



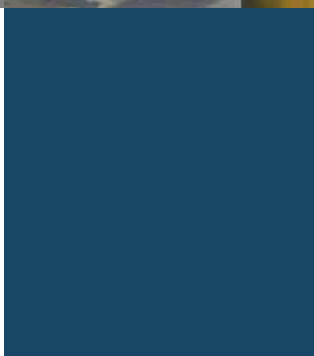
Response to

REQUEST FOR PROPOSALS

Residential & Mixed-Use Developments
Downtown Parking Plazas #1, 2, and 3
Menlo Park, CA

December 15, 2025







Luxaira Apartments
Irvine, CA

Tom Smith
City of Menlo Park
Planning Division
701 Laurel St.
Menlo Park, CA

December 15, 2025

Dear Mr. Smith,

Alta Housing and Related California are pleased to submit our response to Menlo Park's Request for Proposals to develop Parking Plazas #1, #2, and #3. The opportunity to weave much needed affordable and market rate housing into a town center is rare, and we believe that our team is uniquely qualified to engage with the broader community to deliver upon the goals of the City. In reviewing and responding to the RFP, we are thankful for the thought that has gone into the Vision, Downtown Specific Plan, and Parking Plaza Studies to date. We appreciate the community's passion for a vibrant downtown and hope our response speaks to the great potential of these sites to meaningfully add to the village character.

We bring our two firms together because the unique attributes of each make the team stronger. Related is a full-service development company with 35 years of experience. We have more than 20,700 units of affordable and mixed-income housing completed or under construction on the west coast and have partnerships with 30 different non-profit developers throughout the State. Alta is a private non-profit organization that has a 50-year track record of developing, acquiring, and managing low- and moderate-income housing on the San Francisco Peninsula. The firm has an unsurpassed understanding of Menlo Park and the Peninsula, with a mission dedicated to serving this area. Alta and Related are proud to partner on our second project together. We are currently co-developing City owned parking Lot 12 in Mountain View, a 120-unit affordable development, set to begin construction at the beginning of 2026.

Our proposal for a 500-unit mixed-income housing project, 100% replacement parking, and open space and pedestrian circulation improvements will meet City objectives and offers a viable pathway, using market rate housing, toward monetizing the City's land value to fund necessary replacement parking.

The team will include Pyatok Architects, BKF Engineers, and GLS Landscape Architects. These firms have a wide breadth of experience in delivering housing on the Peninsula and across the Bay Area.

Together, we believe that our proposed development exemplifies the goals of planning work to date and effectively taps the expertise of both organizations to efficiently deliver the plazas, housing, and replacement parking that augments the vibrancy and village character of the Downtown.

Thank you in advance for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to be 'A. Silverberg', with a stylized, cursive script.

Ann Silverberg
CEO, Related California
Northern California and Northwest Affordable Divisions
44 Montgomery Street, Suite 1310
San Francisco, CA 94104



Five 88 Apartments
San Francisco, CA

B

DEVELOPMENT TEAM QUALIFICATIONS AND CAPACITY

Introduction

Alta and Related have a long history of successfully delivering complex public-private developments and transforming underutilized public land into thriving, inclusive, and financially sustainable communities. We have a wide breadth of experience from downtown urban infill projects to multi-phase master plans – each advancing local housing goals while responding to unique neighborhood context.

