the surrounding community. The market will feature local ownership, locally crafted products that will generate additional sales revenue, and new ownership opportunities for local craftspeople and food entrepreneurs, adding an additional 80% to the revenue multiplier (based on Mandela Foods Cooperative local product purchase/sales). The market will be a destination for shoppers

from nearby communities, including Castro Valley, that will capture new spending, while also reducing leakage from the Ashland/Cherryland community. Based on preliminary research in West Oakland, a local multiplier from an anchor, locally owned market will reach 2.5 times sales, thus increasing sales generation upwards of \$8M.

Our Plan Meets a Number of ABCD Policy Objectives

We believe that our proposed use of the site will meet a number of the policy objectives outlined in the Ashland and Cherryland Business District Specific Plan.

Numerous community surveying processes (Ashland Cherryland Urban Greening Master Plan, Ashland Cherryland Business District Specific Plan, Ashland Cherryland Community Health & Wellness Element) and other community initiatives like the Eden Area Livability Initiative have illustrated that there is a need for increased bicycle and pedestrian access, economic development, and healthy food access across the unincorporated area. This mixed-use development seeks to catalyze movement toward achieving the following community goals:

Affordable Housing

Our proposed high-density, mixed-use development will feature affordable workforce housing with attractive ground floor uses that front the street to promote revitalization and increase pedestrian activity.

High-Access Transit Service

This development would promote and support the high-access transit services recommended and/or planned in the Ashland Cherryland Business District Specific Plan (ACBDSP), the Bicycle and Pedestrian Master Plans for Unincorporated Areas, and other land use plans for the unincorporated area. In particular, this development would include space for resident and retail bicycle parking and allocate eight parking spaces on-site for the City Car Share program (*see attached support letter from City Car Share*). Resources for Community Development would also seek to achieve full GreenTRIP certification on site by offering two free EasyPasses per household for 40 years, which allows the holder to ride all AC Transit buses, including TransBay buses to San Francisco.

The bicycle parking on-site would encourage residents to utilize the planned bicycle lanes along the East 14th Street/Mission Blvd corridor, as well as the planned development of the East Bay Greenway and potentially the San Lorenzo Creek as multi-modal pathways. With the soon-to-be-constructed Cherryland Community Center, the Meek Estate, and neighborhood schools down the road from this development, the growth of this site as transit-friendly grocery retail and residential housing would attract a diversity of customers.

Furthermore, RCD/Mandela MarketPlace will work with the County, AC Transit and Transform to apply for Affordable Housing Sustainable Community Grant Funds in the Cherryland project area to meet the ABCDSP goals of creating a safe pedestrian and bicycle networks. These ideas also meet the Strategic Growth Councils' goal of creating a mode shift away from the automobile. Here are some ABCDSP goals that an AHSC grant can help with:

- Provide mid-block crossings to reduce distance between pedestrian crosswalks.
- Creating a bike repair facility and potentially a bike sharing or rental program. (RCD created a repair facility at their Ohlone Gardens development in El Cerrito).
- Car-share "pods" (see support letter from City Car Share. RCD has worked with City Car Share at our Oxford Plaza project and they are looking to partner again)
- Improve bus stop amenities (shelters, benches, real-time transit arrival displays, route maps/schedules, trash receptacles, etc.) to enhance user experience.

Economic Development & Business Incubation (ACBDSP Policy 1.7.1, 1.7.2, 1.8.1)

The grocery retail would not only serve as the sole full-service grocery store in Ashland and Cherryland, but also provide a unique shopping experience that reflects the diversity of the unincorporated area through promotion and integration of local food-centered entrepreneurs into the fabric of the local economy. The marketplace would be a place for local growers to sell agricultural products, for local makers to sell their cottage kitchen products, to gather and host community events, and include a local produce stand on the corner.

Given Mandela MarketPlace's proven track record at incubating a diversity of regional food entrepreneurs, and as per the ACBDSP Program 1.7.1, this development would provide an opportunity for the County to partner with a non-profit to support the flow of resources to and grow the capacity of emerging local food entrepreneurs. Ideally, this partnership would connect community members who have initiated their own food enterprises to Mandela MarketPlace/Centro Community Partners entrepreneurship training and microfinance programs, as well as those who benefit from the Alameda County Small Business Development Center's Food Business Entrepreneurial Training Academy and the Deputy Sheriff's Activity League's food business incubation and manufacturing space, to a market where they can sell their products. To build on these partnerships, the institution of ACBDSP Program 1.7.2 to create a Small Business Financial Assistance Fund, the County and Mandela MarketPlace could provide the food entrepreneurs with critical financing through Mandela MarketPlace's Ladder Up fund, financial advising and expertise to help them identify funding that will cover their business start-up costs. Mandela MarketPlace additionally brings expertise in partnering with workforce development programs to provide hands-on job and business training opportunities for Beyond Emancipation and Workforce Development Board/Private Industry Council.

Included in this packet is a description of **Mandela Entrepreneurs Program** logic model. The model program has launched 5 businesses in Alameda County, and currently advises emerging entrepreneurs that are part of the County-sponsored Best Baby Zone, the Afghan Women's Coalition in Fremont, 2 corner markets in West and East Oakland, and 5 family farms.

In reference to ACBDSP Program 1.8.1, we envision that this market would specifically target local food entrepreneurs who are making traditional and ethnic cuisines to draw upon and directly serve the needs of this diverse community. In addition, the marketplace would have space for a café to encourage use of this location as community gathering space for events, meetings and more.

History & Heritage

The grocery retail on-site will lift up the cultural heritage and history of the community surrounding the site by incorporating thematic elements of the ranching and expansive citrus groves of the community's past into the design interiors. This will give customers from all across the unincorporated area and adjacent cities an opportunity to learn more about the rich history of this community. It will also elevate and make visible the community's history as an integral piece of the branding for the Ashland Cherryland and greater unincorporated area.

Community Engagement (ACBDSP Policy 1.1, 1.4.5)

Central to the mission and vision of Mandela MarketPlace is a dedication to raising the political and economic voices of community residents. With over a decade of expertise in community engagement, and in alignment with ACBDSP Policy 1.1, Mandela MarketPlace would coordinate the

time and space for the community to share input on the design and economic utility of this development.

In keeping with the dedication to community, Mandela MarketPlace would also like to ensure that Project EAT's Paradise Community Garden remains on-site to encourage the continued temporary use of the space for community gardens and cross-community partnerships recommended in ACBDSP Program 1.4.5

Lead Development Company

The lead development company is Resources for Community Development. RCD is a non-profit corporation which was established in October 1984. RCD will establish a tax credit limited partnership to develop and serve as the General Partner for the project and Mandela Marketplace will assist in raising funds for and operating the marketplace, business incubator and retail space.

Contact Information

Primary Contact: Carolyn Bookhart
Title: Housing Development Director
Telephone: 510-841-4410 ext. 320.
Email: cbookhart@rcdhousing.org

Names and Relationships of All Companies Included in the Proposal

Architect: Kava Massih Architects, Kava Massih and Mark Schlientz
Mandela MarketPlace, Dana Harvey, Executive Director

Thank you for your consideration. If you should have any questions regarding our qualifications, please contact Carolyn Bookhart, Director of Housing Development at (510) 841-4410, extension 320 or cbookhart@rcdev.org.

Sincerely,



Dan Sawislak
Executive Director
Resources for Community Development

List of Attachments

City Car Share Interest Letter
Mandela MarketPlace Logic Model



October 15, 2015

Dan Hardy | Acquisitions Project Manager
Resources for Community Development
2220 Oxford Street | Berkeley, CA 94704
RCDHOUSING.ORG | 510 841 4410 x309

To Whom It May Concern:

City CarShare, a Bay Area 501(c) non-profit is pleased to have the opportunity to partner with Resources for Community Development in order to implement a car share program next to a new health food coop with Mandela Marketplace in addition to 80 new affordable rental home proposed for 20097 Mission Blvd.

City CarShare is the largest nonprofit carsharing organization in North America and the only nonprofit carsharing service in the Bay Area. Launched in 2001, City CarShare's mission is to reduce car ownership and usage, improve the environment, and support an enhanced quality of life for all in Bay Area communities. City CarShare offers convenient, affordable access to shared cars and promotes green mobility options beyond carsharing. As a nonprofit, City CarShare offers usage rates that are 10%- 50% less expensive than other providers, the only formal low/moderate income program in the industry (CommunityShare), and the only wheelchair accessible carsharing vehicles in the USA (AccessMobile).

The opportunity to bring community connectivity is best served with Resources for Community Development and we look forward to working team members on many more successful projects.

Sincerely,

Paul Steinberg
Business Development

Mandela MarketPlace – Mandela Entrepreneurs Program

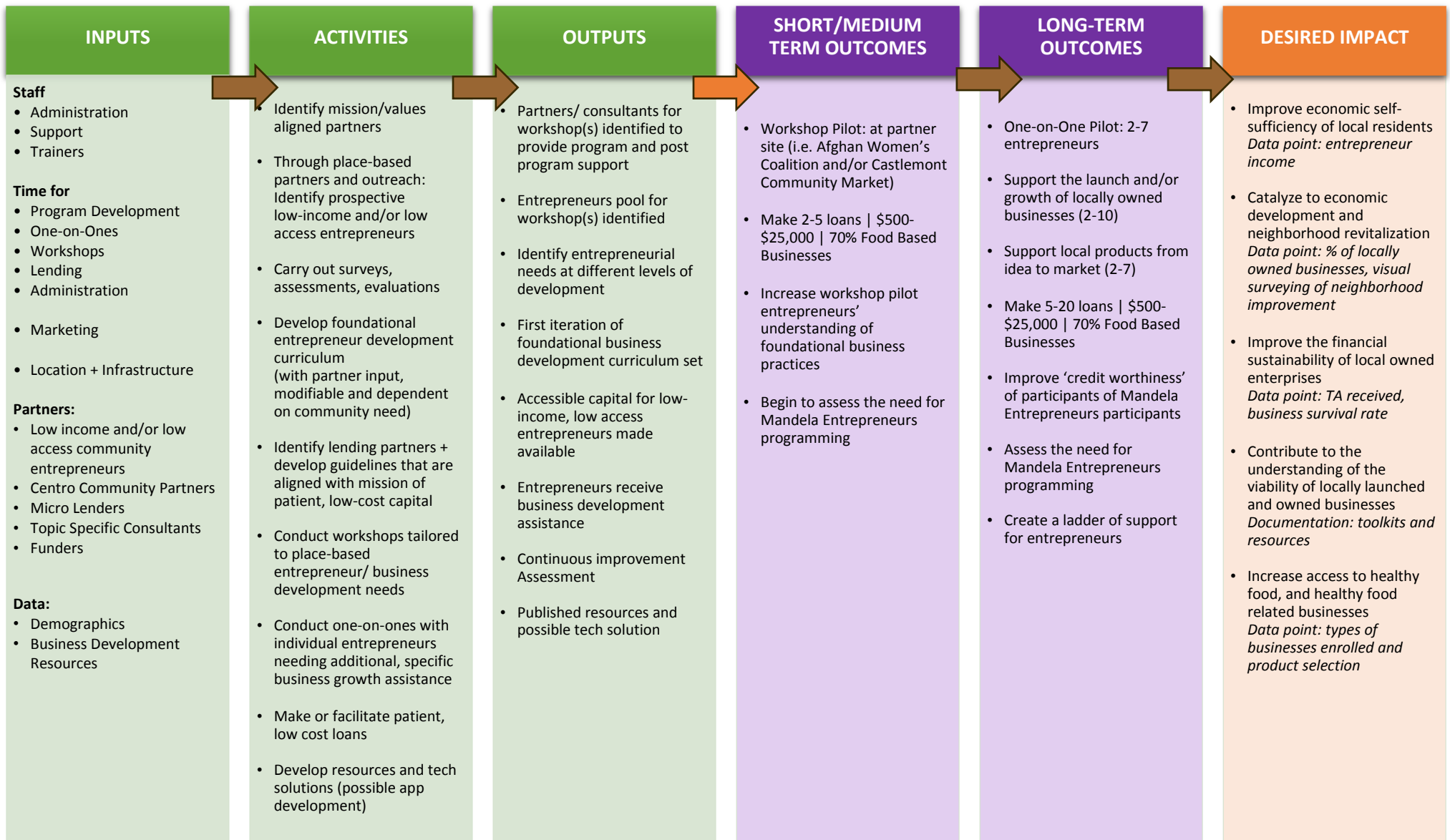
Please indicate the area of asset building your program falls into: Financial Capability Real Estate Development (i.e. Affordable Housing) Small Business Development

Program / Project Name: Mandela Entrepreneurs

Program/Project Vision: Build thriving, economically secure communities through entrepreneurship development and wealth building in disinvested neighborhoods.

Program/Project Mission: The Mandela Entrepreneurs program supports the launch and growth of community-based businesses by providing foundational business development training and access to patient, low-cost capital in an entrepreneur driven, culturally relevant setting.

Value Proposition: Despite a strong ethic of entrepreneurship in disinvested neighborhoods, communities often do not have access to the tools necessary to launch or grow sustainable, income generating businesses. Additionally, resources available in more resourced communities that support business acceleration and expansion are physically and culturally inaccessible. In order to elevate local community entrepreneurship and support the growth of economically secure communities, Mandela MarketPlace launched Mandela Entrepreneurs: an entrepreneurship development program that provides a foundational understanding of business planning, best practices, and licensing in tandem with access to patient, low-cost capital. A specific focus will be placed on food-based businesses increasing access to healthy food offerings.



Measurement and evaluation

1. Surveys: pre and post evaluations (program and business related data)
2. Data: program assessment, entrepreneur readiness, demographics, income statistics, etc.
3. Tracking: data to be compiled in excel, and used for both program improvement as well as impact assessment
4. Documentation: curriculum + resources
5. Yearly program report



Creating & Preserving Affordable Housing

Development Team Summary]

Complete Solutions to Community Development

Resources for Community Development

Resources for Community Development's mission is creating and preserving affordable housing for people with the fewest options to build community and enrich lives. Over its 30-year history, RCD has grown from a Berkeley-based special needs housing developer to being named five years in a row as one of the top 50 affordable housing developers in the country by Affordable Housing Finance magazine. RCD currently employs 29 full time employees.



Ashland Place, a mixed use development on East 14th and Kent Avenue is scheduled for completion at the end of 2015

This growth is fueled by our proven capacity to develop projects on time and on budget, and through the relationships we have forged and maintained with local governments, lenders, investors and neighbors over the years. Always looking for innovative ways to meet our goals, RCD was an early adopter of green and sustainable building practices and a pioneer of the integrated housing approach to special needs housing.

