PFIC

PROPOSAL FOR ARCHITECTURAL SERVICES

PREPARED FOR:

THE CITY OF ALHAMBRA

DECEMBER 17, 2020
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December 17, 2020

Mr. Marc Castagnola
Director of Community Development
City of Alhambra, CA
111 South First St.
Alhambra, CA 91801

Dear Mr. Castagnola,

We are pleased to submit our qualifications for the design, construction, outfitting and financing of your proposed affordable housing project. We present for your consideration our team of companies with the experience and track record to develop, design, construct, finance and manage the proposed project.

We are providing herein the information which describes each company and its experience along with detailed information on specific projects. Our team is comprised of the following:

**Public Facilities Investment Corp.:**
Since 1969, PFIC has developed over 200 public and private projects in 96 cities in 36 states working with, cities, counties, states, and institutions. PFIC provides a single source development program that covers all aspects of the development process including financing for 100% of the project cost that transfers the design, construction and financing risk from the City to the private sector.

**KTGY Architecture + Planning:**
Founded in 1991, KTGY Architecture + Planning is a leading full-service firm focused on residential and mixed-use developments and neighborhood revitalization. We have designed countless affordable developments at a variety of scales and densities. Our knowledge of funding sources and their design requirements, combined with our market-rate and community knowledge, makes us uniquely qualified to create developments for low-income residents.

**Raymond James:**
Raymond James is the leading negotiated underwriter of Certificates of Participation and Lease Revenue Bonds in California. Since 2016, Raymond James has senior managed $1.75 billion (55 transactions) and co-managed $1.44 billion (20 transactions) of COPs/Lease Revenue transactions totaling $3.19 billion (76 transactions) in California.

On behalf of all members of our team, we look forward to working with you to make this important project a reality.

With kindest regards,

PUBLIC FACILITIES INVESTMENT CORPORATION

Jeffrey H. Tamkin
President
11755 Wilshire Blvd. Ste 2350
Los Angeles CA, 90025
(310) 575-9447
Jeff@tamkin.com
PROJECT UNDERSTANDING
As California grapples with an unprecedented challenge in housing its current population the State continues to press local governments to deliver housing units and more importantly affordable units under the RHNA (Regional Housing Needs Allocation). The Southern California region alone has a deficiency of over 1.3 million housing units of which nearly 800,000 of those needed units are affordable. As regions attempt to play their part in closing this gap, opportunities for public/private partnerships (P3) offer a great opportunity for creative development teams and local governments to collaborate and come together to achieve the goal of closing the gap in the housing need.

We are delighted that the City of Alhambra has the foresight to bring forth opportunity sites like 103 Chapel to help meet this need and we look forward to working with the City and other stakeholders to deliver a thoughtfully designed, successful project that will leave a positive mark on Alhambra for decades to come. We have organized a Development Team that we believe brings the best chance for the City to achieve their goals on a highly complex and challenging site. We are proud to have assemble a team that can deliver not only creative and unique financing solutions, but award-winning architectural design and innovative structural solutions to maximize the contribution to the community and deliver the most successful solution that balances maximization of the land and compatibility with the neighborhood.

With the demand for housing putting stress on local governments, State bills continue to look for ways to assist Cities, Counties, and developers in delivering more affordable housing. One of the tools that has widely assisted this effort has been the incentivizing projects for locations that are walkable and close to transit, thereby limited required parking and bringing down associated construction costs. The project is an ideal candidate for this as the project site is perfectly located immediately adjacent to supporting non-residential services and commercial that will function as an amenity to residents while providing easy access to Main Street shopping and restaurants that will bolster the resident quality of life. The presence of the existing parking structure with surplus parking makes this project even more compelling as our development team hopes to collaborate with the city on finding the right blend of parking and open space opportunities that could be provided for the community within the existing structure to add value and functionality to an existing City asset.

The project team has collectively been involved in the delivery of thousands of housing units across the country, many of them affordable, and we look forward to delivering what we believe will be an icon within the Alhambra community. With a focus on maximizing affordable units, maximizing design excellence, and minimizing subsidy, our project proposes adding 77 affordable (low) dwelling units and small ground floor retail component to the urban core of the downtown. As with all of our projects, this proposal will make construction innovation and sustainability top priorities. We look forward to sharing more about our design in the Tab 5 - Concept Summary Section which contains the specifics of the project approach and its many design features.
DEVELOPERS OF PUBLIC FACILITIES AND INFRASTRUCTURE

PFIC specializes in the privatized development and tax-exempt financing of facilities and infrastructure for public and non-profit entities. As the Developer, we offer a comprehensive program that satisfies every aspect of the development process from preliminary programming & planning to occupancy. Teaming with local architects and contractors that specialize in the design & construction of your specific project type, we work directly with you from the beginning of the development process to accelerate the design & construction schedule, reduce project costs, and ensure your specific needs and goals are met efficiently and economically. Through our non-profit development entity, we also provide tax-exempt financing for 100% of the project cost or a portion thereof.

Having assisted a multitude of cities, counties, educational providers, healthcare providers, and other public entities with their facility needs nationwide, PFIC understands the unique development and financing requirements of the public/non-profit sector. Our experience with public/private partnerships is the foundation that allows us to address your concerns and goals, efficiently manage the development process, and create a project of which you and the community can be proud.

National Headquarters

11755 Wilshire Boulevard
23rd Floor
Los Angeles, California

(310) 575-9447
(310) 473-9250 fax

At PFIC we are passionate about helping to solve the nation’s housing affordability crisis. We have designed countless affordable developments at a variety of scales and densities. Our knowledge of funding sources and their design requirements, combined with our market-rate and community knowledge, makes us uniquely qualified to create developments for low-income residents. Our client base consists of both non-profit and for-profit developers, with each possessing the goal of more accessible housing.

Our Vision

To Move the Discourse of Architecture Forward by Continuously Searching for Better.