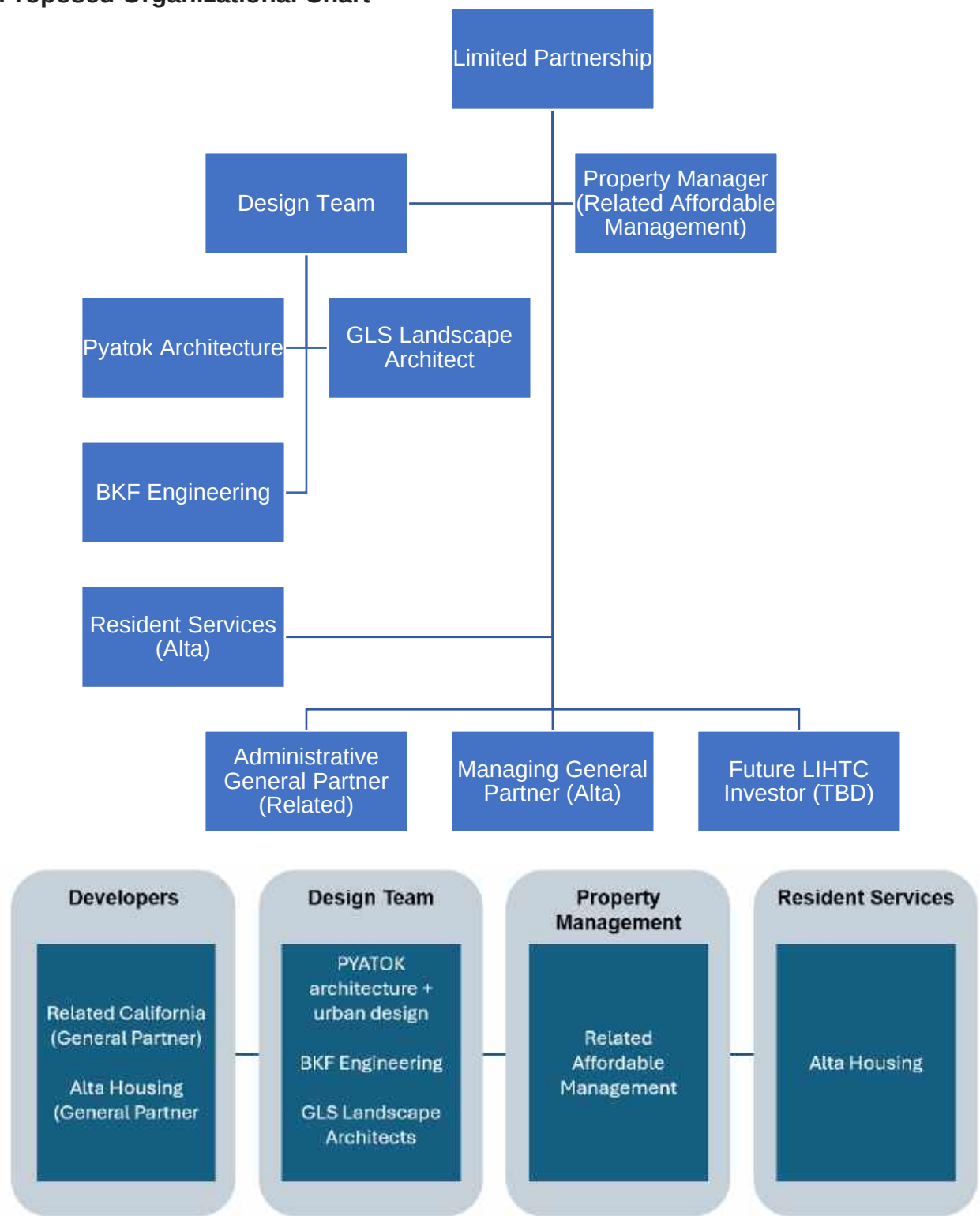
We have assembled key design team members who also have a wide breadth of experience across the Peninsula and Bay Area delivering well-designed, high-quality housing and public realms. They include Pyatok Architecture, GLS Landscape Architects, and BKF Engineering.



Sunnydale Block 3A & 3B

Related and Alta will also lend their expertise as the property manager through Related Affordable Management and the resident services provider through Alta.

Proposed Organizational Chart



Organizational chart of project team

Developer Profile

Development Entity Type	Joint Venture
Lead Developer Name	The Related Companies of California ("Related")
Lead Developer Address	44 Montgomery Street, Suite 1310 San Francisco, CA 94104
Co-Developer	Alta Housing ("Alta")
Co-Developer Address	3460 W. Bayshore Rd. Ste. #104 Palo Alto, CA 94303
Joint Venture Authorized Representative	Ann Silverberg 44 Montgomery Street, Suite 1310 San Francisco, CA 94104 510.610.9777 asilverberg@related.com

RELATED CALIFORNIA

Related is a full-service development company founded in 1989. The company has completed or is currently constructing 20,700 residential units in California, 14,500 of those units are permanent affordable housing serving low-income residents. In the past five years alone, Related has received over 30 awards, ranging from “Best Affordable Senior Project” to “Real Estate Deal of The Year.” We sincerely value these honors because they not only represent our excellent past work but, more importantly, speak to our ability to deliver effective projects in the future.