Founded by Berkeley community members in 1984, RCD has built up a portfolio of over 2,000 completed affordable units and has over 250 additional affordable units currently in development. RCD continues to grow geographically and now operates in communities throughout Alameda, Contra Costa and Solano counties, with a new development site added in Marin County last year.

As RCD's portfolio of completed developments has grown, we have expanded our asset management programs to continue to ensure the long-term success of our housing and our residents. Awarded a Best Practices citation by LISC, RCD's excellent asset management staff guarantees that our completed projects remain strong both physically and financially. The John Stewart Company's experienced property management is key to the success of our affordable housing and is critical for our residents and the neighbors of our developments. In addition, RCD's Resident Services Program (RSP) provides residents with the services they need to retain their housing and build self-sufficiency.

Resumes of RCD staff assigned to this project are attached.

Expert Team

Architect: Kava Massih Architects

Directed by Principals Kava Massih, Jerry Mastora and J. Conner plus Associates Mark Schlientz, and Mary Young-Williams, Kava Massih Architects has been a driving force behind a wide range of innovative architectural designs in the Bay Area since its founding in 1996. The firm does not focus exclusively on one building type but applies the totality of the staff's collective experience to many different kinds of projects. The firm has completed a wide variety of project types including public institutions, commercial buildings, restaurants, market rate and affordable housing, and highly specialized medical facilities. This studied flexibility is an essential skill when designing for challenging urban sites or where existing structures must be incorporated into a rehabilitation project or preserved.



RCD's Oxford Plaza includes 97 units above 8,500 square feet of commercial space, including our office, yoga studio and restaurant. Below grade, the City of Berkeley operates a parking garage including City Car Share Spaces

Like much new construction in the Bay Area, many KMA projects are located in former industrial areas that are now transitioning into vibrant mixed-used and residential districts. The Sierra—an eleven-story, 500,000 sq. ft. mixed-use development comprised of ground floor retail, 227 loft-style condominium units, a recreational facility, and three levels of parking, occupying an entire city block—is an excellent example of a project that incorporates industrial scale and detailing with residential warmth.

The firm has also focused on working with many non-profit groups and educational institutions. Principal Kava Massih often donates additional services and time to help non-profits secure financing through grants and fundraising efforts. We are adept at expediting the approval process by investigating and addressing community concerns early in the design process. This kind of commitment to clients and the community has helped the firm establish long-term working relationships with both private clients and public institutions.

Mandela Marketplace and Foods

Mandela MarketPlace is a non-profit community development corporation with a ten year track record in food enterprise incubation in Alameda County. MMP's business development is unique in using a community directed approach, providing resources, technical assistance and training to local entrepreneurs that catalyze a local healthy food retail economy. Incorporated in 2004, Mandela MarketPlace has catalyzed a local food economy in West Oakland, generating over \$5,000,000 in new revenue for a community with median income of \$11,000, and distributing over 640,000 lbs of locally-sourced produce into a food desert.

Mandela MarketPlace has incubated 5 businesses that currently employ and pay living wages to over 20 previously low-income residents, and increased local farmer income by \$250,000 through Mandela distribution center. MMP provided over \$350,000 in business loans to local farmers and retailers, sustainable jobs and ownership opportunities to more than 50 residents in Alameda County. Mandela MarketPlace has been an activator of several local, successful initiatives in Alameda County to promote improved food access and consumption, and economic development for local residents; these include, CX3 Program, HOPE Collaborative, Urban Greening Master Plan, Ashland Cherryland Food Policy Council, Paradise Garden, Hayward Food Access Committee, Building Block Collaborative, Food to Families Program, Best Baby Zone, and Healthy Retail Initiative. MMP also secured the first grant award from CalTrans given to Alameda County Public Health and Mandela MarketPlace partnership to develop an Environmental Justice Transportation Plan for West Oakland.

Examples of Mandela MarketPlace's Successes

Mandela Foods Cooperative – Worker Owned Cooperative full-service grocery retail

In West Oakland, Mandela MarketPlace incubated Mandela Foods Cooperative, a 2,300 sf full-service grocery retail that features healthy foods and nutrition education, and a community gathering space. Since its opening in 2009, MFC has increased sales revenue each year, and expects to reach over \$1,000,000 in sales in 2015 – more than doubling their sales in 6 years. The store is owned by 4 community residents has 4 employees, and provides continued job and ownership training to tens of residents through training program partnerships with Private Industry Council and Beyond Emancipation.

Zellas Café – Locally owned café

MMP also provides incubation support to Zellas' Café, (located within Mandela Foods Cooperative) that opened in September 2014. Zellas' supports a local entrepreneur and graduate from the LaCocina Incubator program, and 3 employees exceeding her goal of \$140,000 in sales in her first 10 months of operation.

Mandela Foods Distribution – Wholesale Produce Distributor for Locally Sourced Produce

MMP currently operates a wholesale distribution center, with plans to launch Mandela Foods Distribution as a new business by 2017. The center supports 2 full-time positions and 1 part-time position and is a job training center for youth through partnerships with youth programs and schools. The distribution center features locally sourced produce, from farmers who have limited access to wholesale markets and use sustainable growing practices, as well as opportunity for urban farmers who are looking to enter into wholesale/retail markets. Mandela MarketPlace is uniquely positioned to support local farmer entry into markets because of its close relationship with retail outlets that purchase the produce. MFD currently distributes more than 200,000 lbs through its warehouse to Mandela Foods Cooperative, a variety of corner markets and produce stands, and select clients in the Bay Area. Its sales increased by 20% between 2014/2015 – and is slated to increase by more than 35% 2015/2016. Overall, the distribution center has distributed more than 640,000 lbs of produce primarily throughout West Oakland, a community that once had no local, fresh food market access.

The distribution center could serve as an aggregation hub for Ashland/Cherryland farmers to distribute their products at the new Mission-Mattox market, and could provide affordably priced produce to the market given its long time relationship with local farmers, and volume sales price discounts.

Local Enterprise Development and Microfinance

Mandela MarketPlace and its entrepreneurship training partner, Centro Community Partners, has provided loans and training to a local baker and owner of the No Cookie Cookie company, increasing his sales and retail presence by 30% in Alameda County. Through our Kiva.zip loan program, No Cookie Cookie received \$10,000 in zero interest loans, and is eligible for \$25,000 additional funds through Mandela-Centro finance program.

Mandela MarketPlace's Ladder Up Finance Fund has provided over \$350,000 in small business loans to local farmers and retailers to increase access to markets, profitability, and improve infrastructure. MMP was the first intermediary lender for the FreshWorks Fund, a food enterprise finance program through the California Endowment, specifically to increase local food enterprise in low-income, low-access communities like Ashland/Cherryland. Our reach goes beyond the Bay Area, as we have provided, and been repaid \$75,000 to the Village MarketPlace, a new market in South LA to catalyze a local food economy that supports local farmers and cottage business. Federal funding from Office of Community Services – Health and Human Services Agency – Healthy Food Finance Initiative Funding in 2013 resulted in creation of 20 new sustainable jobs at the above incubation sites and Mandela MarketPlace's healthy retail program sites (4 produce stands, and 7 corner markets).

Financial Consultants: Community Economics, Inc. (CEI)

Community Economics was established in 1976 to provide technical expertise in the emerging field of nonprofit affordable housing development and community based economic development. CEI staff work with clients from the earliest conceptual stages of development – helping to assemble a site, the development team, and secure funding – through the successful completion of construction and commencement of operations. CEI has particular expertise in the use of federal and state low income housing tax credit programs and has facilitated the development of thousands of affordable housing units using those programs.

Legal Consultants: Gubb & Barshay LLP

Gubb & Barshay LLP has extensive experience with all types of affordable housing programs, including tax-exempt bonds, HUD programs, elderly and special needs housing, and state and local programs. The firm also has substantial experience with the federal and state housing tax credit programs, and has been involved in the structuring and closing of more than 150 low-income housing tax credit syndications in California and other states. Their specialties include drafting limited partnerships, analyzing financial projections, negotiating with investors, and structuring transactions to maximize funding potential. Partners Natalie L. Gubb and Scott R. Barshay earned their J.D. degrees from Boalt School of Law, University of California, Berkeley, and Harvard University Law School, respectively.

Property Management: John Stewart Company

Founded in 1978 with the goal of delivering high quality management to Bay Area affordable housing, John Stewart Company (JSCo) has since grown to become the third largest manager of multi-family housing in California. JSCo's portfolio contains more than 360 properties, encompassing over 30,500 residential units, and housing a total of more than 65,000 California residents. The company employs more than 1,300 people across the state, providing full-service housing

management, development, and consulting services. JSCo has provided high quality management to several local properties, including Cesar Chavez Plaza and Eleanor Roosevelt Circle in Davis.

JSCo has considerable experience with the complex process of multi-family real estate financing, development, marketing, and management, having carried hundreds of new projects to completion from the initial feasibility analysis through development and long-term property management. JSCo manages RCD's entire portfolio. RCD is one of JSCo's largest clients in northern California, and the size and scope of this partnership has resulted in considerable cost savings, economies of scale and negotiating leverage for all of RCD's properties.

List of Attachments

RCD Key Resumes

Mandela MarketPlace Statement of Qualifications



Creating & Preserving Affordable Housing

Dan Sawislak

Executive Director

Dan Sawislak has led RCD as Executive Director since 1998. He oversees RCD's efforts to develop and operate affordable housing and to provide support services to our residents. In this role, he works with the Board of Directors to set the strategic direction of the organization and is responsible for overall management of the programs and initiatives that implement that vision.

His responsibilities also include policy and program development, securing organizational income to ensure ongoing operations, hiring and supervising management staff, and representing RCD to the public, local governments, lenders, and funders. With over 30 years' experience in housing development and community organizing, Dan provides thoughtful review of each development project to ensure that the quality of RCD's housing continues to meet the highest standards.

Under Dan's leadership, RCD has grown its affordable housing production from 300 apartments in 1998 to its current portfolio of over 2000 affordable homes serving more than 4000 people. He has helped create a portfolio of properties that are well built and well managed, financially stable, and valued at over \$400 million. The organization has a very strong balance sheet and \$20 million in annual revenue.

Dan's tenure at RCD began in 1993 and he has been instrumental in guiding RCD's growth from a local developer with a focus on housing for people with special needs to a regional owner and developer of integrated multi-family and special needs housing. RCD has now built or acquired more than 60 developments in 19 cities and works in four Northern California counties. Our work is award winning for its design, innovation, and asset management, and includes national recognition for both housing development and asset management efforts from Local Initiative Support Corporation, National Association of Housing and Redevelopment Officials, American Institute of Architects/US Department of Housing and Urban Development, HUD Office of Affordable Housing Programs, Affordable Housing Finance Magazine, Urban Land Institute, Congress for New Urbanism, and the National Association of Home Builders.

Prior to joining RCD, Dan worked as a community organizer in Chicago, an economic development planner in Oakland, and as a supportive housing developer in San Jose. He has a long history of community service and is currently a member of the Boards of Directors of the Non-Profit Housing Association of Northern California and EveryOne Home, the organization working to end homelessness in Alameda County, where he served as Co-Chair. Dan has also served on the Boards of East Bay Housing Organizations, Alameda Point Collaborative, and the East Bay Jewish Community Relations Council.

In addition, Dan is a frequent speaker and advocate on topics related to housing development and planning, including conferences and events sponsored by the American Planning Association, the Urban Land Institute, the National Housing and Rehabilitation Association, Housing California, and the Non-Profit Housing Association of Northern California. He speaks regularly to city councils and commissions, faith based organizations, and other community groups about affordable housing.

Education

Master of City Planning, University of California, Berkeley, 1988

B.A., Urban Planning, University of Illinois, Urbana-Champaign, 1983



Creating & Preserving Affordable Housing

Peter K. Poon
Chief Financial Officer

As RCD's Chief Financial Officer, Peter has responsibilities for capital markets and treasury management, long-term financial planning, asset management, corporate operations, human resources and employee benefits. He joined RCD in 2003 after a 25-year career in investment banking, marketing and finance.

Peter works closely with RCD's executive director to advance organizational goals and ensure its financial and operating strength. He leads corporate financial and capital planning efforts and has implemented an integrated long-term capital planning and budgeting process, instituted a rigorous system of cash flow and liquidity planning, established a prudent investment program for RCD's surplus funds, and completed a major upgrade of RCD's treasury management functions.

Peter's role in both project and corporate financing has built RCD's access to capital markets to ensure that financing, at favorable terms, continues to be available for project development. With the housing development and asset management teams, the board of directors, and the senior executive staff, Peter evaluates and negotiates project feasibility and financing terms and conditions.

Peter has helped reorganize asset management from a breakeven business unit to a significant revenue generator. He instituted a process which emphasizes long-term financial planning and performance over short-term property management. To accomplish this, he recruited and expanded a highly professional asset management team and continues to oversee their work.

Peter also has overall responsibility for RCD's corporate operations. He oversees accounting functions, internal operations, and employee relations and benefits. Under his leadership, staff have implemented operating efficiencies that have allowed RCD to bring hundreds of units into operation, add resident services at each property, and maintain accounting controls of very complex projects, all within the operating budget. He continues to look for ways to improve operations through a combination of highly skilled personnel and technology upgrades.

Peter began his career with Bank of America in San Francisco as a senior financial analyst. He later joined the Investment Banking Group and took on a succession of investment banking/capital markets assignments. Promoted to Vice President, Peter took on responsibility for raising capital for large corporate clients in the U.S. loan syndications and Euro-securities markets. He then successfully established and managed a secondary market corporate loan sales and trading operation. Peter was appointed co-head and manager (and later Managing Director) of the U.S. Loan Syndications group. He also served as product head and Managing Director of the Short-term Loan Sales and Trading Group, where he helped move Banc of America Securities from third to first place in market share. Peter then moved from a banking role to a strategic marketing role within Banc of America Securities. Over the next five years, he directed several major marketing research studies on investment banking and served as Managing Director of External Marketing. At the end of 2002, Peter retired after a 25 year career in banking.

Education

M.S., Management, Sloan School of Management, Massachusetts Institute of Technology

B.S., Mathematics and Engineering & Applied Science, Suma Cum Laude and Phi Beta Kappa,
Yale University



Creating & Preserving Affordable Housing

Eric Knecht

Director of Finance and Operations

Eric Knecht manages RCD's asset management and operations departments. He oversees the business planning and financial management of RCD's housing and commercial real estate portfolios, as well as corporate systems development and information technology.