KTGY has delivered a depth and breadth of successful design solutions for:
Residential
5+
Planning
Mixed Use
Retail
International
Hospitality

Office From Which Work Will Be Performed

The Trust Building
433 S Spring St., Suite 750
Los Angeles, CA 90013

Founded in 1991, KTGY Architecture + Planning is a leading full-service firm focused on residential and mixed-use developments and neighborhood revitalization. KTGY seamlessly delivers innovation, artistry and attention to detail across multiple studios, ensuring that clients and communities get the best the firm has to offer no matter the building type or location. KTGY’s architects and planners combine big picture opportunities, leading-edge sustainable practices and impeccable design standards to create memorable destinations of enduring value. KTGY serves clients worldwide from six office locations including Chicago, Denver, Irvine, Los Angeles, Oakland and Tysons (Virginia). Visit ktgy.com
Swinerton traces its roots back to 1888, when a young Swedish immigrant formed a brick masonry and contracting business in Los Angeles to serve the growing city in its post-Gold Rush building boom. Since our earliest days building along the Western frontier, the company has survived and thrived through two world wars, the Great Depression and Recession, dynamic cultural movements, and natural disasters. Since Swinerton’s earliest days, our exceptional craftsmanship has helped us create celebrated landmark projects throughout the West and beyond.

The company now has over 3,500 employees from coast to coast, and along the way we’ve helped build communities from the peaks of the Rocky Mountains to the Hawaiian Islands, from the Gulf of Alaska to the jungles of Colombia. The company still operates under California contractor’s license number 92—the one it obtained in 1927 when the state first began issuing licenses. Many Swinerton-built structures now claim a spot on the National Register of Historic Places and other architectural preservation lists.

A culture of innovation and flexibility has been essential to Swinerton’s enduring success. The construction industry is constantly evolving, and we’ve seen innumerable changes in our 132-year history.

As part of our commitment to those standards, Swinerton formed the Center for Excellence in Project Delivery in 2012 to accelerate the company’s adoption of construction technology, including BIM, laser scanning, field robotics, and virtual scheduling and estimating.

As builders, we recognize our responsibility to preserve natural resources for future generations, and we’re building for the future through our commitment to sustainability. Swinerton is committed to green building initiatives that create structures that will operate cleanly and efficiently for many years to come.
Duane Border Design is founded on the principles of creating landscapes that connect people to the environment, and to one another, in urban environments. Unique design solutions to fit the lifestyle and needs of each project have generated a dedicated list of clients and collaborators who seek imaginative and vibrant landscape designs.

We are a division of BMLA Landscape Architecture, which has built an extensive portfolio of successful projects in Southern California with a focus on healthy communities, professional relationships, and quality execution of design documentation and installation. This is a testament to the principles of superb landscape designs built on conservation, sustainability and contributions to lasting communities that are unique to its needs.

Together, Duane Border Design and BMLA bring a shared vision and philosophy of landscape architecture to serve diverse communities, markets, and municipalities, from suburban development to urban in-fill projects.

Our collective experience and expertise combined with our passion for what we do have created a culture of collaboration and trusted relationships.

We welcome the opportunity to exceed project expectations and provide our clients with more than they’ve requested – we provide them with something they didn’t expect to achieve.
JEFFREY TAMKIN – PRESIDENT

BUSINESS CAREER
Mr. Tamkin is President and CEO of Tamkin Development Corporation and Public Facilities Investment Corporation, which are engaged in the development and financing of facilities, buildings and infrastructure. Since its establishment in 1969, Tamkin Development Corporation and Public Facilities Investment Corporation has developed and managed numerous industrial and commercial real estate development projects throughout the United States and Canada. These have ranged from 5,000 to 500,000 square feet and have included office buildings, business parks, shopping centers, and industrial buildings. Clients have included public entities and private corporations such as San Bernardino, CA, Palmdale, CA, Pitney Bowes, Inc., Wal-Mart Corporation, IBM, Dow-Corning, and Unisys Corporation completing over 200 projects in 96 cities in 36 states in the United States and Canada.

EDUCATION
A.B., Princeton University, Princeton, New Jersey
M.B.A., University of Southern California, Los Angeles, California

CURRENT COMMUNITY INVOLVEMENT
Board of Directors, Economic Resources Corporation (a non-profit corporation that developed an Industrial Park in Watts to provide jobs for the unemployed)
Board of Governors, Cedars-Sinai Medical Center
Executive Committee, Fraternity of Friends, Music Center, County of Los Angeles
Founder, Los Angeles Museum of Contemporary Art

FORMER COMMUNITY INVOLVEMENT
Board of Trustees, Brentwood School
Board of Trustees, Crossroads School
Dean's Council, University of California, Los Angeles, School of Architecture and Urban Planning
Board Member, USC Andrus School of Gerontology
Sponsor of Los Angeles Business Council Outstanding Commercial Development Award
Citizens Advisory Committee, 1984 Olympic Organizing Committee
Board of Directors, Los Angeles Municipal Art Gallery
Board of Trustees, Outward Bound
Official Salaries Authority, City of Los Angeles
Board of Directors, West Los Angeles Veloway
Governing Board of the Intermodal Container Transfer Facility Joint Powers Authority, Port of Los Angeles

MEMBER
American Public Works Association
American Water Works Association
International Council of Shopping Centers
International Parking Institute
National Association of Industrial and Office Parks
Society of Industrial and Office Realtors
Urban Land Institute

MILITARY
Lieutenant j.g., United States Navy

ALEXANDER ZAFARANA – MARKETING COORDINATOR

Responsibilities
Alexander Zafarana is responsible for coordinating the acquisition, development and financing of all project types for Tamkin Development Corporation and Public Facilities Investment Corporation. Public sector experience includes the nationwide development & financing of facilities for cities, counties, states, higher education, health care and public/private/charter K-12 clients. Private sector experience includes underwriting and sourcing investment properties including office, industrial, retail and multifamily projects.

Recent Project Development and Finance Experience
Montrose County Detention Center – Montrose County, CO Sheriff’s Office
Expansion and renovation of 64 standard beds and 16 mental health beds.

Western Sierra Collegiate Academy – Rocklin, CA
An approximately 75,000 square foot Middle/High School facility for Rocklin Academy Charter School.

McFarland, CA Joint-Use City Hall and Police Station – McFarland, CA
A renovation, expansion and modernization of McFarland’s City Hall and Police Station.

Putnam County Business Park - Palatka, FL
A P3 development in conjunction with Putnam County, FL.

Yukon City Hall / Mixed-Use Development Master Plan – Yukon, OK
A 42-acre mixed-use development anchored by the to be developed 40,000 SF Yukon City Hall.

North County Cemetery District, CA
A P3 development and financing for a cemetery district in northern San Diego County.