Our expertise in affordable housing is extensive, and we know that our experience in this area will result in smooth and successful development. We also have an impeccable track record for bringing developments in on time and within budget. This track record is attributable to our internal team's strength, which includes industry veterans in every discipline of the real estate development process ranging from planning, entitlements, architecture, cost estimation, finance, construction management, development project management, asset management, and property management. The breadth of our in-house capabilities allows us to take a fully integrated approach to project planning, budgeting, and scheduling. Issues are resolved early in the planning process, minimizing surprises that can impact budget and schedule.

Related has extensive experience in public-private partnerships to develop multifamily housing on land ground leased from public agencies and through ground lease structures with churches, cities, counties and transportation agencies. As each development is unique, our team can

provide flexibility in the structure of our public sector partnerships and help provide creative solutions to the specific challenges at hand. As can be verified by visiting any of Related's developments, reviewing the included project examples, and/or contacting provided references, each development is an asset to the communities in which they are built.

Company Values

Above and beyond simply constructing buildings, we approach every development as a collaboration to define the physical shape and composition of structures that will form and shape their communities. Given a building's permanence, we take our responsibilities as development partners very seriously. Those responsibilities include, first and foremost, ensuring that each development is responsive to the needs and interests of the community. We actively engage with civic leaders, public officials, planners and local stakeholders to thoroughly understand the community's goals and to work toward consensus about a development's final form and composition. Our other responsibilities are to innovate with purpose, particularly regarding sustainability; to act with integrity; to be passionate about our work and its impact on current and future generations. As long-term property owners, we reap the benefits of this diligence as stewards of a valuable community asset. This approach has served us well over our 35-year history, where the strength of these commitments has enabled us to form long-standing relationships with lenders, investors and municipalities based on their trust in our work and our word. We take pride in developing assets that stand the test of time for all our residents. We work to help families, businesses and communities thrive.

Commitment to Sustainability

Related is a leader in environmentally conscious real estate development. For us, building performance and environmental responsibility are essential attributes of quality development and evidence of our commitment to excellence. We will continuously advance design, construction and management of our buildings to achieve greater building performance. All our stakeholders depend on the natural environment and the health and availability of its resources, which is why we are committed to using our size, capability and influence to pioneer innovations and lead by example in this area.

People

Our key advantage, of course, is the quality and experience of our people. Since the company was established, the principals have concentrated on identifying and retaining individuals who are the very best in their fields. Our management team averages more than 20 years of experience in the industry, and over 14 years with Related, and is backed by the resources and experience of the nation's largest privately held real estate firm.

Integration and Construction Experience

Operating as a fully integrated company allows for synergies across divisions. Our Development division, for example, draws upon company-wide expertise across a wide range of markets and property types to bring the necessary expertise to each unique development challenge.

To control construction costs in this dynamic market, Related strives to innovate in construction methods and materials. All of our developments utilize our in-house construction experts as well as our deep relationships with contractors

throughout California. We understand construction costs and are adept at ensuring that projects are completed on time and on budget.

Public-Private Partnership

Related has extensive experience in public-private partnerships. As one of California's largest and most prolific affordable housing developers, we have deep experience in layering local gap financing with tax credits, and developing affordable housing on land leased from public agencies. Many of Related's projects integrate public improvements. In conjunction with its public partners, Related has built and helped finance public parks, community centers, childcare facilities, a public library, and transportation amenities.

Streamlining

Since the first State entitlement streamlining legislation passed in 2018, Related has been at the forefront of utilizing these tools. Related has successfully utilized Assembly and Senate Bills 35, 423, 2011, 2162, 2923, among others, to entitle nearly 2,000 units across 11 projects in Northern California alone. These resources allow projects to advance on an expedited timeline and reduce the risk of lengthy entitlement challenges. Related does not view streamlining as a replacement to community engagement, rather to increase the speed and security of the entitlement process. Related and Alta will work with the City of Menlo Park to evaluate the tools available to pursue an entitlement pathway that combines community and City input with the efficiencies, security, and speed of streamlining legislation.

B.5 Financial Capability

Debt and Equity Raising

Related will provide all required financial guarantees including a completion guarantee from The Related Companies, L.P., the largest privately held real estate company in the nation. Not only will The Related Companies, L.P. provide the financial guarantees, but additional guarantees including but not limited to Tax Credit Repurchase Guaranty, Operating Deficit Guaranty, and Environmental Indemnity and Compliance Agreement, if applicable. Our projects also benefit during construction and during operations from nationwide insurance master policies, which result in competitive rates.