Eric became Director of Finance and Operations in 2011. His real estate work focuses on overseeing the asset management of RCD's housing and real estate portfolios. This includes year 15 planning and the acquisition of LIHTC investor positions and portfolio capital planning and repositioning. He also supports the structuring of real estate deals and negotiation of terms for new development opportunities. He also has a leadership role in the preservation and absorption of existing affordable housing developments into the RCD portfolio.

Eric also manages the RCD operations staff and is responsible for corporate information technology and systems development. His focus is on developing scalable tools that increase the efficiency and effectiveness of the company's operations.

As Director of Asset Management from 2007 through 2011, Eric brought innovative leadership to the management of RCD's portfolio. As a result, RCD's housing and commercial assets benefit from robust fiscal and regulatory management and are in sound physical condition.

Eric's previous experience includes work with Mission Housing Development Corporation in project and asset management capacities for an affordable housing portfolio in San Francisco. While there, he oversaw the asset management needs of a 1,200-unit portfolio and converted two developments to permanent financing, including Valencia Gardens, a 260-unit HOPE VI development.

Education

B.A., Economics and International Development Studies, Cum Laude, College Honors,
University of California, Los Angeles



Olivia King directs RCD's Resident Services staff of five to deliver support services and programming to residents at RCD properties. She joined RCD in 2007 as a Resident Services Coordinator and in 2010 was promoted to Director of Resident Services.

As director, Olivia works with project and asset managers to help create Resident Services Plans for new properties under development and for funding applications, ensuring that future residents will have access to support services that help them build self-sufficiency and community. She is also the main relationship manager for the community services providers who partner with us in providing services and has developed important new partnerships with several community-based organizations in Contra Costa County.

As manager of the Resident Services staff, Olivia oversees their direct services delivery of individual counseling and referral for services and community building activities such as educational workshops, social activities, youth programming, and community meetings. RCD's Medical Case Manager and Youth Activities Coordinator provide more specialized services. Olivia ensures that any issues that might put residents' housing at risk are addressed quickly. She also ensures that RCD services are coordinated with case managers and other services partners who work with our residents. Olivia also works closely with the RCD Asset Management Department to ensure effective delivery of services and coordination with property managers.

Olivia has helped bring seven new properties into the portfolio, helping to ensure that residents' needs are evaluated and that programming plans are updated and tailored to the needs of the residents. She has worked on renewal applications and received awards for SHP grants for several properties and monitors various city, state, and federal contracts. In addition, Olivia represents RCD at various meetings with public agencies, services funders, community groups, residents, and housing and community development seminars and trainings.

Olivia's prior experience includes work as an Education and Community Relations Specialist and a Certified Credit Counselor with the Consumer Credit Counseling Service of the East Bay. For 11 years, Olivia conducted financial literacy workshops and educational programs on budgeting, understanding money and credit, wise use of credit, and understanding credit reports.

Olivia has been a member of the American Association of Service Coordinators since 2009 and the California Resident Networking group since 2012. She completed training with the Community Development Leadership Institute in 2011. In 2014, Olivia was a presenter at the Housing California 2014 Annual Conference on the topic of green operations and maintenance, focusing on RCD's resident engagement experience.

Education

Laney College, 1994 – 1996

Berkeley Community College, currently enrolled in coursework towards a Master in Sports Psychology

Pacific School of Religion, certificate in Ministry Studies, 2008



Creating & Preserving Affordable Housing

Carolyn Bookhart

Director of Housing Development

Carolyn Bookhart was appointed Director of Housing Development in April, 2014 to lead RCD's housing development program. Her primary responsibilities are to ensure an active pipeline of new development activity and to oversee and manage staff performance on all RCD housing development projects. She is also a member of the RCD corporate management team.

Carolyn has a key role in identifying and securing new housing development. She works closely with all stakeholders to ensure that each proposed RCD development meets their needs and expectations for quality affordable housing, that it meets the RCD mission, and that adequate funding is available to complete the project. In addition, she manages a staff of five project managers as they work to move projects through all the phases of feasibility, pre-development, and construction. She ensures that every completed project moves successfully from development into the RCD portfolio of operating properties.

Carolyn joined RCD in 2004 and has a strong track record as a project manager on ten important properties. Among these are new construction at Oxford Plaza, Shinsei Gardens, Clinton Commons, Villa Vasconcellos, Lorenzo Creek Apartments, Berrellesa Palms, and Ohlone Gardens. She has also been the project manager for major rehabilitation projects at Erna P. Harris Court, Eldridge Gonaway Commons, and Lakeside Apartments.

With 15 years' experience in the development of affordable housing, Carolyn has managed the development of over 500 units of housing throughout the East Bay that represent over \$150 million in public and private investment. As a former certified green building professional, she has integrated green building methods and materials in every project, including two LEED Platinum developments and three that received GreenPoint ratings for environmental sustainability.

Previous to joining RCD, Carolyn worked in housing development and neighborhood revitalization for Allied Housing in Hayward, California and Delaware County Housing/Community Development, Pennsylvania.

Carolyn is a frequent speaker on topics related to housing development, most recently before Housing California, NonProfit Housing Association of Northern California, California Redevelopment Association, San Francisco Mayor's Office of Housing, California Green Affordable Housing Coalition, and Greenbuild 2010. She also engages in housing advocacy with the Non-Profit Housing Association of Northern California and East Bay Housing Organizations. She is a member of the U.S Green Building Council and the Urban Land Institute.

Education

Master of City Planning, University of Pennsylvania, 1996

B.A., Law and Society, The American University, 1991



Creating & Preserving Affordable Housing

Alicia F. Klein

Senior Project Manager

Alicia Klein joined RCD in 2012 and brings 18 years of experience in project management to our Housing Development team. Her role includes site acquisition, securing project funding, completing all site entitlements, and community outreach. She also coordinates the project development schedule and manages the architectural design and development as well as the construction process. In addition, she ensures that the completed development transitions into the RCD asset management and resident services programs for successful operation.

Alicia is responsible for moving two projects through pre-development into construction and two that are currently in pre-development. At University Avenue Co-op Homes, she is managing the complete rehabilitation of a large mixed-use site that includes commercial space and a parking garage, two multi-family apartment buildings, 13 townhouses, and five single-family homes, that date from the 1920's through the 1980's. She helped refinance and restructure the property and renewed expiring Section 8 subsidies to reposition the property for continued affordability. At Ashland Family Homes, she assembled complete financing including 9% Tax Credit Allocation Committee credits and moved it into construction in 2014.

Alicia was successful in securing RCD's first pre-development grant from the Metropolitan Transportation Commission for transit oriented development at Riviera Family Homes, where she has completed site acquisition and is in the process of securing funding. She also secured a grant from the Marin Community Foundation for RCD's first development project in Marin County, in the Town of Fairfax.

Alicia's previous experience includes senior level project management with the Richmond, California Community Redevelopment Agency and the San Francisco Mayor's Office of Housing. Among her accomplishments in Richmond, she collaborated to create the Richmond Neighborhood Stabilization Program (NSP), managed a \$3.3 million NSP1 grant, and crafted green rehabilitations standards. In San Francisco, she managed more than 23 affordable rental housing developments and one development combining affordable rental, first time homeownership, and market rate, for sale units. During her tenure, she administered over \$19 million of public funds, including federal HOME Investment Partnership and Community Development Block Grant funds, and local Tax Increment, Hotel Tax, Affordable Housing Bond Program and Home Ownership Assistance Loan Fund sources.

Alicia has been a member of the Non-Profit Housing Association of Northern California since 1994 and participates in the East Bay Housing Organizations' Walnut Creek working group. She convened and moderated a session at Housing California's 2013 Conference titled "Streamlining Compliance through Local Government Collaboration."

Education

Master of Public & Private Management, Yale School of Management, 1994

B.A., Latin American Studies, Wesleyan University, 1988

HUD-Certified HOME Program Specialist–Rental Housing Compliance, 2011

Dan Hardy joined RCD in 2015 to provide housing project management services, secure new development acquisitions, and shape portfolio refinancing strategies. His project management responsibilities include securing site entitlements and project financing, establishing and maintaining project schedules, community outreach, and managing project design, development, and construction.

Dan also focuses on increasing the pipeline of new development projects. His acquisitions strategy includes evaluation of potential sites, relationship management with potential development partners and funders, feasibility analysis of various site and housing program configurations, and monitoring market conditions.

Dan is responsible for project development of a newly acquired site in Uptown Oakland, Embark Apartments.

Dan's experience includes over 20 years as an affordable housing developer in Ventura County. He has held senior management positions with the Housing Authority of Ventura, Cabrillo Economic Development Corporation, Partners in Housing, and Many Mansions. His development experience includes family and special needs housing, from new construction to renovation and conversion to affordable housing and repositioning of large public housing properties. Dan began his housing in supportive housing property management in downtown Los Angeles SRO hotels working to help formerly homeless residents.

Dan's public service has included the Boards of Directors of Southern California Association of Nonprofit Housing (SCANPH), Ventura Climate Care Options Organized Locally, Ventura County Homeless & Housing Coalition, and Partners In Housing. He has also served on the County of Ventura Regional Energy Alliance Technical Advisory Committee and the Founding Steering Committee of the Regional Civic Alliance for Ventura County.

Education

BEng, Fuel and Energy Engineering, Leeds University, United Kingdom, 1986
Course work in Mechanical Engineering, Rensselaer Polytechnic Institute, Troy, NY, 1987

Additional training: American Planning Association, "Planning in the Face of Conflict;"
Neighborhood Reinvestment Training Institute, several certificates in affordable housing development and construction project management; Glendale City College, core courses in substance abuse counseling



Creating & Preserving Affordable Housing

Jessica Sheldon
Project Manager

Jessica Sheldon started as a project manager at RCD after completing graduate studies in city planning in 2010. Her project management experience now includes successful multiple funding applications under programs of the California Tax Credit Allocation Committee and federal Affordable Housing Program and Multi-family Housing Program, as well as five different city and county funding agencies.

Jessica has completed two major projects for RCD: new construction at The Ambassador and a major rehabilitation at University Avenue Homes (UAH.) Both projects received GreenPoint ratings for environmental sustainability. UAH is a supportive housing development and was an “occupied rehab,” with relocation of residents within the development accomplished through careful, flexible phasing of the project schedule in order to accommodate the needs of the residents. She also assisted with the lease up process and both properties were very quickly fully occupied. In addition, Jessica has worked on a smaller portfolio rehabilitation project at Riley Court.

Jessica is currently leading RCD’s construction phase at Ashland Family Homes and 1701 MLK, two new construction developments expected to be completed in 2015. She is also managing pre-development at Coliseum Place, new construction of 59 units in Oakland.

Her previous experience includes internships with East Bay Asian Local Development Corporation and the Association of Bay Area Governments (ABAG.) She has also been a researcher with Public/Private Ventures and the Center for Community Innovation. Her research focus was best practices for youth development. Her work involved interviewing educators and families, developing surveys and analyzing results, and synthesizing existing data and research. She wrote several reports targeted at policy makers, program staff, and funders, including ABAG’s “2009 Housing Report: Testing the American Dream in the San Francisco Bay Area,” co-authored with Jenny Wyant.

Jessica is a member of East Bay Housing Organizations and moderated a panel, “Occupied Rehabs: Making it Work for Residents, Developers, and Managers,” at the 2014 Housing California Conference.

Education

Master of City Planning, University of California, Berkeley, 2010

BA in Sociology and Educational Studies, Minor in Latin American Studies,
Swarthmore College, PA, 2004



Over our 30 years of experience, RCD has had the pleasure of building relationships with a wide array of local, county, and state government agencies, lenders, investors, and service partners. Below are a few of the many partners that will attest to RCD's technical abilities, financial stability, and commitment to mission.

Public Partners

Norma Thompson

Housing Development Manager
City of Oakland Housing and Community Development
250 Frank Ogawa Plaza, 5th Floor Oakland, CA 94612
(510) 238-7137

Projects completed under her direction:

- International Boulevard I and II, Oakland, CA
- Fox Courts, Oakland, CA
- Northgate, Oakland, CA
- Clinton Commons, Oakland, CA

Kara Douglas

Affordable Housing Program Manager
Contra Costa County Community Development Department
2530 Arnold Drive, Suite 190 Martinez, CA 94553
(510) 335-7223

Project completed under her direction:

- Villa Vasconcellos, Walnut Creek, CA
- Los Medanos Village, Pittsburg, CA
- Lakeside, Concord, CA
- Berrellesa Palms, Martinez, CA

Debbie Potter

Community Development Director
City of Alameda
2263 Santa Clara Avenue, Alameda, CA 94501
(510) 747-6899

Project completed under her direction:

- Breakers at Bayport, Alameda, CA
- Shinsei Gardens, Alameda, CA
- Park Alameda, Alameda, CA

Lender and Investor Partners

Rebecca Koch

Vice President (formerly with Wells Fargo)
Community Development Finance
Union Bank, N.A.
200 Pringle Avenue, Suite 355
Walnut Creek, CA 94596
(925) 947-2461
Rebecca.koch@unionbank.com

Project completed with funding from Wells Fargo

- Oxford Plaza
- Los Medanos Village
- Northgate Apartments

Jonathan Klein

Senior Vice President
Community Development Finance
Union Bank, N.A.
200 Pringle Avenue, Suite 355
Walnut Creek, CA 94596
(925) 947-2461
Jonathan.Klein@unionbank.com

Provided construction loans, permanent loans and/or tax equity for following projects:

- Clinton Commons
- Villa Vasconcellos
- Arbors
- Berrellesa Palms
- Fox Courts
- Berrellesa Palms
- Park Alameda
- The Ambassador
- Ohlone Gardens
- Eldridge Gonaway Commons
- UA Homes
- UA Cooperative Housing

Service Providers

Marty Lynch

CEO

Lifelong Medical Care

2344 Sixth Street

Berkeley, CA 94710

(510) 981-4100

Partnered with Lifelong on the following projects:

- Erna P. Harris Court
- UA Homes
- The Harrison Hotel
- Fox Courts
- Clinton Commons

Louise Bourassa

Executive Director

Contra Costa Interfaith Housing (CCIH)

3164 Putnam Boulevard

Walnut Creek, CA 94597

Partnered with CCIH on the following projects:

- Lakeside Apartments
- Los Medanos
- Bella Monte

Louis Chicoine

Executive Director

Abode Services

Allied Housing

HIP

40849 Fremont Blvd.

Fremont, CA 94538

510-657-7409 x206

lchicoine@abodeservices.org

Partnered with Abode on the following projects:

- Concord House
- Regent Street House
- Lorenzo Creek

Community Supporter

Stephen M. Wheeler, Ph.D., AICP

Associate Professor

Landscape Architecture Program

Department of Human Ecology

U.C. Davis/One Shields Ave.