Professional Experience
Tamkin Development Corporation / Public Facilities Investment Corporation
Los Angeles, CA
October 2015 to Present

Headgear Clothing
Petaluma, CA
February 2009 to December 2010

Education
Sonoma State University – Bachelor of Science
Business Administration/Marketing Administration
KEITH McCLOSKEY LEED AP
Associate Principal

Keith McCloskey is the Executive Director, Design for KTGY’s Los Angeles office. He is responsible for establishing the overall design vision for all of the office’s new architecture and interiors projects and leads a creative team that is involved in a broad range of projects from low density to high-rise throughout the U.S.

Mr. McCloskey’s comprehensive experience spans nearly 20 years and includes the planning and design of multi-family, mixed use, senior living, civic and aviation projects. His most recent work has been focused on high-density urban infill sites, which provide challenging design opportunities in politically-charged, design-sensitive communities. He is particularly adept at creating sustainable projects that integrate into the urban fabric, generating a sense of place and individual character of each community. These residential projects range from affordable and tax credit housing to luxury apartment and condominium communities.

Mr. McCloskey has taken a keen interest in Sustainable Architecture since early in his career and became a LEED Accredited Professional shortly after the program’s inception over a decade ago. His work integrates green building design principles into each project, and as a result he has worked on multiple projects from their design inception through final certification. He has a passion for researching new technologies and building systems, and recently completed one of the largest intensive Eco-Roof installations on an apartment community in Portland, Oregon.

In addition to leading the Los Angeles office’s design efforts, Mr. McCloskey has been actively involved in volunteer programs within the City of Los Angeles including AIA Los Angeles Design Competition Mentoring as well as the Architecture Construction & Engineering (ACE) Student Mentorship Program.

Selected Project Experience

- Linden Apartments
  - Thompson & Kalorama
  - Ventura, CA
  - The Daly Group

- Affordable
  - Heritage Square
  - Pasadena, CA
  - Bridge Pasadena

- Affordable
  - 255 S. State Street
  - Salt Lake City, UT
  - Brinshore Housing

- Affordable
  - The Exchange SLC
  - Salt Lake City, UT
  - The Domain Companies

- Affordable
  - Jordan Downs
  - Los Angeles, CA
  - Bridge Housing

- Affordable
  - Whittier Apartments
  - Los Angeles, CA
  - RHF

RYAN FLAUTZ AIA
Principal

Ryan Flautz is an associate principal in KTGY’s Los Angeles office. He understands the quality of design and ensures its translation through the construction process. Mr. Flautz has an extensive background in construction documentation and techniques, quality control, staff development and a strong knowledge of federal and state building codes.

Selected Project Experience

- Skylar at Playa Vista
- Playa Vista, CA
- KB Home

- Landscove at Bay Meadows
- San Mateo, CA
- Shea Homes

- Amelie at Bay Meadows
- San Mateo, CA
- Shea Homes

- Pepperlane
- San Jose, CA
- Mission Valley Properties

- Tape Street
- Simi Valley, CA
- Haven Homes

- Village Walk
- El Segundo, CA
- The Olson Company

- Grove Station
- San Dimas, CA
- The Olson Company

- Moorpark Apartments
- Los Angeles, CA
- Essex Property Trust

- Del Lago Apartments
- Los Angeles, CA
- Lincoln Property Company

- Harmony Walk
- Garden Grove, CA
- The Olson Company

- Whispering Ranch
- Rancho Cucamonga, CA
- Meritage Homes

- Citrus Walk
- Covina, CA
- The Olson Company

- Communications Hill
- San Jose, CA
- KB Home

Education
Certificate: Architectural Arts
Golden West College
Huntington Beach, CA

Registration
Licensed Architect: CA

Affiliations
American Institute of Architects, AIA

Contact
310.439.3912
rflautz@ktgy.com
INTEGRITY, EXCELLENCE, ACCOUNTABILITY

Swinerton Mass Timber is well-equipped to service project teams across the United States from its geographic hub in Portland, Oregon. Due to the nature of mass timber construction as a fully prefabricated structure, we provide a pathway to success on site through an intensive preconstruction process. We drive to make smart decisions quickly and early in the design process, deliver thorough constructability and cost feedback from the conceptual design stage to the fabrication-level 3D model of the building’s structure. Please meet our core team.

Chris has been instrumental in creating Swinerton’s leadership position in the mass timber market by directing the development management process, including financial feasibility, scheduling, and design management. During construction, he supervises the construction efforts and conducts regular project reviews to ensure conformance with the project goals, obligations, schedules, and budgets. ENR recently recognized Chris as being among the nation’s top construction professionals in their National Top 20 Under 40 Competition.

Chris Evans
Mass Timber Director

Erica has long been interested in the design of urban environments in ways that honor the natural resources on which our lives depend. Following her Civil & Environmental Engineering studies at Carnegie Mellon University, Erica discovered mass timber structures and their potential benefits to the construction industry. She joined a major mass timber supplier and became a cornerstone of the mass timber movement in the Pacific Northwest, educating the AEC industry and facilitating solutions to deliver eight projects, including both the tallest and the largest CLT projects in the USA. With Swinerton, Erica provides project-specific expertise to support appropriate and optimal mass timber design, estimating, BIM integration and procurement strategy.

Erica Spiritos
Mass Timber Preconstruction Manager
Matt Timmers, SE, is a Principal at John A. Martin & Associates, one of California’s largest privately owned structural engineering firms. Matt joined the firm 2004 and has worked on large project teams as well as served as Project Manager / SEOR for a variety of efforts. His experience spans a broad range of project types and sizes, including award-winning educational structures, residential, museums, specialized retail, civic and corporate office campuses. With an interest in sustainability and progressive engineering solutions, he has authored research on Mass Timber Construction and has led an office-wide initiative to advance previous research on the topic into seismically active zones. Matt is active in professional and community organizations, currently serving on the International Code Council (ICC) Ad Hoc Committee for Tall Wood Buildings.

**PROJECT EXPERIENCE**

**ICC Tall Wood Buildings Ad Hoc Committee:** Created by the ICC Board of Directors to explore the building science of tall wood buildings and act on developing code changes for these buildings. Four Work Groups were established to address over 80 issues and concerns and review over 60 code proposals for consideration by the AHC-TWB. Matt is a member of the AHC-TWB, serving as chair of the Structural Work Group and co-authoring proposed changes to the International Building Code to allow tall wood buildings.