Davis CA 95616

(530) 754-9332

smwheeler@ucdavis.edu

Author of *Planning for Sustainability*, *The Sustainable Urban Development Reader*, and *Climate Change and Social Ecology*

FIRM QUALIFICATIONS

Contact: Dana Harvey, Exec. Dir.

Tel: 510-433-0993

Mandela MarketPlace

1364 7th Street

Oakland, California 9607

Principal place of business:

E-mail: dana@mandelamarketplace.org

Oakland, California

Legal Entity: MANDELA MARKETPLACE (MMPlace) is a nonprofit 501(c)3 Community Development Corporation incorporated in 2004 with a mission to work in partnership with local residents, family farmers, and community-based businesses to improve health, create wealth, and build assets through co-operative food enterprises in low income communities.

Organizational Capacity: The recipient of White House Champion of Change and RWJF Community Health Leader awards, MMPlace serves as a healthy food enterprise incubator with a rich ten year history of launching new and enhancing already existing businesses as self-sustaining healthy food enterprises serving both the economic and food access needs of individuals living in investment starved communities. Mandela MarketPlace is recognized as an award-winning business incubator with a \$1.2 annual operating budget and staff of ten.

Mandela Entrepreneurs: MMPlace operates a comprehensive entrepreneurship development program that provides foundational understanding of business planning, best practices, and licensing in tandem with access to patient, low-cost capital. While specific focus is placed on food-based businesses increasing access to healthy food offerings, training principles are easily translatable to other retail and service models.

Ladder Up Financing Support and Products: In addition to serving in a financial intermediary role to leverage multiple government, foundation and corporate grant funding sources, Mandela MarketPlace offers resources, technical assistance, training, and low- to no-cost financial tools to grow cooperative local businesses. Through its initial \$400,000 Department of Health and Human Services Healthy Food Financing Initiative (HFFI) award, MMP expanded its social enterprise incubation services, including establishing a revolving loan fund for small local food enterprises. Mandela Foods Cooperative, Zella's Soulful Kitchen, and Mandela Foods Distribution (MFD) are among the inaugural loan recipients. Additionally, MMP partnered with California nonprofit lender FarmLink to offer an innovative, early-season "Harvest to Market Financing" pilot loan fund to small family farmers who reimburse MMP with farm fresh produce. Mandela is also a Kiva Zip Trustee, recommending and mentoring local food entrepreneurs through application process to final payment on incremental micro-loans. MMPlace recently secured their first California FreshWorks Intermediary Loan to provide additional flexible capital to food retailers and distributors, farmers, and local producers to increase access to healthy food in the neighborhood.

Representative Consulting Projects

Mandela Transit Village/Mandela Gateway Retail Planning:

Project Summary: MMPlace played an integral role in the community-driven design of Mandela Transit Village, a planned, 17-acre, mixed-use retail and housing development project located near the West Oakland Bay Area Rapid Transit (BART) station. Valued at over \$400 million, the Transit Village was catalyzed by Mandela Gateway, a residential and 20,000 square-foot mixed-use retail space at the intersection of Mandela Parkway and 7th Street. The project was developed by Bridge Housing Corporation using public and private funds, including federal HOPE VI and Low Income Housing Tax Credits funds. Successfully soliciting additional funding support from the Walter & Elise Haas Fund, Alameda County Public Health Department, Oakland City Council, The California Endowment, and USDA Community Food Projects Program, MMPlace and ongoing community partners undertook a two-year community engagement process to design a plan to transform Mandela Gateway into a local economic engine of community-owned retail and businesses. The anchor of this retail hub would be the cooperative grocery store.

Reference: Gregory Hunter, Director, Cushman/Wakefield, 510-763-4900 (Former Community Economic Development Director, City of Oakland)

Key Personnel: Dana Harvey, Thomas Mills, Wells Lawson

Budget: \$400,000 Phase I Schedule: January 2004-June, 2007

Mandela Foods Cooperative

Project Summary: A key anchor tenant of the Mandela Transit Village/Mandela Gateway Project, MMPlace launched its award-winning community-owned grocery retail, Mandela Foods Cooperative (MFC) in 2009. The locally-owned enterprise has generated over \$4M in local economic returns for a low-income community, four business ownership positions and ancillary jobs, and increased access to over 500,000 lbs. of locally sourced, sustainably grown fresh

produce. MMPlace led all aspects of planning and infrastructure development, commissioned a market analysis of the project's feasibility, developed preliminary business and financial plans, and facilitated outreach and education about the cooperative model, outlining prospective ownership structure. The market assessment confirmed need for food and grocery retail, and identified untapped sources of consumers, including BART commuters. With support from retail consultants, MMPlace built out a comprehensive business plan and developed a marketing and distribution plan that identified emerging and potential markets to better link small farmers with urban retail outlets.

Reference: Congresswoman Barbara Lee, Contact Jose Hernandez, 510-763-0370, jose.hernandez@mail.house.gov
Anthony Iton, Sr. VP Healthy Communities, California Endowment (Former Director Alameda County Public Health Dept); tel: 510-271-4300, aiton@calendow.org

Key Personnel: Dana Harvey, Wells Lawson (currently at Los Angeles Metropolitan Transit Authority) tel: 213-922-7555, lawsonw@metro.net; Thomas Mills (National Economic Development Law Center) tel: 510-465-4641, tcmi@comcast.net

Budget: \$1,000,000 Timeline: June 2007 – June 2009

Ashland/Cherryland Market Assessment and Planning

Project Summary: Provided planning and facilitation of data collection for market feasibility study and coordination of community engagement. Solicited survey responses from over 500 A/C resident participants, of which 35% reported interest in business ownership, 100% reported need and interest for local shopping and markets that feature fresh, affordable, locally sourced foods. Analysis identified resident interest in mixed use housing development providing retail shopping opportunities and diverse services.

Reference: Nate Miley, Alameda County Board of Supervisors District 4, tel: 510-272-6694, nate@natemiley.com
Alex Briscoe, Director, Health Care Services, Alameda County, tel: 510-206-4658, alex.briscoe@acgov.org

Key Personnel: Dana Harvey, Anaa Reese, Shanale Allen, Arlene Nehring

Budget: \$100,000

Phase I: June 2011 – June 2012

Alameda County Healthy Retailer Program Development

Project Summary: In 2014, MMPlace was awarded a contract to develop and implement healthy retail demonstration projects in select neighborhoods chosen due to high rates of poverty, high concentrations of both liquor stores and fast food/convenience stores, and high rates of overweight children, diabetes mortality, and coronary heart disease mortality. The goal of the demonstration project is to increase healthy food and beverage retail options and reduce unhealthy product options in these communities, particularly alcohol and tobacco products that appeal to youth, and to determine what models or approaches are most likely to be replicable throughout Alameda County.

Reference: Keith Carson, District 5 Board of Supervisors; tel: 510-272-6695, rbrooks@acgov.org
Muntu Davis, Director, Alameda County Public Health Department, 510-267-8010, muntu.davis@acgov.org

Key Personnel: Dana Harvey, Trisha Chakrabarti, MPH

Budget: \$275,000

Timeline Phase I: August 2014 – June 2015

Timeline Phase II: June 2015 – July 2016

San Joaquin Healthy Retail Recognition Project

Project Summary: The County of San Joaquin Public Health Services (PHS) Department's Nutrition Education and Obesity Prevention Program (NEOP) selected MMPlace to facilitate their Healthy Retail Recognition Project. MMPlace is currently engaging and assessing targeted corner store markets and small groceries in San Joaquin County, creating new partnerships and collaborations with retail owners and produce vendors/farmers to increase access and availability of fresh fruits and vegetables. The project will eventually highlight retailers that have achieved various levels of store improvements, quality measures, and capacity to provide healthy foods and beverages for the SNAP-Ed eligible customers in each neighborhood.

Reference: Marisela Pineda, Health Education Program Coordinator, San Joaquin County, tel: 209-468-3649, mpineda@sjcphs.org

Key Personnel: Dana Harvey, Trisha Chakrabarti, Stephanie Radbill

Budget: \$100,000

Timeline Phase I: May 2015 – September 2015

Timeline Phase II: October 2015 – September 2016

PROPOSED TEAM MEMBERS

Dana Harvey: As Director of Mandela MarketPlace, an innovative food retail-based nonprofit business incubator, Dana Harvey led a concerted campaign resulting in the June 2009 opening of Mandela Foods Cooperative to address Oakland's longtime status as a food desert while empowering local residents to earn and learn. Working with a coalition of residents, farmers, government agencies and funders, Dana's journey in establishing a locally owned, healthy food enterprise network as a critical piece of urban redevelopment is on the forefront of local and national efforts to address food security, public health and economic development. Her contributions at Mandela MarketPlace reach beyond Mandela Foods to include business development consulting, start up financing, and development of a complete food distribution system that supports a food distribution enterprise, independent farmers, warehousemen, and neighborhood corner stores. Ms. Harvey is currently facilitating major contracts with the CDC and USDA to design and implement ground-breaking partnerships to deliver clinical health and social services at community venues, retail stores and housing developments.

Project Roles/Responsibilities: Project administration; financial forecasting; funding/financing development; Feasibility Analysis; and Project staff identification, training and supervision

Thomas Mills: Recently retired Economic Development Administrator for the City of Richmond, California, Thomas John Mills has devoted more than 35 years of professional service to Bay Area neighborhoods. As a senior project manager and consultant, Mr. Mills devised programs and policies to maximize community benefits, living wage jobs, local ownership, and shared equity. He achieved sustainable results in a broad range of disciplines including negotiating land purchases for food production, parks and open space in urban areas (Trust for Public Land); providing tax credit equity, training and pre-development financing for affordable housing development (Local initiatives Support Corporation); accessing capital investment in real estate developments and business ventures in distressed neighborhoods (The National Economic Development and Law Center); and marketing, job retention and growth strategies for large, mid-size and start-up businesses (City of Richmond, CA). As a co-founder of Mandela MarketPlace (MMP), Mr. Mills was instrumental in facilitating our role in the Mandela Gateway Project. He presently serves as MMP's Board President. Mr. Mills holds a JD in Law (U.C. Berkeley—Boalt Hall/ Law Review); a MS in Education (USC); and, a BA in Industrial Psychology (California State University, Los Angeles).

Project Roles/Responsibilities: Project Management; resource development; contract negotiations

Mariela Cedeño: Mariela Cedeño is the Director of Social Enterprise and Microfinance at MMPlace where she established and directs entrepreneurship and Ladder-Up finance programs. Ms. Cedeño established entrepreneurship training programs to meet the needs of entrepreneurs who have barriers to education, technical assistance support and capital. Since launching the Ladder Up program in 2013, Ms. Cedeño has provided incubation support to businesses, local farmers, and over \$350,000 in capital investments. Her efforts resulted in \$250,000 in increased income to local farmers, 35% growth at Mandela Foods Cooperative, and the launch of several new local businesses. Ms. Cedeño holds Bachelor of Arts degrees in Economics and International Relations with honors, and a Masters Degree in Latin American Studies with an emphasis in Community Development from Vanderbilt University. She is a National Association of Latino Community Asset Builders Fellow.

Project Roles/Responsibilities: Entrepreneurship training, microfinance, technical assistance in business operations and management

Trisha Chakrabarti: Trisha Chakrabarti is the Program and Policy Manager at Mandela MarketPlace, where she directs community-based programming and research in food access, clinical-community linkages, CalFresh acceptance, and healthy retailing. Previously, she worked in community food programming at the San Francisco/Marin Food Bank, where she managed contracts and training/technical assistance programming. She has conducted food systems research at Food First, and led participatory food access research initiatives at a federally-qualified health center in Boston. Trisha holds a Bachelor of Arts in Political Economy from UC Berkeley, and a Masters in Food Policy and Public Health from Tufts University, where she was a Block Direct Service Fellow.

Project Roles/Responsibilities: Manage marketing consultants, coordinate supportive partnerships and community education



Creating & Preserving Affordable Housing

3. Description of Relevant Experience

RCD's experience in Mixed Use development

- RCD's track record of successfully completed projects is evidence of our ability to raise, utilize, and effectively leverage public and private financing for a variety of housing types.
- RCD, Mandela Marketplace and Kava Massih Architects bring the technical knowledge and passion to further the goals of the Ashland and Cherryland Business District Specific Plan.
- RCD's strong asset management and property management ensures the long-term stability and success of our properties.

List of Attachments

Attached are two relevant projects that RCD has completed in the last 5 years:

- Ohlone Gardens, El Cerrito
- Fox Courts, Uptown Oakland

Also attached is a list of mixed use developments that RCD has completed and awards that RCD has received.

Ohlone Gardens

57 homes with access to transit, retail, and services in El Cerrito

Ohlone Gardens is a new multi-family development that offers 57 units of affordable housing within a 4-story mixed-use development in a smart growth location in the City of El Cerrito. It revitalizes what was an underused 0.94-acre transit-oriented site that is surrounded by large-scale commercial and residential development.

The ground floor space provides 3,189 square feet of commercial space for a retail or community-serving tenant. The residential component includes a mix of 18 one-bedroom units, 21 two-bedroom units, and 18 three-bedroom units. Ten units are reserved for special needs residents, including households living with HIV/AIDS and mental health care consumers. Low-income households with incomes from 30 to 50 percent of Area Median Income occupy the remaining 46 affordable units.

All of the units are designed to be adapted to the needs of residents with disabilities, including three that are currently fully accessible. Onsite amenities include a community room with a full kitchen, Resident Services and Property Management offices, a learning lab and meeting space, a fitness center, a central laundry room, and secure parking for cars and bicycles.

RCD provides an on-site Resident Services Manager to work with residents to obtain access to local social services, organize community meetings and events, and provide classes on financial literacy and other topics. Services will also include adult educational workshops, with direct case management and services provided by Contra Costa County for the residents of the special needs units.