**680 Santa Fe Mixed-Use Development, Los Angeles, CA:** Design for a new 4-story, 10,000 square foot office building addition to an existing one-story warehouse in DTLA. JAMA provided engineering and CD for the mass timber cross-laminated-timber (CLT) floor systems and steel moment frames. CLT floors are designed to overhang above the roof of the warehouse.

**825 Main Street Duplex Renovation, Venice, CA:** Rehabilitation of an existing structure into a 2,450 square foot duplex targeting creative office space, utilized Cross Laminated Timber panels. The project’s location on a highly visible corner in Venice, California offers the potential for high-tech tenants such as Snap, Hulu, Google or Youtube. Matt is a member of the AHC-TWB, serving as chair of the Structural Work Group and co-authoring proposed changes to the International Building Code to allow tall wood buildings.

**1800 East 7th Street Apartments, Los Angeles, CA:** New 129,000 square foot, 7-story above grade apartment building designed for more than 100 live/work units, including 18 very low-income units. Amenities include outdoor terraces on levels 2 and 7; over 15,000 square feet of related commercial, arts, and production space; and two levels of subterranean parking for 132 cars and 145 bicycles.

**754 Maltman New Residential Development, Los Angeles, CA:** 9-unit residential development in Silver Lake consisting of one partial subterranean level and 3-stories above grade utilizing a hybrid of light framed walls and mass timber floor framing.

**Westmont College Institute for Global Learning & Leadership, Santa Barbara, CA:** New three-building Type V construction complex composed of two (2) two-story residential units and a common building. The complex totals 46,000 square feet.

**Shade Redondo Beach Boutique Hotel, Redondo Beach, CA:** 45-room 40,000 square foot hotel that features a lounge, ballroom, and conference room and will be the second hotel for Zislis Company. The project consists of two 4-story buildings over a partially subterranean garage.

**The Four Seasons Private Residences Los Angeles, Los Angeles, CA:** A 2-tower complex that includes a 130,000 square foot, 17-story structure (with 2 additional subterranean levels), and a 3 story, 20,000 square foot structure (with 2 additional subterranean levels).

**Community Ice Stadium / Mighty Ducks Practice Facility, Anaheim, CA:** This 1-story, 230,000 square foot facility included a roof supported by a wood arch, and walls that are made of concrete block.

**Cambia Hotel, Los Angeles, CA:** New 18-story, 247-key hotel near L.A. Live in Downtown LA. The 186,945 square foot structure consists of 13 levels of guest rooms over three levels of parking and hotel amenity space. The height of the building (to the roof) is 181 feet above grade, with a mechanical screen extending to 212 feet above grade.

**TEN50 Condominiums, Los Angeles, CA:** 22-story, 350,000 square foot tower that features 19 stories of residential condominiums with a pool deck over 5 levels of above grade parking and 3 levels of below grade parking with limited level 1 retail space.
DUANE BORDER // ASLA, PLA
Design Principal / Landscape Architect

Duane Border has been a design leader of award-winning projects throughout his 25-year career. In 2012 he founded Duane Border Design, a boutique studio intent on expanding the role of landscape architecture through creative design solutions and interactive environments.

Duane’s design philosophy is to immerse individuals in the richness of the natural environment through an interactive design process combining lifestyle, sustainability, and art. He finds inspiration in music, fashion, graphic design, and storytelling that fuels the conceptual design efforts and construction detailing of the studio’s projects.

Duane strives to bring landscape to the forefront of the individual experience within the communities in which he works. This approach is essential to the studio’s experiences in the increasingly urban environments of Southern California. Contemporary landscape design should always make room for romance, refreshment, and restoration in an otherwise cluttered daily life. Despite scale, scope, or budget, he is dedicated to making something beautiful through his practice of landscape architecture.

RELEVANT PROJECT EXPERIENCE

NVE
North Hollywood, CA

THE ROY
Los Angeles, CA

IMT CITRUS COMMONS
Sherman Oaks, CA

299 THOUSAND OAKS
Thousand Oaks, CA

PLATINUM PASADENA
Pasadena, CA

1325 6TH STREET
Santa Monica, CA

* Affordable Housing

BRETT MILLER // ASLA, PLA
Senior Project Manager / Landscape Architect

Brett Miller is a well-versed landscape architect with experience at all levels of the design and construction process. Brett creates landscape designs to celebrate the Southern California lifestyle and contribute to its unique environment.

Brett studies project conditions from multiple points-of-view in order to find the most appropriate solution to a challenge and rely on a love of horticulture to create unique and compelling spaces.

During his career, Brett has utilized his skills as a thoughtful, organized designer at various levels of projects. He has worked as a landscape designer and project manager on multi-family residential and commercial projects throughout Southern California. Brett’s design aesthetic, attention to detail and understanding of plant materials and construction technologies are invaluable to Duane Border Design.

RELEVANT PROJECT EXPERIENCE

VILLAS AT PARK LA BREA
Los Angeles, CA

VIA AVANTI
Sherman Oaks, CA

IMT CITRUS COMMONS
Sherman Oaks, CA

299 THOUSAND OAKS
Thousand Oaks, CA

800 S. WESTERN
Los Angeles, CA

COLOTON AND COURT
Los Angeles, CA

* Affordable Housing

WHO WE ARE

LICENSURE
Registered Landscape Architect
CA 5810 // UT 5301

EDUCATION
BS in Landscape Architecture
Purdue University
1995

AWARDS
ASLA Southern California
LAFO PAB
Marsh Park
Hilton Schoolyard
Santa Monica College Quad
444 South Flower Street
Not-A-Cornfield

AFFILIATIONS
ASLA Southern California Ex Com
2010 - Present
ASLA Education Advisory Committee
2020-2022

BMLA | DUANE BORDER DESIGN statement of qualifications
DEVELOPMENT PROJECT EXPERIENCE & QUALIFICATIONS
We were retained to develop and operate RIA’s major expansion program into senior markets across the country, under an exclusive agreement with Retirement Inns of America (RIA). Our development expertise made us a natural partner for RIA’s parent, Avon Products, to turn to for delivery of the planned $250 million in new facilities. Our responsibilities included site acquisition, financing, design, construction, operations and marketing. Retirement Inns of America, one of the nation’s leading providers of senior living communities, is a subsidiary of Avon Products, Inc., the $3 billion cosmetics company whose health services business has grown from zero to almost half a billion dollars. RIA has been operating congregate living centers since 1974, when it was founded. Supported by accelerating demand for senior living, RIA engaged in an expansion program which takes the company into key senior markets across the country.