The building's design features thoughtful elements intended to promote quality of life. All of the units surround a large, landscaped interior courtyard that features a playground area for children and outdoor seating. The community and laundry rooms open to the courtyard, connecting the inside and outdoor spaces. Substantial acoustic measures dampen noise from the adjacent BART tracks, including a hallway with triple-pane windows that buffers the eastern exterior of the building, mechanical ventilation, and increased sound insulation.

The building has a controlled, central entrance with a key fob entry system, security cameras, and centrally located offices and community spaces near the main entry. The design and construction incorporate sustainable green features and renewable technologies, including solar assisted hot water, energy-efficient windows and appliances, low-VOC paints and adhesives, and environmentally preferable materials for interior finishes. It is expected to achieve the US Green Building Council's LEED Platinum certification for energy and resource efficiency.



LEED Platinum Certification (projected)
Completed: 2015

Unit Type and Rent Range

Size/Type	Rent Range at Completion in 2015	% of Area Median Income*	Number of Units	Average Square Footage
1 BR	\$484-\$832	30-50%	18	621 sf
2 BR	\$575-\$994	30-50%	21	867 sf
3 BR	\$660-\$1,105	30-50%	18	1,053 sf

* Based on Area Median Income in 2015 of \$92,900 for a four-person household, a qualifying household of four could have income up to \$46,450.

Project Amenities

- Community room with kitchen, multimedia equipment, and space for meetings and events
- Meeting room and learning center
- Fitness center
- On site resident support services, such as educational workshops and youth activities
- Lushly landscaped courtyard with outdoor seating and a children's playground
- Secured on-site parking for cars and bicycles
- Convenient, walkable access to BART, AC Transit bus lines, restaurants, retail, and other services, the Ohlone Greenway, the El Cerrito Swim Center, several playgrounds, and K-12 schools
- Training sessions for residents on green features and recycling

Green Building Features

- Construction waste recycling plan that diverted 70% of construction waste from landfills
- Panelized, pre-fab framing construction
- Exceeds Title 24 energy efficiency standards by over 32%
- Solar thermal systems for hot water pre-heating
- ENERGY STAR appliances in all units
- LED lighting in the garage
- Double-paned, triple-paned, and double glazed low E windows
- Durable, low maintenance finishes
- Recycled content carpet and flooring
- Low VOC paints and adhesives
- 100% non-smoking building
- Formaldehyde-free cabinet boxes, counter top substrates, and building insulation
- Drought tolerant landscaping, bioswale drainage and filtration, water permeable pavement
- High-efficiency faucets, toilets, and showers
- Blower door testing and air sealing of units

Sources of Funding

City of El Cerrito	\$3,500,000
Contra Costa County Department of Conservation and Development	\$2,190,000
California Department of Housing and Community Development	\$2,860,000
MUFG Union Bank Tax Credit Equity	\$17,417,530
California Housing Finance Agency	\$562,430
Federal Home Loan Bank of San Francisco Affordable Housing Program	\$560,000
MUFG Union Bank Permanent Loan	\$934,288
Total Development and Financing Costs:	\$28,024,248

Low-Income Housing Tax Credits (LIHTC) provided by the California Tax Credit Allocation Committee.
Construction financing provided by MUFG Union Bank.

Development Team

Developer: Resources for Community Development
Architect: Van Meter Williams Pollack
General Contractor: Nibbi Brothers General Contractors

Plans:



Site Plan



Contact Information for Funders:

<p>Sabrina Maria Saxton California Housing Finance Agency</p> <p>(310) 342-5425 Work SSaxton@CalHFA.ca.gov</p> <p>100 Corporate Pointe, Suite 250 Culver City, CA 90230</p>	<p>Jonathan Klein MUFJ Union Bank, N.A. Community ... Managing Director and Market Mana...</p> <p>(925) 947-2461 Work Jonathan.Klein@unionbank.com</p> <p>200 Pringle Ave, Suite 355 Walnut Creek, CA 94596</p>
<p>Stoecklein, Tim HCD</p> <p>(916) 263-1441 Work Tim.Stoecklein@hcd.ca.gov</p> <p>2020 W. El Camino Avenue, Suite 500 Sacramento, CA 95833</p>	<p>Kara Douglas Contra Costa County, Department of ... Affordable Housing Program Manager</p> <p>(925) 674-7880 Work Kara.Douglas@dcd.cccounty.us</p> <p>30 Muir Road Martinez, CA 94553</p>
<p>Melanie Mintz City of El Cerrito Community Development Director</p> <p>(510) 215-4339 Work MMintz@ci.el-cerrito.ca.us</p> <p>10890 San Pablo Ave El Cerrito CA 94530</p>	

The site for Ohlone Gardens was purchased.

Fox Courts is a mixed-use, integrated affordable residential development with 80 rental units and 4,800 square feet of commercial space for a childcare facility and retail. Adjacent to the restored historic Fox Theatre, Fox Courts is part of a vibrant new community of more than 600 market rate apartments and condominiums, as well as retail establishments, a burgeoning arts district, and a park in Oakland's Uptown District.

Fox Courts was made possible through the organizing efforts of East Bay Housing Organizations (EBHO) and The Coalition for Workforce Housing, which, under EBHO's leadership, included labor, faith, and community organizations, all of whom worked to ensure that homes for low-income residents were included in the master planned community developed by Forest City. Oakland's outgoing Mayor Jean Quan likes to ask people if they can pick out the affordable property in the area and reports that they almost never can. Quality design that fits into the neighborhood is notable at Fox Courts.



GreenPoint Rated
Completed: 2009

Fox Courts is a service-enriched community that meets the needs of low-income families and individuals with incomes between 30 and 60 percent of the Area Median Income. Ten of the units are reserved for residents with special needs. Units range in size from studio/lofts to four-bedroom apartments for larger families. The development received a GreenPoint Rating of 143.

With over 100 youth living at Fox Courts, they are a major focus of the Resident Services Program. Fox Courts has partnered every year with the City of Oakland to include a daily free lunch program for kids in the community during the summer. A number of the youth have learned to ice skate and play ice hockey through a partnership with the Oakland Ice Center across the street. They also bring great enthusiasm to a wide variety of community programs from cross-cultural potlucks, money management programs that target young people, storybook writing, to using the computer lab.

“It’s very secure, in very nice neighborhood, with onsite services, in sharp contrast to other places that are low income that we’ve lived, unfortunately. I like that it’s extremely diverse and everybody seems to show a great deal of respect for each other.”

Fox Courts resident

Unit Type and Rent Range

Size/Type	Rent Range at Completion in 2009	% of Area Median Income*	Number of Units	Average Square Footage
Studio & Lofts	\$282 - \$584	30 -60%	18	310 and 600 sf
1 BR	\$300 - \$921	30 -60%	9	610 sf
2 BR	\$361 - \$1,118	30 -60%	13	1,058 sf
3 BR	\$750 - \$1,279	30 -60%	35	1,192 sf
4 BR	\$833 - \$1,207	30 -60%	5	1,486 sf

* Based on Area Median Income in 2014 of \$93,500 for a four-person household, a qualifying household of four could have income up to \$46,750.



Project Amenities

- On-site daycare center and retail site
- Significant resident services programs for family, youth and special needs residents, including after-school and summer enrichment programs
- Public art installations by prominent Oakland-based artists: exterior murals by Eduardo Pineda and Joaquin Newman, in collaboration with students from the adjacent Oakland School for the Arts; handmade exterior tiles by K. Ruby; tile mosaic installations in both lobbies by Tamara Ribas
- Two landscaped courtyards, including a children's play area
- Computer learning center and broadband internet service in each unit
- Multipurpose community room with full kitchen
- Exercise room
- Secured underground parking and bike storage

Sources of Funding

City of Oakland / Redevelopment	\$7,600,000
County of Alameda	\$700,000
California Housing and Community Development (MHP).....	\$5,800,000

Green Building Features

- 88% of construction and demolition waste recycled
- 99kw photovoltaic electrical system providing power to common areas
- Overall energy performance exceeds California Building Standards Code (Title 24) by more than 15%
- Radiant hydronic heating system with high efficiency boilers
- Floor plans that maximize natural light and cross ventilation
- ENERGY STAR refrigerators, dishwashers, and light fixtures
- Low- or no-VOC paints and adhesives
- Formaldehyde-free cabinet boxes and building insulation
- 25% recycled-content carpet & linoleum flooring
- Drought-tolerant landscaping, self-regulating planters, and bioswale planters for on-site storm water management

Alliant Capital	\$13,970,000
Union Bank	\$3,600,000
Silicon Valley Bank (AHP).....	\$395,000
General Partner Equity / Green Grants.....	\$1,560,000
Total Sources of Funding	\$33,630,000
Construction financing provided by Union Bank”	

Development Team

Developer RCD
 Architect: Pyatok Architects
 General Contractor: J.H. Fitzmaurice, Inc.

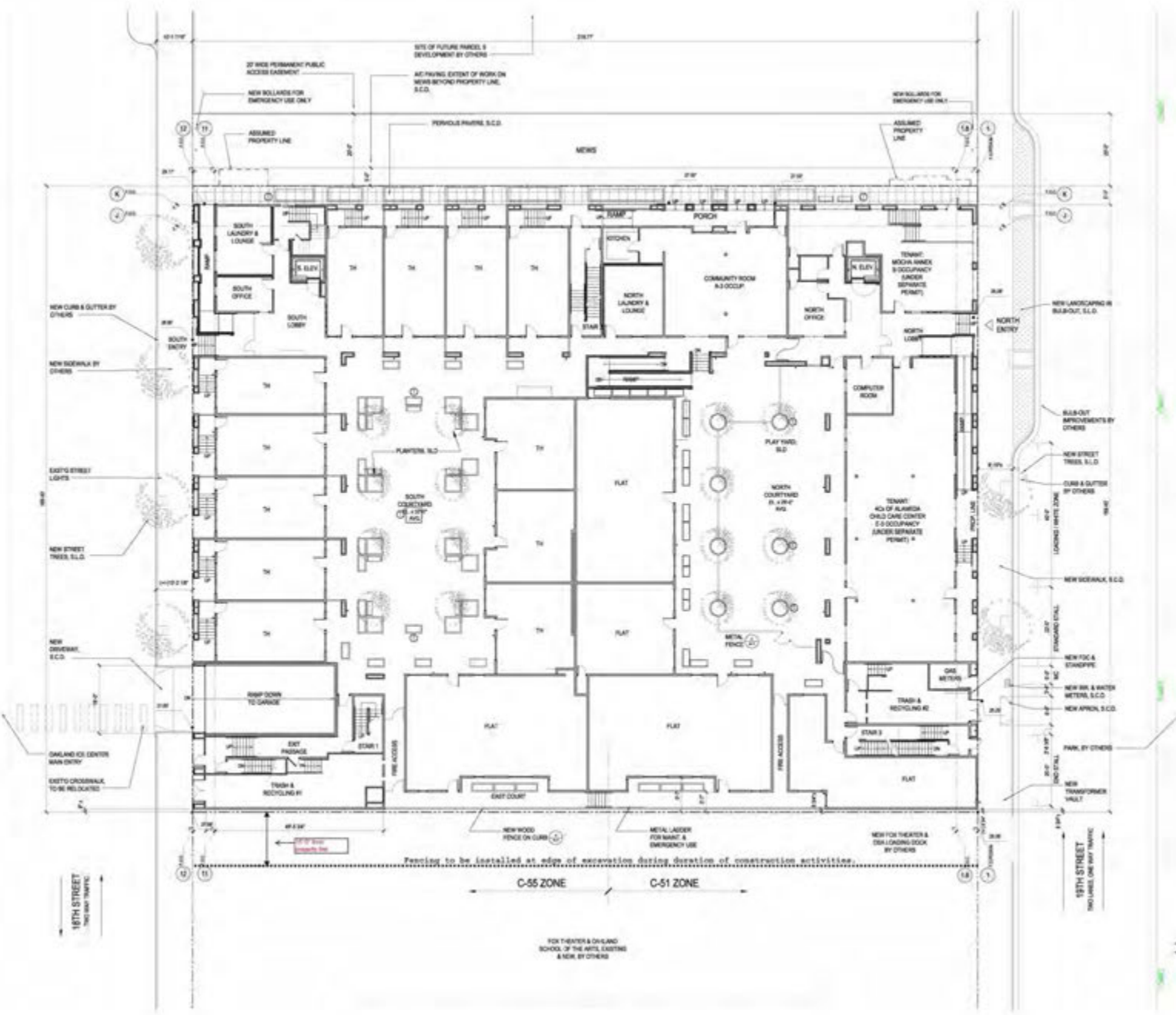
Contact Information for Funders:

<p>Antoinette Pietras Housing & Community Development Affordable Housing Asset Monitor</p> <p>(510) 238-6177 Work apietras@Oaklandnet.com</p> <p>250 Frank H. Ogawa Plaza, 5th Floor Oakland, CA 94612</p>	<p>Linda Gardner Alameda County Community Develop... Housing Director</p> <p>(510) 670-5207 Work linda.gardner@acgov.org</p> <p>224 W. Winton Avenue, Room 108 Hayward, CA 94544-1215</p>
<p>Susan Nunnally Newport Partners - Alliant</p> <p>(949) 923-7808 Work snunnally@newportpartners.com</p>	<p>Sonia R. Ramirez HCD, State Asset Management & Compliance Re...</p> <p>(916) 263-1447 Work Sonia.Ramirez@hcd.ca.gov</p> <p>2020 West El Camino Avenue, Suite 400 Sacramento, CA 95833</p>
<p>Donna Kelley Silicon Valley Bank Senior Banker</p> <p>(415) 512-4274 Work (415) 203-6262 Mobile DKelley@svb.com</p>	<p>Jonathan Klein MUFJ Union Bank, N.A. Community ... Managing Director and Market Mana...</p> <p>(925) 947-2461 Work Jonathan.Klein@unionbank.com</p> <p>200 Pringle Ave, Suite 355 Walnut Creek, CA 94596</p>

The site for Fox Courts was purchased.