<table>
<thead>
<tr>
<th>Locations</th>
<th>Name</th>
<th>Value ('000,000's)</th>
<th>Units</th>
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</thead>
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<td>Mission Viejo, Ca</td>
<td>The Inn at Mission Viejo</td>
<td>$17.0</td>
<td>179</td>
</tr>
<tr>
<td>Reno, Nevada</td>
<td>The Lodge at Moana Lane</td>
<td>$14.0</td>
<td>211</td>
</tr>
<tr>
<td>San Jose, Ca</td>
<td>The Inn at Mission Viejo</td>
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<td>Sacramento, Ca</td>
<td>The Lodge at Citrus Heights</td>
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<td>Fresno, Ca</td>
<td>The Inn at Fresno</td>
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<td>Sacramento, Ca</td>
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<td>The Inn at Walnut Creek</td>
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<td>Sunnyvale, CA</td>
<td>Sunnyvale Lodge</td>
<td>$16.3</td>
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</table>
The development at 255 South State Street adds a modern twist to the downtown business district's skyline by combining the look of an elegant and contemporary glass and sleek metal high rise with the industrial raw feel of an artist loft community – which includes galvanized steel, zinc paneling and brick. The interplay of these materials as one meanders through the midblock paseo sets a backdrop for brightly colored outdoor art exhibits. While the midrise tower will utilize standard construction techniques and materials: wood, concrete and steel, the 14-story high-rise tower will leverage a system by Infinity Structures aimed at shortening the overall construction timeline and achieving more affordable construction costs. Ten levels of Infinity loadbearing, factory-panelized walls sit above a three-level concrete podium and create the framework for the residential units. Design guidelines called for a midblock crossing and preservation of the Cramer House, an existing two-story historic building. Architects took the requirement and turned the crossing into an outdoor public paseo that bisects the development, inviting the public to move from the sidewalk through the community, creating an active public space day and night. Commercial tenants, restaurants, food hall and live-work units line the paseo on the ground floors, while the residential units makeup the upper levels. The food hall is unique to the community and draws lunch-time workers during the day and urban dwellers at night.

**Typology**
Mixed Use Affordable
Podium Apartments
Commercial | Retail

**Facts**
Density: 169 du/ac
Unit Plan Sizes: 450 – 1,450 sq. ft.
Number of Units: 190 du
Site Area: 1.12 ac
Commercial | Retail: 25,000 sq. ft.
Number of Stories: 8 and 14
Parking: 95 spaces (0.5 sp./unit)
Construction Type: I, III

**Awards**
2020 Gold Nugget Award
2020 Best in American Living Award
Hope on Alvarado creatively utilizes purpose-built steel modules into a modern and affordable transitional housing community for the Los Angeles homeless population. While the site is cleared, foundations are poured and the podium is being constructed onsite, the modular units are being constructed offsite speeding up the construction process. Once the units arrive onsite it takes around a month for the units to be lifted into place providing for a completed community in just 14 months. The building is constructed around a central courtyard, providing privacy, safety and a deepened sense of community. A partially sub-grade parking garage uniquely navigates the slope of the site allowing the garage to be hidden. Parking spaces are provided for social services staff while each resident has a bike-storage space. The five-story Hope on Alvarado offers studios and one-bedroom apartments on a 0.44-acre site at 166 Alvarado Street. Floor to ceiling glazing along the amenity space engages the community and brings movement to the street.
Second Home Creative Office

Adaptive Reuse

The renovation, both historical and seismic, of an existing two story building into creative, shared office spaces. This project will also be the first ever in the city of Los Angeles to feature cross laminated timber (CLT).

The project includes new restrooms, kitchen, bar, vertical transportation, and outdoor decks. In addition, this project saw the demolition of an existing 2 story building and construction of 60 new bungalows comprised of concrete retaining walls, steel structure, acrylic exterior panels, and CLT Roof Panels, as well as the structural retrofit of an existing below grade parking garage.

New MEP systems were installed in the building and bungalows along with landscaping and concrete walk paths throughout the site. Swinerton will self-perform the CLT install, concrete, drywall and cleaning.

Weingart Center Towers

The new dual-tower residential high-rise development features an 18-story tower and an adjacent 12-story tower, with 382 total housing units for individuals and families currently without a home. There are 306 units dedicated to supportive housing and 76 to family affordable housing.

Located in the heart of Skid Row in Downtown Los Angeles, it is the first of its kind in L.A.—and one of the largest on the West Coast. The Weingart Towers will provide more than shelter, with facilities designed to help residents get back on their feet. They feature job training/classroom space, counseling rooms, and philanthropic administrative offices. They also include dining facilities, office space, commercial space, outdoor decks, a park, a playground, and one level of below-grade parking with 32 stalls.
**THE SIX**  
Los Angeles, CA  
Skid Row Housing Trust

This project includes a 31,600 square foot 4-story Type V development with 2-levels of concrete podium with parking on-grade at the first level. This project received LEED Platinum Certification from the U.S. Green Building Council.

**Typology**  
Supportive | Affordable Apartments

**Facts**  
Unit Plan Sizes: 429 sq. ft. studio; 471 sq. ft. 1 bedroom; 993 sq. ft. 2 bedrooms; 1144 sq. ft. 3 bedrooms  
Number of Units: 47 (18 units set aside for veterans)  
Site Area: 0.47 ac  
Number of Stories: 4  
Parking: 2-levels of subterranean parking  
Construction Type: Type V

**THE ALVIDREZ / FIFTH PERMANENT SUPPORTIVE HOUSING**  
Los Angeles, CA  
Skid Row Housing Trust

This 77,190 square foot, 14-story structure includes a 2-story concrete podium and prefabricated mass timber framing for 150 studio apartments and supportive support spaces on the ground floor. Jurisdictional approvals for the project, one of three winners of a California Tall Timber Grant, will utilize tall timber provisions of the 2021 IBC.

**Typology**  
Supportive | Affordable Apartments

**Facts**  
Unit Plan Sizes: 300 sq. ft.  
Number of Units: 150  
Site Area: 0.5 ac  
Number of Stories: 14  
Parking: zero  
Construction Type: IV-B  
The system incorporates cross-laminated timber (CLT) planks, glulam columns, and beams
Duane Border Design is providing landscape master plan and detailed design for the 8.5-acre redevelopment and repositioning of this historic property in Sherman Oaks, California.

The mixed-use development is anchored by the existing Sunkist Building and will include a redesign of the landmark office building, as well as new commercial, residential components and parking structure.

Duane Border Design will be responsible for the redesign of the existing building’s open-air atrium, residential garden courts and all public and private green spaces. The property will develop vibrant streetscapes along the active Riverside Drive corridor and Fashion Square Mall to the east.

Three residential buildings will offer high-end living and amenities for residents and guests. In addition to entertainment and garden courts within the residential components, linear parks and interior streetscapes will provide residents with outdoor amenities leading to a park adjacent to the Los Angeles River along the property’s southern edge.
PROJECT CONCEPT SUMMARY

We envision 103 NORTH CHAPEL as a vibrant, and sustainable mixed-use project that will become a defining building for the City of Alhambra and its downtown core. The project comes at a time where affordable housing is critical to not only this City but the broader region, and our proposal seeks to find ways to maximize the opportunity for affordable units on a compact, urban site. The project concept will provide the housing units at a density of nearly **245 dwelling units per acre** setting an ambitious precedent for future development, all while being sensitive to its surroundings and putting an equal focus on compatibility.

The project site neighbors an existing affordable senior living project to the North which currently stands as an 8-story structure surrounded by surface parking. In response to the existing massing of the adjacent site, our proposed project will also stand at 8-stories along the Chapel frontage, but will present itself in a more urban configuration pulled forward towards the public sidewalk with just a 5ft setback to provide some relief and deeper space for project entry and circulation into the various uses including a small corner cafe that will act as a neighborhood social hub for residents and the broader community.

The project’s floor plan configuration is designed to optimize the compact site footprint by anchoring the new tower mass to the existing parking structure and avoiding any South setback and wrapping dwelling units along the full extent of the East, North, and West facades where the project can maximize daylighting for its residents. Because of this consistent program around these 3-sides, they also take on a cohesive, singular aesthetic that is one of lightness, openness, and views while the South parking-facing facade takes on an identity of its own; one of solid form and bold colors that is eroded away with horizontal openings at upper levels to flood corridors with lots of southern sunlight and natural breezes. We envision this south facade to be a new icon within the heart of Alhambra and look forward to collaborate with the City on developing a final mural that the City and all residents of Alhambra can be proud of. *(Additional information is provided related to the art component in the following pages of this section.)*

As the building extends deeper into the site, the massing pops up to a partial 9th story which provides a few more affordable units, an open and transparent indoor-outdoor fitness area, and an expansive recreation terrace for residents along Chapel offering breathtaking views of the San Gabriel mountains. This roof deck will be part hardscape and part intensive eco-roof to assist in the Stormwater Management for the site.
PROJECT OVERVIEW

- Covered outdoor fitness deck
- Public facing mural
- Intensive eco roof deck
- Corner cafe and outdoor seating
- Full height windows facing mountain views
- Semi-public rooftop park / seating
- Landscaped side yard with unit entries and patios
- Resident club room and bike parking
- Covered outdoor fitness deck
- Public facing mural
- Intensive eco roof deck
- Corner cafe and outdoor seating
- Full height windows facing mountain views
- Semi-public rooftop park / seating
- Landscaped side yard with unit entries and patios
- Resident club room and bike parking

- Secondary secure resident entrances from parking roof
- Main lobby entrance from Chapel
- Project parking entrance
- Resident club room and bike parking

ALHAMBRA RFP
ALHAMBRA, CA

2020-12/17
CONSTRUCTION TYPE - MASS TIMBER

Mass Timber is seen as an innovative structural solution that is becoming more and more prevalent in the building industry these days. The concept of laminating or combining wood elements together to help strengthen the structural integrity and fire resistance of these members is being adopted by both international and local building codes and has opened the door for taller wood structures. The project team felt this site was a particularly good candidate for Mass Timber that would help solidify the City’s commitment to sustainability.

Wood gives off far less carbon emissions than both concrete and steel, and it takes less embodied energy to harvest timber which is a renewable material. Erecting a mass timber building takes less time, is far quieter, and less impactful to the surrounding community. Not only that but utilizing the upcoming building code category of Type-IV C will allow for some moments of exposed timber elements on the interior and exterior of the building. This helps give a warmer and more natural aesthetic to the design.

The project proposes a Cross Laminated Timber structural system, with thin 5-ply cross laminated floor planks, parallel strand lumber columns and no beams. This allows for shorter floor-to-floor dimensions, and a much more open interior for the units and unobstructed views to the outdoors.

The wood from Mass Timber systems is sourced from FSC-certified forests which employ sustainable practices like chain of custody and product declarations. The pieces are then laminated, glued, or fastened together and prefabricated off-site in a factory into modular floor planks and members. These structural pieces are then shipped across the country and craned into place on-site. This efficient system means normal construction costs and timelines, wasted materials, and carbon emissions can all be reduced in an effort to make an efficient & dynamic building.
AMENITIES

The project will feature a myriad of amenity spaces and services that will focus on giving the residents a blend of creative, active uses connecting them to the rest of the community as well as more private, intimate experiences where they can focus on self-care.

Along Chapel Ave, an expansive ground floor lobby with storefront glass is envisioned with the potential for a cafe or commercial space anchoring the corner. The exposed mass timber elements along with a raw but refined and contemporary take on the interior design of the entry, reception desk, mailroom, elevator lobby, and other up-front services will set the tone for the rest of the architectural design.

A Community Room on the ground floor will act as a multi-purpose flex space, large enough to host events with seating and lounges, and flexible enough to be broken into smaller, more intimate spaces. It could be envisioned to double as a Co-Working office space for residents who would like to conduct business in an office-like atmosphere while still socially distancing at home. This area could be furnished with large meeting tables combined with smaller nooks or booths with glass walls and doors.

A pet or dog wash and bicycle storage room flesh out the remaining amenities on the ground floor and a fitness center with the ability to open up onto the 8th floor roof deck completes the package.