Site Plan (next page):





Pyatak Architects Inc.
 441-3331-3331
 Planning
 2001 SOMMER STREET
 SUITE 100
 OAKLAND, CALIFORNIA 94612
 TEL: (415) 863-7100
 FAX: (415) 863-4014

PROJECT TEAM

CHIEF ENGINEER
 JAMES W. PYATAK
 LICENSE NO. 44157
 REGISTERED PROFESSIONAL ENGINEER
 CIVIL ENGINEERING
 CALIFORNIA

LANDSCAPE ARCHITECT
 JAMES W. PYATAK
 LICENSE NO. 44157
 REGISTERED PROFESSIONAL LANDSCAPE ARCHITECT
 CALIFORNIA

STRUCTURAL ENGINEER
 JAMES W. PYATAK
 LICENSE NO. 44157
 REGISTERED PROFESSIONAL ENGINEER
 STRUCTURAL ENGINEERING
 CALIFORNIA

METEOROLOGICAL & PLUMBING ENGINEER
 JAMES W. PYATAK
 LICENSE NO. 44157
 REGISTERED PROFESSIONAL ENGINEER
 METEOROLOGICAL & PLUMBING ENGINEERING
 CALIFORNIA

ELECTRICAL ENGINEER
 JAMES W. PYATAK
 LICENSE NO. 44157
 REGISTERED PROFESSIONAL ENGINEER
 ELECTRICAL ENGINEERING
 CALIFORNIA

SPRINKLER DESIGNER
 JAMES W. PYATAK
 LICENSE NO. 44157
 REGISTERED PROFESSIONAL ENGINEER
 SPRINKLER DESIGN
 CALIFORNIA

FOX COURTS APARTMENTS

18th Street & Telegraph Ave.
 Oakland, California

Client:
 Resources for Community Development

2730 Telegraph Avenue
 Berkeley, California 94705

Notes

- A. 10 Dec 05 Planning Submittal DTRAC
- B. 12 Feb 06 Planning Comm. Submittal
- C. 15 Mar 06 Planning Submittal DTRAC
- D. 10 Jun 06 30% Design Dev.
- E. 18 July 06 100% Design Dev.
- F. 13 Feb 07 50% Construction Draw
- G. 02 May 07 80% CD / 1st Plan Check

Job Number: 0435
 Drawn by: JR
 Checked by: JR
 Date: JULY 18, 2006
 Scale: 1" = 10'-0"

SITE PLAN

Sheet
A1.1
 NOT FOR CONSTRUCTION

ASHLAND HOUSING

AFFORDABLE HOUSING



Ashland Housing will provide 85 affordable rental apartments to families who earn incomes between 30% to 50% of the Area Median Income (AMI) as well as emancipated foster youth, while contributing to the renaissance of the Ashland-Cherryland business district.

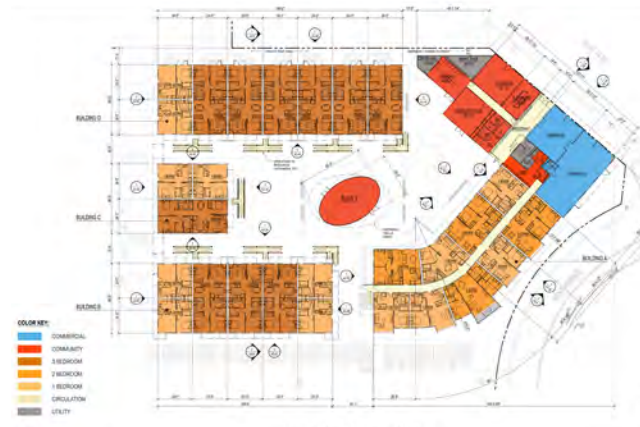
The development of a new Youth Center by the Alameda County Redevelopment Agency adjacent to the site creates an opportunity for services linkages with transition aged foster youth residing at the property.

The 1.89 acre site straddles a busy commercial street and a residential area to the South. The E 14th edge is a 4 story building with the 4th floor set back from the edges with a deep overhang. The building on Kent Avenue drops down to 3 stories to blend in with the residential area.

The project will encompass seven separate buildings with three floors each and contain a mix of 25 one-bedrooms, 35 two-bedroom and 25 three-bedroom units along with a three-bedroom manager's unit. Amenities will include a community center, computer center, laundry facilities, onsite resident support such as youth programs, educational workshop and job readiness classes.

The development will include a lushly landscaped patio, a courtyard garden and raised planting beds for residents. In the middle of the courtyard is a one story building to be used as an exercise and gathering space. There will be secured onsite parking. Ashland Family homes will be designed to be a GreenPoint Rated community.

Owner:	RCD
Contact:	Alicia Klein 510.841.4410 x319
Project Location:	San Lorenzo, CA
Design phase:	May 2012 - February 2013
Construction commencement:	March 2014
Completion Date:	Summer 2015 estimated
Square Footage:	95,400 sq ft
Services Provided:	Full Architectural Services
Number of Units:	85 units
Cost Estimate:	\$24 million
Key Personnel	Kava Massih, Mark Schlientz
Contractor:	Branagh, Inc., John Branagh (510) 638-6455



MARINWOOD MARKET

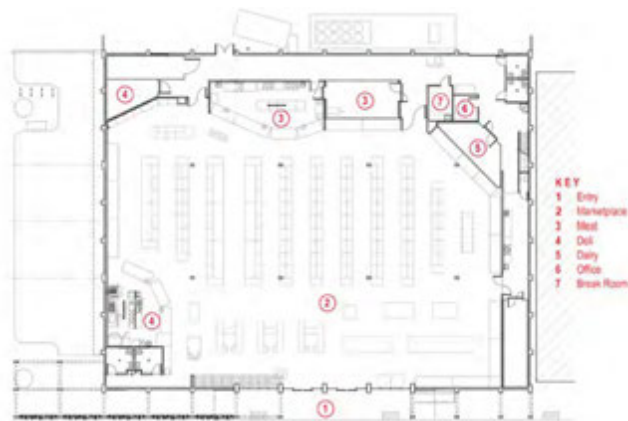
ADAPTIVE REUSE | RENOVATION



The Marinwood Market is a new family owned gourmet marketplace in the Marinwood Plaza Shopping Center in San Rafael. For this project we worked closely with the former owners of Broadway Market in Tiburon to develop the plans to extensively renovate an existing vacant building. The 15,000 square foot renovation included space planning, equipment specifications and façade design. The full-service marketplace features a deli with prepared foods, a coffee bar, expanded produce and wine sections, a butcher and outdoor seating, among other amenities. The design incorporates wood and other natural materials, graphics and colors that draw from Marin County's natural environment and the surrounding landscape. Additional design services included logo development and signage throughout the site. The architecture and planning were done by MARKETECTURE, a joint-venture between Kava Massih Architects and John Vieira of Supermarket Source.

The formerly deserted mall is now home to a quality marketplace, a weekend farmer's market and a potential new housing development.

- Owner:** Blue and Gold Investments, LLC
- Contact:** Jeanne Fitzgerald, (415) 491-1965
- Project Location:** San Rafael, CA
- Completion Date:** October 2011
- Square Footage:** 15,000 sq ft
- Cost:** \$1,600,000
- Key Personnel:** Kava Massih, J. Conner, Thierry Roule
- Contractor:** Tilton Pacific, Bob Schroeder (916) 630-7200 x223





Creating & Preserving Affordable Housing

Project Development Experience

Mixed Use

Property	Location	Number of Units	Project Type	Year Completed or Acquired
Adeline Street Apartments	Berkeley	19	Integrated Multi-family and Special Needs, Mixed Use	2003
Bella Monte Apartments	Bay Point	52	Integrated Multi-family and Special Needs, Mixed Use	2005
Fox Courts	Oakland	80	Integrated Multi-family and Special Needs, Mixed Use	2009
Harrison Hotel, The	Oakland	81	SRO, Special Needs, Mixed Use	1996
International Blvd. Family Housing – Seminary	Oakland	30	Integrated Multi-family and Special Needs, Mixed Use	2001
International Blvd. Family Housing – Stanley Ave.	Oakland	24	Integrated Multi-family and Special Needs, Mixed Use	2003
Mable Howard Senior Apartments	Berkeley	40	Senior, Mixed Use	2000
Oxford Plaza	Berkeley	97	Integrated Multi-family and Special Needs, Mixed Use	2009
UA Homes	Berkeley	74	SRO, Special Needs, Mixed Use	1999
University Ave. Cooperative Homes	Berkeley	47	Multi-family, Mixed Use	1999



Creating & Preserving Affordable Housing

Selected Awards

RCD

Awarding Entity	Name of Award	Year
Affordable Housing Finance (AHF)	AHF Top 50 U.S. Affordable Housing Developers 2014	2014
Affordable Housing Finance (AHF)	AHF Top 50 U.S. Affordable Housing Developers 2012	2012
Affordable Housing Finance (AHF)	AHF Top 50 U.S. Affordable Housing Developers 2010	2010
Affordable Housing Finance (AHF)	AHF Top 50 U.S. Affordable Housing Developers 2009	2009
Affordable Housing Finance (AHF)	AHF Top 50 U.S. Affordable Housing Developers 2008	2008
Build It Green	GreenPoint Rated Award for 2014 Affordable Builder of the Year	2014

The Ambassador

Awarding Entity	Name of Award	Year
Builder and Custom Home Magazines	2014 Builders Choice and Custom Home Design Award for Affordable or Workforce Housing	2014

Clinton Commons

Awarding Entity	Name of Award	Year
Affordable Housing Finance Readers' Choice Awards	AHF Readers' Choice Award Finalist - Family	2013
SF Business Times	Finalist, Deals-of-the-Year, Best Affordable Residential, East Bay	2013

Fox Courts

Awarding Entity	Name of Award	Year
California Redevelopment Association Awards of Excellence	CRA Awards of Excellence - Awarded to Oakland Redevelopment Agency and partners for Uptown Residential Area Development, Phase I&II, New Construction Category	2011
ACTERRA Business Environmental Award	ACTERRA Business Environmental Award - Sustainably Built, Small Organization	2010
Affordable Housing Finance Readers' Choice Awards	AHF Reader's Choice Award Finalist - Urban	2010
Pacific Coast Builders Conference	Golden Nugget - Green Communities	2010

Oxford Plaza

Awarding Entity	Name of Award	Year
Urban Land Institute	2013 Global Awards for Excellence Finalist	2013
CNU Congress for New Urbanism	CNU Charter Award for the Block, Street & Building	2012
National Association of Home Builders	NAHB Platinum Award for Mixed-Use	2012
U.S. Department of Housing & Urban Development's Office of Affordable Housing Programs	Honorable Mention (City of Berkeley and RCD - HUD HOME Door Knocker Awards, Office of Affordable Housing Programs)	2011

Oxford Plaza

Awarding Entity	Name of Award	Year
ACTERRA Business Environmental Award	ACTERRA Business Environmental Award - Sustainably Built, Small Organization	2010
AIA East Bay	AIA East Bay Design Citation Award	2010
Berkeley Design Advocates	Berkeley Design Advocates Award for Design Excellence	2010
K+BB	K+BB Architects Exceptional Residential Award	2010
SF Business Times	San Francisco Business Times, Finalist Deals-of-the-Year, Best Affordable Residential, East Bay	2010
Affordable Housing Finance	2009 AHF Readers Choice Finalist - Urban Development	2009
Association of Bay Area Governments	2009 ABAG Growing Smarter Together AWARDS - Urban Design	2009

The Park Alameda

Awarding Entity	Name of Award	Year
NAHRO (National Association of Housing and Redevelopment Officials)	Agency Award of Excellence in Project Design, Renovation	2014
NAHRO (National Association of Housing and Redevelopment Officials)	Award of Merit	2014
Affordable Housing Finance	2009 AHF Readers Choice Finalist - Urban Development	2009
Association of Bay Area Governments	2009 ABAG Growing Smarter Together AWARDS - Urban Design	2009

Shinsei Gardens

Awarding Entity	Name of Award	Year
ACTERRA Business Environmental Award	ACTERRA Business Environmental Award - Sustainably Built, Small Organization	2010
AIA East Bay	AIA East Bay Design Merit Award	2010
Home Depot Foundation Awards of Excellence	HDF 2010 Awards of Excellence, Affordable Housing Built Sustainably - Honorable Mention	2010
K+BB	K+BB Architects Exceptional Residential Award	2010
NAHRO (National Association of Housing and Redevelopment Officials)	NAHRO Award of Excellence for Design	2010
Real Estate & Construction Review-Northwest	Green Building of America Award	2009

Villa Vasconcellos

Awarding Entity	Name of Award	Year
City of Walnut Creek	2009 Sustainable Design Award from the Walnut Creek Action for Beauty Council	2009
SF Business Times	Finalist, Deal-of-the-Year Best Affordable Residential Award for 2008	2009
National Association Local Housing Finance Agencies	Home Excellence Award	2008

Cherry Creek Place – A Destination for the Community

As part of this process, we often will develop multiple site design strategies and summarize the pros and cons of the various options. This approach illustrates the many ways to achieve the community’s goals, and welcomes active discussion of the potential trade-offs that occur during the design process.

This option is a mix of (77) affordable apartment units and ground floor retail with a 4,000 square foot market anchoring the corner at Mission and Hampton. The market will open to the public space at the corner so that it can be used for a weekly farmer’s market. The market is a tall, single-story structure separate from the mixed-use building along Mission Blvd. to the north. The mixed-use building is a 4-story structure with a tall ground floor for retail and residential community uses. Above are 1, 2 and 3-bedroom apartments fronting the street on one side and central courtyard on the other. Across the central courtyard is another 3-4 story residential building, also with a mix of unit types. The parking lot north of the buildings provides a total of (77) residential parking spaces with 3-4 dedicated for City CarShare vehicles.



The buildings will be all wood framed – no concrete podium required so that the street is activated and . The ground floor along E 14th will be glass storefront to allow maximum retail presence on Mission Street. The central courtyard will provide sheltered common space for residents. The far northern corner of the property will serve as a large community garden for residents and the wider community.

The proposed concept achieves the density, accessibility, parking, and open space targets and includes shops to supply the weekly needs of a household.. It creates pedestrian and bike connections and offers extensive bike parking, incorporates smaller open spaces and play areas for

residents, and flexible landscaping options that could integrate community gardening to support outdoor activity and food security. As with all of our developments, each option will integrate low- to zero-impact features as well as quality construction and material selections that reduce noise, maximize indoor environmental quality, and provide durable finish products; and all properties feature a long-term and green operations and maintenance plan implemented by our experienced property management and asset management teams.

Livable Communities

The County's progressive planning has created a model for human scale and safe, thriving neighborhoods distinctive in Ashland/Cherryland. The infill development at Cherry Creek Place presents a great opportunity to further these goals. Much of the neighborhood input also re-iterates the positive benefits of creating connectivity to the outdoors, through the provision of usable courtyards and play areas, linkages with bike and pedestrian pathways, and thoughtful and sustainable landscaping planning.