ART WALL

Because of its close proximity to the existing parking garage and limited window opening opportunities due to separation distance in the fire code, the entire south façade of the building is envisioned as becoming a backdrop for a focal art wall. The facade will be animated with the circulation of the residents as they enter their units from the open corridors here. Meanwhile, the wall could host a large painted mural from a local artist, tying the community into the rest of the project and becoming a visual destination. The color and vibrancy of this art piece would make a statement on the Alhambra skyline as it rises almost 85’ in the air past the deck of the parking garage. The developer proposes to work with the City and community in choosing the right artist who can create a piece that will honor the heritage of the Alhambra neighborhood while also looking toward the future.
OPEN SPACE

With the necessity for social distancing in a post-pandemic world, open spaces will become even more important to housing projects moving forward. The proposed project design provides several open space elements unique to the City of Alhambra that will help connect residents to the outdoors, promote a healthy and more sustainable lifestyle, and even connect to the vibrant community art scene.

The main open space of the project will be provided on the 8th level roof deck, where residents will be afforded panoramic views of the surrounding city with the San Gabriel Mountain range as a backdrop. Here, a fitness center will open out onto a lushly landscaped roof deck with native plantings, seating areas for lounging and gathering, BBQ stations, and plenty of space to unwind and relax.

Another focus was to re-purpose the rooftop of the existing parking garage to the south as a Quasi-open space for residents and the public. With some outreach and collaboration with the City and other stakeholders in mind, the project proposes to carve out a portion of the under-utilized upper level of the parking structure as a recreation space for not only residents but also the general public. This elevated and activated open space could take the form of a brightly colored basketball court, a bocci ball or bowling lawn, a zen garden, or even an event space with alfresco dining. With bridges connecting to the 3rd level of the proposed residential building, this space will conveniently connect residents to the parking garage.

LANDSCAPING

An abundant and holistic landscaping program with sustainable elements is planned for the entirety of the project. An intensive eco-green roof is envisioned for the roof deck of the 8th floor, planted with native, drought-tolerant species which will help not only with stormwater filtration but also reduce any heat island effect. Meanwhile, the ground floor of the building pulls away from the property line at different locations, revealing some interstitial landscaped spaces and moments for intimate gathering even among this tightly infilled site. A side setback along the northern surface parking lot allows for a winding pathway and linear garden that culminates in a small pocket of outdoor seating and zen garden in the northwest corner of the design.
CREATIVE OPEN SPACE STRATEGIES

INTENSIVE ECO ROOF DECK WITH SEATING AND FITNESS DECK

SEMI-PUBLIC ROOFTOP PARK AND SEATING
PUBLIC ART

PUBLIC MURAL RE-PURPOSES THE SOLID PARTY WALL

ART WALL FACING PARKING GARAGE GIVES NEW LIFE TO THE INTERIOR
ALHAMBRA RFP
ALHAMBRA, CA

2020-12/17

LEGEND
01 - GROUND LEVEL PLAN
02
0
8
16
24

- SCHEME A
- TOTAL UNITS: 83
- MIX: ST:18% 1B:44% 2B:29% 3B:9%
- PARKING: EXISTING STRUCTURE
- PROVIDED OPEN SPACE: 4,800SF
CONCEPTUAL SITE PLAN
SCHEME A

- TOTAL UNITS: 83
- MIX: ST:18% 1B:44% 2B:29% 3B:9%
- PARKING: EXISTING STRUCTURE
- PROVIDED OPEN SPACE: 4,800SF

LEGEND

01 - Leasing and mail room
02 - Cafe open to public
03 - Entry lobby
04 - Resident club room
05 - Electrical room
06 - Trash room
07 - Rear yard pocket garden
08 - Bicycle parking room
09 - Resident social space
10 - Ground floor unit entry and patios
11 - Resident move-in elevator
12 - Main lobby elevator
13 - Cafe outdoor seating area

ALHAMBRA RFP
ALHAMBRA, CA

2020-12/01
CONCEPTUAL BUILDING
SECTIONS
SCHEME A

- TOTAL UNITS: 77
- MIX: ST:32 1B:14 2B:15 3B:16
- PARKING: EXISTING STRUCTURE
- OPEN SPACE PROVIDED: 13,830SF

LEGEND

01 - Lobby and cafe
02 - Residential units
03 - Open air corridor
04 - Resident club room
05 - Leasing and mailroom
06 - Resident club room
07 - Intensive eco roof with seating
08 - Trash room
CONCEPTUAL BUILDING PLANS

SCHEME A

- TOTAL UNITS: 77
- MIX: ST:32 1B:14 2B:15 3B:16
- PARKING: EXISTING STRUCTURE
- OPEN SPACE PROVIDED: 13,830SF

LEGEND

01 - Leasing and mail room
02 - Cafe open to public
03 - Entry lobby
04 - Resident club room
05 - Electrical room
06 - Trash room
07 - Rear yard pocket garden
08 - Bicycle parking room
09 - Resident social space
10 - Ground floor unit entry and patios
11 - Resident move-in elevator
12 - Main lobby elevator
13 - Cafe outdoor seating area
14 - Semi-public rooftop park seating
15 - Secure resident entries from parking structure rooftop
POTENTIAL 10' NO-BUILD EASEMENT ABOVE PARKING STRUCTURE

LEVEL 9 PLAN

LEVEL 4-8 PLAN

CONCEPTUAL BUILDING PLANS
SCHEME A

- TOTAL UNITS: 77
- MIX: ST:32 1B:14 2B:15 3B:16
- PARKING: EXISTING STRUCTURE
- OPEN SPACE PROVIDED: 13,830SF

LEGEND

01 - Intensive eco roof w/ seating
02 - Fitness center
03 - Outdoor fitness deck
04 - Open-air corridor
REQUIRED OPEN SPACE PER R3 ZONE

<table>
<thead>
<tr>
<th>UNIT TYPE</th>
<th>UNIT COUNT</th>
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<tbody>
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<td>50% REDUCTION</td>
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PROVIDED OPEN SPACE