Long term maintenance and durable and healthy finish products are also perceptively pointed out as requisite criteria for the development. As noted above, RCD's extensive green building experience has resulted in our own tried and tested performance criteria, ensuring that the most sustainable, efficient and durable products and systems go into every development that we create. RCD also continues learning from each development; by establishing a constant feedback loop from our property management and services teams back to our development staff, we continually incorporate lessons learned from properties in operations into RCD's performance criteria for new developments.

Financing Plan

Developing Cherry Creek Place will require securing multiple financing sources, and the financing structure will be dictated by the availability of sources at the time of application. The financing scenario outlined below is a feasible strategy based on current financing conditions. Because we are so early in project planning, this financing scenario will likely evolve over time. RCD has continued developing successful projects throughout the economic downturn and the end of redevelopment by remaining nimble and identifying the best financing strategies for each project and program.

As demonstrated by our diverse portfolio, RCD has applied for and has consistently been awarded funding from local, state and federal sources, including Affordable Housing Sustainable Communities (AHSC), HOME, CDBG, MHP and HOPWA, State Multifamily Housing Program (MHP), MHP-Supportive Housing and Infill and Infrastructure Grant funds; Tax Exempt Bonds, Low Income Housing Tax Credits (9% and 4%), SHP, Shelter Plus Care, Federal Home Loan Bank Affordable Housing Program (AHP), foundation grants, New Market Tax Credits, and Section 108/Brownfields Economic Development funds. RCD has the track record to leverage competitive pricing and deal terms from lenders and investors, and the financial strength to provide the

necessary guarantees for projects of this scale. We also have the organizational capacity to move projects through pre-development efficiently, positioning the project for funding applications early.

We have examined the feasibility of several project financing scenarios for this development. To increase viability and funding competitiveness, we propose a seller carryback loan from the County. We also suggest pursuing Affordable Housing and Sustainable Communities funding in addition to 9% tax credits with a small number of units set aside for veterans. Due to frequent bus service and the nearby facilities serving families, we believe that the site is competitive for both AHSC and 9% tax credits

Project Funding Sources Summary

First Trust Deed	\$2,026,185
Tranche B: Operating Subsidy	\$2,302,570
VHHP	\$887,397
Alameda County Land Carryback	\$4,500,000
AHSC TOD AHD	\$5,515,017
Mandela Marketplace funds	\$1,150,000
Alameda County HOME/CDBG/HOPWA	\$600,000
Deferred developer fee	\$319,767
Tax Credit Equity	\$17,446,455
TOTAL SOURCES	\$34,747,391

Project Uses Summary

Acquisition/Offsites/Demo	\$4,500,000
Rehabilitation	\$0
New Construction	\$20,899,800
Architectural Fees	\$1,253,988
Survey & Engineering	\$150,000
Const. Interest & Fees	\$1,115,000
Permanent Financing	\$68,288
Legal Fees	\$110,000
Reserves	\$198,594
Appraisal	\$30,000
Const. Contingency	\$2,034,980
Other	\$2,886,742
Developer Fee	\$1,400,000
Syndication Expenses	\$100,000
Total Uses	\$34,747,391

To contain costs and gain early insight with respect to constructability and value engineering opportunities, we would also bring a General Contractor partner onto the team early in the design process. The General Contractor can provide valuable information into the design development process and will provide construction estimates as the design progress. As mentioned above, our financial consultant Community Economics will also be engaged early and continually through the development process to monitor and advise on the financing strategies and updates. Through this iterative approach to financing strategy and estimating, we will maintain maximum flexibility and remain nimble through economic and funding cycles.

Development Schedule

Developer Selection	November 2015
RCD and City execute Disposition and Development Agreement	January 2016
Apply for pre-development funding	Spring 2016
Community outreach and design development	Spring-Summer 2016
Secure entitlements	November 2016
RCD/County Apply for Affordable Housing Sustainable Communities (AHSC) funding for housing and active/public transit improvements	February 2017
Application for MarketPlace and Housing Funds	early 2017
Award of AHSC funds	June 2017
Application for 9% Low Income Housing Tax Credits	July 2017
Award of 9% Low Income Housing Tax Credits	September 2017
Start construction	February 2018
Complete construction	February 2019

Key Opportunities

- The site is ideally located for a neighborhood market.
- The affordable developer and the County will work closely with the community to establish the appropriate design for the site. Cherry Creek Place presents the opportunity further the County's goals through a high quality net zero energy development.
- The site's existing creek and adjacent pedestrian path present incredible opportunities to showcase low- to no-impact landscape design.

List of Attachments

Site Plan

Massing Study



PROPOSED SITE PLAN

1"=80'-0" (@ 11X17) | 1"=40'-0" (@ 22X34)

10/15/15

Mixed-Use Development | 2095 Mission Blvd.

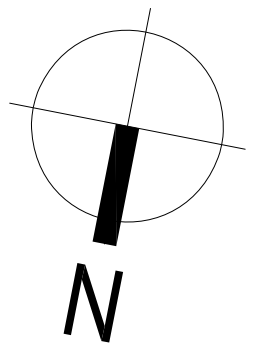
A1.1 
KAVA MASSIH ARCHITECTS

920 Grayson Street | Berkeley, CA 94710



Mixed-Use Development | 20095 Mission Blvd.

MASSING STUDY
NOT TO SCALE
10/15/15



A1.2 
KAVA MASSIH ARCHITECTS
920 Grayson Street | Berkeley, CA 94710



Creating & Preserving Affordable Housing

Market Overview and Land Value Estimate

Niche/Local Market Feasibility at Ashland/Cherryland

In 2010, Mandela MarketPlace partnered with Professor Deborah Robinson, CalState East Bay, who provided oversight to student teams in her Advanced Entrepreneurship class to conduct a Competitive Analysis and Consumer Analysis for a locally owned market and café along the Mission Boulevard in Ashland/Cherryland. Based on the feasibility study completed, there is high consumer demand for quality, healthy foods, but Ashland/Cherryland has few healthy food offerings. Along the Mission Blvd corridor, blight, failing infrastructure and concentrations of fast food restaurants create a need for new housing and healthy retail infrastructure.

Students surveyed 100 residents through internet survey monkey, consumer intercept, and mail to rate grocery store attributes. Consumer expectations in Ashland/Cherryland reported:

<i>Contribution to Community: Most Important</i>	30%
<i>Quality: Most Important</i>	58%
<i>Healthy: Most Important</i>	53%
<i>Locally grown/organic: Most Important</i>	28%
<i>Price: Most Important</i>	53%
<i>Variety: Most Important</i>	35%

Consumers reported the top 5 grocery items: *Vegetables, Meat, Fruit, Milk/Dairy, Bread/Eggs*

An analysis done on 10 local potential competitors¹ concluded that enough of a niche exists to support a local market, with café/community gathering, and featuring fresh, affordable produce and locally made products in the Ashland/Cherryland area. In addition, the market would be more desirable if it provides job ownership opportunities, a priority for over 35% of 500 residents who were surveyed in 2011. Additional strength amenities that Mandela MarketPlace can support include a SNAP-match program, where food stamp consumers receive a 5% to 30% match on all produce purchases (including canned, fresh, frozen and dried), employment training for youth, and track record supporting low-income and re-entry trainees through local Workforce Investment Board/Private Industry Council programs.

Housing

Per the ABCD Specific Plan, In 2010, the combined population of Ashland and Cherryland was estimated at 36,653 (US Census, 2010). Since 1990, the population has been increasing by an annual growth rate of approximately 1.5 percent, with a total population increase of 9,194 residents over the 20 year period. Population in Ashland and Cherryland is projected to increase by an additional 9,440 persons by the year 2040, for a total population of 46,093 (ABAG, 2012).

¹ Jack in the Box, Cherryland Corner Store, Lucky's, Food Maxx, Super Mercado La Raza, McDonalds, 99 Cents Store, Casa Lucas, New York Pizza, Carl's Jr.

The Association of Bay Area Governments (ABAG) estimates there will be a need for an additional 1,769 housing units in unincorporated communities of Alameda County by 2022. Some of this need will be met in the Plan Area's Districts and Corridors, with the Plan Area's Neighborhood accommodating less of the demand for additional Housing.

From a market study conducted for our Ashland Place Apartments in 2013:

"Market data demonstrates that a significant amount of the renter base considers housing opportunities within the [primary Market Area] boundaries. Given the opportunity to locate good quality affordable housing, the renter base will move within these areas. We anticipate the majority of demand will be generated from this geographic area. However, leakage is expected from outside the PMA from other parts of Alameda County and the Bay Area."

"There are no apparent weaknesses of the Subject's site, development scheme, rents, or market. Strengths of the Subject development and market include:

- The site is located in close proximity to schools, employment, services, and retail, as well as mass transit.
- The Subject offers many on-site and service amenities that are appropriate and sufficient within the Subject's market. There are many services and amenities located less than one mile from the Subject.
- The number of households has steadily increased in the PMA since the 1990s. As the total population and number of households continue to grow, the demand for housing units will continue to increase.
- Market rate and LIHTC properties in the Subject's PMA are experiencing stable occupancy levels, a low instance of concessions, and waiting lists. The Subject will offer affordable multifamily housing units in an area with a high cost of living.
- The Subject's proposed LIHTC rents are substantially below comparable market rents, providing a significant tenant rent advantage for low to moderate income households. There are no physical barriers that will affect the marketability of the Subject.
- There are no single family homes for equal or less rent near the Subject that will affect the marketability of the Subject. The Subject's highest proposed rents provide an advantage when compared to the cost of home ownership."

This market study was in the same Primary Market Area as the proposed development and has similar rents.

Land Value

The land value of \$4.5 million shown in the proforma is an estimate based appraisals for our Ashland Place development nearby with an escalation factor from the time the appraisal was conducted. A copy of the appraisal is available upon request. Please note that the development team proposes that the County carry back a loan on the full value of the land in order to improve viability and increase funding competitiveness for the housing and market.

Please find attached the projected operating statement for the proposed marketplace.

	A	R	S	T	U	V
1	CHERRYLAND/ASHLAND MARKET					
2	20095 MISSION BOULEVARD					
4	Table A.2 Projected Proforma					
5	CONFIDENTIAL					
6						
7						
8		Years Ending December 31				
9		2017	2018	2019	2020	2021
11	REVENUES					
13	Net Sales	\$ 900,000	\$ 1,380,000	\$ 1,656,000	\$ 1,738,800	\$ 1,825,740
14	Cost of Goods Sold	603,000	897,000	1,059,840	1,112,832	1,168,474
15	<i>Gross Profit</i>	\$ 297,000	\$ 483,000	\$ 596,160	\$ 625,968	\$ 657,266
17	EXPENSES					
19	Personnel					
20	Wages - General Manager	\$ 52,000	\$ 62,400	\$ 64,272	\$ 66,200	\$ 68,186
21	Wages - Worker-Owners	154,873	254,150	261,775	269,628	277,717
22	Paid Leave	16,520	20,332	20,942	21,570	22,217
23	Health Benefits	12,390	15,249	15,706	16,178	16,663
24	Retirement and Savings	2,148	2,643	2,722	2,804	2,888
25	Payroll Taxes	5,596	6,887	7,094	7,307	7,526
26	<i>Total Personnel Expenses</i>	\$ 243,526	\$ 361,662	\$ 372,511	\$ 383,687	\$ 395,197
27						
28	Other Operating Expenses					
29	Accounting	12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000
30	Advertising and Promotion	27,500	12,000	12,000	12,000	12,000
31	Business Licenses and Permits	-	400	400	400	400
32	Consultants	9,000	-	-	-	-
33	Computer, Phone, and Internet	3,600	3,600	3,600	3,600	3,600
34	Equipment Rental	2,500	3,000	3,000	3,000	3,000
35	Insurance	2,400	2,500	2,500	2,500	2,500
36	Laundry/Linens	950	500	500	500	500
37	Office Supplies	-	-	-	-	-
38	Printing and Reproduction	-	-	-	-	-
39	Payroll Service	1,200	1,200	1,200	1,200	1,200
40	Rent	24,000	24,000	24,000	24,000	24,000
41	Common Area Maintenance Charges	12,000	12,000	12,000	12,000	12,000
42	Paper/Packaging Expense (bags)	5,400	8,280	9,936	12,172	12,780
43	Repair/maintenance	900	1,380	3,312	3,478	4,564
44	Kitchen/Food Service Supplies	2,000	1,000	700	700	700
45	Credit Card Fees	5,760	8,832	10,598	11,128	11,685
46	Utilities	33,750	36,000	36,000	36,000	36,000
47	Security	-	-	-	-	-
48	Garbage	1,350	2,070	2,484	2,608	2,739
49	Supplies	2,500	5,000	5,000	5,000	5,000
50	Property Tax	-	-	-	-	-
51	Local Taxes	540	828	994	1,043	1,095
53	<i>Total Other Operating Expenses</i>	147,350	\$ 134,590	\$ 140,224	\$ 143,329	\$ 145,763
55	<i>Total Operating Expenses</i>	\$ 390,876	\$ 496,252	\$ 512,735	\$ 527,016	\$ 540,961
56						
57	Net Operating Income (Loss)	\$ (93,876)	\$ (13,252)	\$ 83,425	\$ 98,952	\$ 116,306
58						
59	Depreciation	40,850	40,850	40,850	40,850	40,850
60						
61	Interest Expense	\$ -	0	0	0	0
63	Income Before Taxes	\$ (134,726)	\$ (54,102)	\$ 42,575	\$ 58,102	\$ 75,456
64	Income Taxes*	\$ -	\$ -	\$ -	\$ -	\$ -
65						
66	NET INCOME (LOSS)	\$ (134,726)	\$ (54,102)	\$ 42,575	\$ 58,102	\$ 75,456
67						



Creating & Preserving Affordable Housing

References

List of Attachments

RCD References

Mandela MarketPlace References



Over our 30 years of experience, RCD has had the pleasure of building relationships with a wide array of local, county, and state government agencies, lenders, investors, and service partners. Below are a few of the many partners that will attest to RCD's technical abilities, financial stability, and commitment to mission.

Public Partners

Norma Thompson

Housing Development Manager
City of Oakland Housing and Community Development
250 Frank Ogawa Plaza, 5th Floor Oakland, CA 94612
(510) 238-7137

Projects completed under her direction:

- International Boulevard I and II, Oakland, CA
- Fox Courts, Oakland, CA
- Northgate, Oakland, CA
- Clinton Commons, Oakland, CA

Kara Douglas

Affordable Housing Program Manager
Contra Costa County Community Development Department
2530 Arnold Drive, Suite 190 Martinez, CA 94553
(510) 335-7223

Project completed under her direction:

- Villa Vasconcellos, Walnut Creek, CA
- Los Medanos Village, Pittsburg, CA
- Lakeside, Concord, CA
- Berrellesa Palms, Martinez, CA

Debbie Potter

Community Development Director
City of Alameda
2263 Santa Clara Avenue, Alameda, CA 94501
(510) 747-6899

Project completed under her direction:

- Breakers at Bayport, Alameda, CA
- Shinsei Gardens, Alameda, CA
- Park Alameda, Alameda, CA

Lender and Investor Partners

Rebecca Koch

Vice President (formerly with Wells Fargo)
Community Development Finance
Union Bank, N.A.
200 Pringle Avenue, Suite 355
Walnut Creek, CA 94596
(925) 947-2461
Rebecca.koch@unionbank.com

Project completed with funding from Wells Fargo

- Oxford Plaza
- Los Medanos Village
- Northgate Apartments

Jonathan Klein

Senior Vice President
Community Development Finance
Union Bank, N.A.
200 Pringle Avenue, Suite 355
Walnut Creek, CA 94596
(925) 947-2461
Jonathan.Klein@unionbank.com

Provided construction loans, permanent loans and/or tax equity for following projects:

- Clinton Commons
- Villa Vasconcellos
- Arbors
- Berrellesa Palms
- Fox Courts
- Berrellesa Palms
- Park Alameda
- The Ambassador
- Ohlone Gardens
- Eldridge Gonaway Commons
- UA Homes
- UA Cooperative Housing

Service Providers

Marty Lynch

CEO

Lifelong Medical Care

2344 Sixth Street

Berkeley, CA 94710

(510) 981-4100

Partnered with Lifelong on the following projects:

- Erna P. Harris Court
- UA Homes
- The Harrison Hotel
- Fox Courts
- Clinton Commons

Louise Bourassa

Executive Director

Contra Costa Interfaith Housing (CCIH)

3164 Putnam Boulevard

Walnut Creek, CA 94597

Partnered with CCIH on the following projects:

- Lakeside Apartments
- Los Medanos
- Bella Monte

Louis Chicoine

Executive Director

Abode Services

Allied Housing

HIP

40849 Fremont Blvd.

Fremont, CA 94538

510-657-7409 x206

lchicoine@abodeservices.org

Partnered with Abode on the following projects:

- Concord House
- Regent Street House
- Lorenzo Creek

Community Supporter

Stephen M. Wheeler, Ph.D., AICP

Associate Professor

Landscape Architecture Program

Department of Human Ecology

U.C. Davis/One Shields Ave.

Davis CA 95616

(530) 754-9332

smwheeler@ucdavis.edu

Author of *Planning for Sustainability*, *The Sustainable Urban Development Reader*, and *Climate Change and Social Ecology*

FIRM QUALIFICATIONS

Contact: Dana Harvey, Exec. Dir.

Tel: 510-433-0993

Mandela MarketPlace

1364 7th Street

Oakland, California 9607

Principal place of business:

E-mail: dana@mandelamarketplace.org

Oakland, California

Legal Entity: MANDELA MARKETPLACE (MMPlace) is a nonprofit 501(c)3 Community Development Corporation incorporated in 2004 with a mission to work in partnership with local residents, family farmers, and community-based businesses to improve health, create wealth, and build assets through co-operative food enterprises in low income communities.

Organizational Capacity: The recipient of White House Champion of Change and RWJF Community Health Leader awards, MMPlace serves as a healthy food enterprise incubator with a rich ten year history of launching new and enhancing already existing businesses as self-sustaining healthy food enterprises serving both the economic and food access needs of individuals living in investment starved communities. Mandela MarketPlace is recognized as an award-winning business incubator with a \$1.2 annual operating budget and staff of ten.

Mandela Entrepreneurs: MMPlace operates a comprehensive entrepreneurship development program that provides foundational understanding of business planning, best practices, and licensing in tandem with access to patient, low-cost capital. While specific focus is placed on food-based businesses increasing access to healthy food offerings, training principles are easily translatable to other retail and service models.

Ladder Up Financing Support and Products: In addition to serving in a financial intermediary role to leverage multiple government, foundation and corporate grant funding sources, Mandela MarketPlace offers resources, technical assistance, training, and low- to no-cost financial tools to grow cooperative local businesses. Through its initial \$400,000 Department of Health and Human Services Healthy Food Financing Initiative (HFFI) award, MMP expanded its social enterprise incubation services, including establishing a revolving loan fund for small local food enterprises. Mandela Foods Cooperative, Zella's Soulful Kitchen, and Mandela Foods Distribution (MFD) are among the inaugural loan recipients. Additionally, MMP partnered with California nonprofit lender FarmLink to offer an innovative, early-season "Harvest to Market Financing" pilot loan fund to small family farmers who reimburse MMP with farm fresh produce. Mandela is also a Kiva Zip Trustee, recommending and mentoring local food entrepreneurs through application process to final payment on incremental micro-loans. MMPlace recently secured their first California FreshWorks Intermediary Loan to provide additional flexible capital to food retailers and distributors, farmers, and local producers to increase access to healthy food in the neighborhood.

Representative Consulting Projects

Mandela Transit Village/Mandela Gateway Retail Planning:

Project Summary: MMPlace played an integral role in the community-driven design of Mandela Transit Village, a planned, 17-acre, mixed-use retail and housing development project located near the West Oakland Bay Area Rapid Transit (BART) station. Valued at over \$400 million, the Transit Village was catalyzed by Mandela Gateway, a residential and 20,000 square-foot mixed-use retail space at the intersection of Mandela Parkway and 7th Street. The project was developed by Bridge Housing Corporation using public and private funds, including federal HOPE VI and Low Income Housing Tax Credits funds. Successfully soliciting additional funding support from the Walter & Elise Haas Fund, Alameda County Public Health Department, Oakland City Council, The California Endowment, and USDA Community Food Projects Program, MMPlace and ongoing community partners undertook a two-year community engagement process to design a plan to transform Mandela Gateway into a local economic engine of community-owned retail and businesses. The anchor of this retail hub would be the cooperative grocery store.

Reference: Gregory Hunter, Director, Cushman/Wakefield, 510-763-4900 (Former Community Economic Development Director, City of Oakland)

Key Personnel: Dana Harvey, Thomas Mills, Wells Lawson

Budget: \$400,000 Phase I Schedule: January 2004-June, 2007

Mandela Foods Cooperative

Project Summary: A key anchor tenant of the Mandela Transit Village/Mandela Gateway Project, MMPlace launched its award-winning community-owned grocery retail, Mandela Foods Cooperative (MFC) in 2009. The locally-owned enterprise has generated over \$4M in local economic returns for a low-income community, four business ownership positions and ancillary jobs, and increased access to over 500,000 lbs. of locally sourced, sustainably grown fresh

produce. MMPlace led all aspects of planning and infrastructure development, commissioned a market analysis of the project's feasibility, developed preliminary business and financial plans, and facilitated outreach and education about the cooperative model, outlining prospective ownership structure. The market assessment confirmed need for food and grocery retail, and identified untapped sources of consumers, including BART commuters. With support from retail consultants, MMPlace built out a comprehensive business plan and developed a marketing and distribution plan that identified emerging and potential markets to better link small farmers with urban retail outlets.

Reference: Congresswoman Barbara Lee, Contact Jose Hernandez, 510-763-0370, jose.hernandez@mail.house.gov
Anthony Iton, Sr. VP Healthy Communities, California Endowment (Former Director Alameda County Public Health Dept); tel: 510-271-4300, aiton@calendow.org

Key Personnel: Dana Harvey, Wells Lawson (currently at Los Angeles Metropolitan Transit Authority) tel: 213-922-7555, lawsonw@metro.net; Thomas Mills (National Economic Development Law Center) tel: 510-465-4641, tcmi@comcast.net

Budget: \$1,000,000 Timeline: June 2007 – June 2009

Ashland/Cherryland Market Assessment and Planning

Project Summary: Provided planning and facilitation of data collection for market feasibility study and coordination of community engagement. Solicited survey responses from over 500 A/C resident participants, of which 35% reported interest in business ownership, 100% reported need and interest for local shopping and markets that feature fresh, affordable, locally sourced foods. Analysis identified resident interest in mixed use housing development providing retail shopping opportunities and diverse services.

Reference: Nate Miley, Alameda County Board of Supervisors District 4, tel: 510-272-6694, nate@natemiley.com
Alex Briscoe, Director, Health Care Services, Alameda County, tel: 510-206-4658, alex.briscoe@acgov.org

Key Personnel: Dana Harvey, Anaa Reese, Shanale Allen, Arlene Nehring

Budget: \$100,000

Phase I: June 2011 – June 2012

Alameda County Healthy Retailer Program Development

Project Summary: In 2014, MMPlace was awarded a contract to develop and implement healthy retail demonstration projects in select neighborhoods chosen due to high rates of poverty, high concentrations of both liquor stores and fast food/convenience stores, and high rates of overweight children, diabetes mortality, and coronary heart disease mortality. The goal of the demonstration project is to increase healthy food and beverage retail options and reduce unhealthy product options in these communities, particularly alcohol and tobacco products that appeal to youth, and to determine what models or approaches are most likely to be replicable throughout Alameda County.

Reference: Keith Carson, District 5 Board of Supervisors; tel: 510-272-6695, rbrooks@acgov.org
Muntu Davis, Director, Alameda County Public Health Department, 510-267-8010, muntu.davis@acgov.org

Key Personnel: Dana Harvey, Trisha Chakrabarti, MPH

Budget: \$275,000

Timeline Phase I: August 2014 – June 2015

Timeline Phase II: June 2015 – July 2016

San Joaquin Healthy Retail Recognition Project

Project Summary: The County of San Joaquin Public Health Services (PHS) Department's Nutrition Education and Obesity Prevention Program (NEOP) selected MMPlace to facilitate their Healthy Retail Recognition Project. MMPlace is currently engaging and assessing targeted corner store markets and small groceries in San Joaquin County, creating new partnerships and collaborations with retail owners and produce vendors/farmers to increase access and availability of fresh fruits and vegetables. The project will eventually highlight retailers that have achieved various levels of store improvements, quality measures, and capacity to provide healthy foods and beverages for the SNAP-Ed eligible customers in each neighborhood.

Reference: Marisela Pineda, Health Education Program Coordinator, San Joaquin County, tel: 209-468-3649, mpineda@sjcphs.org

Key Personnel: Dana Harvey, Trisha Chakrabarti, Stephanie Radbill

Budget: \$100,000

Timeline Phase I: May 2015 – September 2015

Timeline Phase II: October 2015 – September 2016

PROPOSED TEAM MEMBERS

Dana Harvey: As Director of Mandela MarketPlace, an innovative food retail-based nonprofit business incubator, Dana Harvey led a concerted campaign resulting in the June 2009 opening of Mandela Foods Cooperative to address Oakland's longtime status as a food desert while empowering local residents to earn and learn. Working with a coalition of residents, farmers, government agencies and funders, Dana's journey in establishing a locally owned, healthy food enterprise network as a critical piece of urban redevelopment is on the forefront of local and national efforts to address food security, public health and economic development. Her contributions at Mandela MarketPlace reach beyond Mandela Foods to include business development consulting, start up financing, and development of a complete food distribution system that supports a food distribution enterprise, independent farmers, warehousemen, and neighborhood corner stores. Ms. Harvey is currently facilitating major contracts with the CDC and USDA to design and implement ground-breaking partnerships to deliver clinical health and social services at community venues, retail stores and housing developments.

Project Roles/Responsibilities: Project administration; financial forecasting; funding/financing development; Feasibility Analysis; and Project staff identification, training and supervision

Thomas Mills: Recently retired Economic Development Administrator for the City of Richmond, California, Thomas John Mills has devoted more than 35 years of professional service to Bay Area neighborhoods. As a senior project manager and consultant, Mr. Mills devised programs and policies to maximize community benefits, living wage jobs, local ownership, and shared equity. He achieved sustainable results in a broad range of disciplines including negotiating land purchases for food production, parks and open space in urban areas (Trust for Public Land); providing tax credit equity, training and pre-development financing for affordable housing development (Local initiatives Support Corporation); accessing capital investment in real estate developments and business ventures in distressed neighborhoods (The National Economic Development and Law Center); and marketing, job retention and growth strategies for large, mid-size and start-up businesses (City of Richmond, CA). As a co-founder of Mandela MarketPlace (MMP), Mr. Mills was instrumental in facilitating our role in the Mandela Gateway Project. He presently serves as MMP's Board President. Mr. Mills holds a JD in Law (U.C. Berkeley—Boalt Hall/ Law Review); a MS in Education (USC); and, a BA in Industrial Psychology (California State University, Los Angeles).

Project Roles/Responsibilities: Project Management; resource development; contract negotiations

Mariela Cedeño: Mariela Cedeño is the Director of Social Enterprise and Microfinance at MMPlace where she established and directs entrepreneurship and Ladder-Up finance programs. Ms. Cedeño established entrepreneurship training programs to meet the needs of entrepreneurs who have barriers to education, technical assistance support and capital. Since launching the Ladder Up program in 2013, Ms. Cedeño has provided incubation support to businesses, local farmers, and over \$350,000 in capital investments. Her efforts resulted in \$250,000 in increased income to local farmers, 35% growth at Mandela Foods Cooperative, and the launch of several new local businesses. Ms. Cedeño holds Bachelor of Arts degrees in Economics and International Relations with honors, and a Masters Degree in Latin American Studies with an emphasis in Community Development from Vanderbilt University. She is a National Association of Latino Community Asset Builders Fellow.

Project Roles/Responsibilities: Entrepreneurship training, microfinance, technical assistance in business operations and management

Trisha Chakrabarti: Trisha Chakrabarti is the Program and Policy Manager at Mandela MarketPlace, where she directs community-based programming and research in food access, clinical-community linkages, CalFresh acceptance, and healthy retailing. Previously, she worked in community food programming at the San Francisco/Marin Food Bank, where she managed contracts and training/technical assistance programming. She has conducted food systems research at Food First, and led participatory food access research initiatives at a federally-qualified health center in Boston. Trisha holds a Bachelor of Arts in Political Economy from UC Berkeley, and a Masters in Food Policy and Public Health from Tufts University, where she was a Block Direct Service Fellow.

Project Roles/Responsibilities: Manage marketing consultants, coordinate supportive partnerships and community education