<table>
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<tr>
<th>TYPE</th>
<th>AREA</th>
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<tr>
<td>ROOF DECK</td>
<td>4,463SF</td>
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<td>BALCONIES/PATIOS</td>
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<td>FITNESS</td>
<td>1,040SF</td>
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<td>CLUB ROOM</td>
<td>2,717SF</td>
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<td>PARKING ROOF</td>
<td>2,150SF</td>
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<tr>
<td>POCKET GARDEN</td>
<td>545SF</td>
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<td>TOTAL PROVIDED</td>
<td>13,175SF</td>
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- PRIVATE OPEN SPACE
- COMMON OPEN SPACE
- INTERIOR RECREATION / OPEN SPACE

LEGEND

- ELEC RM
- SIDE YARD
- TRASH RM
- ELEC
- LOADNG
- ROOF DECK
- ROOF GARDEN
- CLB RECREATION
- GROUND LEVEL PLAN
- LEVEL 9 PLAN
- TYPICAL PLAN
- 10' NO-BUILD EASEMENT ABOVE PARKING STRUCTURE

ALHAMBRA RFP
ALHAMBRA, CA
- **Ground Level Plan**
- **Total Units**: 83
- **Mix**: ST:18% 1B:44% 2B:29% 3B:9%
- **Parking**: Existing Structure
- **Provided Open Space**: 4,800SF

**Legend**
- 01 - Ground Level Plan
Project Financing
Financing Plan
Our proposed finance plan for the project incorporates a tax-exempt lease revenue bond financing structure. In this structure, the City would partner with a 501(c)(3) non-profit organization, Public Facilities Partners, (the “Borrower”) approved by the City to own the project and PFIC to serve as Developer. The City would lease the land on which the project will be located to the Borrower for a term that extends beyond the term of the proposed financing. The Borrower, in turn with input from the City would enter into contracts relating to the design, development, financing, and construction of the project. Upon construction completion, the City would master lease the improvements back from the Borrower for the term of the financing and sublease the new affordable housing project.

The following structure is based on rates given current market conditions in December 2020 and the cost of the project is subject to final plans and specifications at the time of close

Proposed Ownership of the Project
The proposed financing anticipates funding the project with tax-exempt bonds. In order to utilize tax-exempt bonds, the Borrower is a non-profit organization established for such a purpose. However, the Borrower can also be a foundation, an independent, national foundation, or a governmental entity. In either case, the non-profit usually establishes a single member, special purpose limited liability corporation solely for the purposes of the project. For purposes of our response, we have assumed the use of a single member limited liability corporation. However, the selection of the Borrower will ultimately be based on input from City.

Financing Structure
To fund the development of the project, the Borrower would borrow money through a tax-exempt bond issue, which is secured by the revenues and assets of the project, including a lease revenue pledge from the City and a security interest in the City lease. The bonds would consist of a single construction/permanent financing that would finance 100% of the development costs, as well as capitalized interest on the bonds through the scheduled construction period and financing costs.

The financing will consist solely of long-term, fixed rate bonds, with an amortization of 30 years. The bonds will be structured with level debt service. Such debt service will be paid from the lease payments made by the City. The lease to the City will be a triple net lease, the payments from which will be equal to the debt service on the bonds plus any operating, maintenance or bond related expenses not covered directly by the City. As soon as the bonds are fully repaid, the ground lease will automatically terminate and ownership of the project will be transferred to the City at no cost.

Preliminary Financing Schedule
The following are some of the key milestones for the proposed financing. Final schedule to be determined based on selection and start date.

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<tr>
<th>Date</th>
<th>Event</th>
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<tr>
<td>Week of February 15, 2021</td>
<td>Kick-off Finance Team Meeting</td>
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<tr>
<td>Weeks of March 2, 2020 - September 17, 2021</td>
<td>Draft of Bond &amp; Construction Documents</td>
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<tr>
<td>Weeks of September 20, 2021 through January 17, 2022</td>
<td>Final Bond Documents Circulated</td>
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<td>January 17, 2022</td>
<td>Final Construction Documents Circulated</td>
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<tr>
<td>Week of January 24, 2022</td>
<td>Official Statement Mailed</td>
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<tr>
<td>Week of January 31, 2022</td>
<td>Bond Pricing</td>
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<tr>
<td>Week of February 7, 2022</td>
<td>Closing Construction Date</td>
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Financing Assumptions
The following are the general assumptions relating to the proposed financing of the project.

PROJECT BUDGET: The proposed financing will fund 100% of the cost of constructing the proposed affordable housing project. The budget for the project, excluding financing costs, program management fees and reserves, is currently estimated to total $34,552,350.

BOND STRUCTURE: Tax-exempt bonds will be issued to finance the project costs, capitalized interest and issuance costs. For the purposes of this analysis, we have assumed bonds with an amortization of 30 years, beginning after the construction period and structured to produce approximately level annual debt service.

ONGOING FEES: Annual ongoing fees may include Issuer fees, Borrower fees, trustee fees and rating agency fees.

INTEREST RATES: Interest rates are based on market conditions as of December 2020 and are subject to market conditions at the time the bond issue goes to market.

Risk Factors
The City’s obligation under the proposed financing would be limited to the annual payments and operations and maintenance requirements of the master lease. Once the bond financing is closed, the master lease payments will be fixed for the life of the financing. Until the bond closing, the lease payment will be subject to change based on changes in the tax-exempt
bond market, final plans and specifications, and construction costs. With a guaranteed start date for the master lease payments, the payments by the City will start regardless of whether construction is completed, although in such a scenario such payments will be offset by any liquidated damages negotiated with the developer, architect and contractor.

**Governmental Resources**

The proposed financing will provide 100% financing of the project. Because the proposed financing is a tax-exempt bond issue, a 501c3 is required to issue the bonds and lend the proceeds to the Borrower. However, the bonds will be a limited obligation of the issuer and payable solely from project revenues. The only governmental obligation under the proposed financing is the City's obligation to make lease payments and the County's obligation to make sublease payments.

**Third Parties**

As previously mentioned, a 501c3 will be employed to issue tax-exempt bonds, the proceeds of which will be loaned to a non-profit owner to pay the development costs of the project.

**City Commitment**

As previously mentioned, the City's obligation under the proposed financing would be limited to the annual payments and operations and maintenance requirements of the master lease. In order to achieve the anticipated credit ratings, it is assumed that the City's obligation to make such payments will be backed by a general revenue pledge of the City.

**Disclaimer:**

Final terms of this proposal subject to market conditions and final agreements being executed.

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PFIC