As can be verified through contacting our financial references, Related prides itself in its ability to obtain the best financial resources through its credibility and capability. Related has a proven track record of working successfully with numerous local jurisdictions as well as lenders/investors on a variety of complex affordable housing structures. Our 35-year track record, experience, and financial strength give us unparalleled access to capital, significant purchasing and negotiating leverage, allows us to secure financing on the best available terms, and weather market cycles.

Financial References

U.S. BANK

Name: Lisa Gutierrez
Role: VP, Assistant Director Business Development, West Region
621 Capitol Mall, Suite #800
Sacramento, CA 95814
Tel: (916) 498-3457
Email: lisa.gutierrez@usbank.com

CITI COMMUNITY CAPITAL

Name: Bryan Barker
Role: Managing Director
One Sansome Street, 27th Floor
San Francisco, CA 94104
Tel: (415) 627-6484
Email: bryan.barker@citi.com

WELLS FARGO COMMUNITY LENDING & INVESTMENT

Name: Timothy J. McCann
Role: Managing Director
333 Market Street, 17th Floor
San Francisco, CA 94105
Tel: 415.801.8520
Email: tim.mccann@wellsfargo.com

Planning and Predevelopment Costs

Related maintains a \$15mm line of credit that we can selectively deploy.

For this project Related can fund planning and predevelopment costs during the negotiation period and has the resources to carry the project forward subject to a reimbursement agreement discussed in the project contingency section.

Related has longstanding relationships with the largest and most active providers of real estate debt and equity capital, and has recently secured debt financings with Wells Fargo, Bank of America, JP Morgan, Fannie Mae, Freddie Mac, U.S. Bank, and Citibank, among others.

Anticipated Financing Sources

Financing Sources. The two key affordable housing financing sources are anticipated to be 4% Low Income Housing Tax Credits (LIHTC) and private permanent debt, which will then be combined with local

and State funds to fully finance the project. Potential funding sources include:

Affordable Housing and Sustainable Communities (AHSC) funds are available for affordable housing and adjacent transit-related projects through the Strategic Growth Council's Cap and Trade funds. Related has successfully secured over \$200M of AHSC funds since the program's inception. Given the proximity to high quality transit and range of desired AMIs at the project, AHSC would be the best fit for this project so early conversations with transit agencies about scope would be our top priority in the initial concept phase of the project.

Local Funds from the County for affordable housing through the County's Affordable Housing Fund supported by sources like local Affordable Housing Impact Fees and Measure K revenue to help leverage additional State resources and close the projects funding gap.

Project Based Section 8 Vouchers have been assumed in our base proforma, but only 8 per building.

CalHFA Middle Income Program (CalHFA MIP) provides soft debt to projects that serve up to 120 percent AMI. The program will provide approximately \$50,000 per restricted units between 30 percent and 120 percent of area median income (AMI). This program is not assumed in the base proforma, but can be explored in the future.

State Low Income Housing Tax Credits State Low Income Housing Tax Credits can be used in combination with federal LIHTC to bring additional equity into these project types. This competitive resource would be

continually analyzed for feasibility during the development process.

Infill Infrastructure Grant (IIG) funds surrounding infrastructure integral necessary for infill housing, which can mean replacement parking. The maximum allowable per stall is \$50,000 which we have shown in the sources and uses. We are hopeful this funding will become available in future state budget years.

Market Rate Housing Land Proceeds can contribute toward the replacement parking garage. Related proposes to unlock the value of downtown Plaza #1 with market rate housing. This housing counts toward RHNA goals and provides necessary funding for replacement parking. Initial underwriting supports a land payment of \$5M - \$10M for the market rate parcel, which would be refined during due diligence.

MERIDIAN

Sunnyvale, California



Primary entrance along Matilda Ave

Development Description:

A public-private partnership with the City of Sunnyvale, and County of Santa Clara Office of Supportive Housing, Meridian is located on a formerly City-owned parking lot site in downtown Sunnyvale. The 90-unit affordable development is geared toward low-income families with 23 units prioritized for households with intellectual and developmental disabilities. Jenny Carloni, Housing Officer at Sunnyvale is our reference (408.730.7465) / jcarloni@sunnyvale.ca.gov.

Project Cost Summary

Category	Total
Land and Acquisition	\$270,000
Construction Costs	\$52,522,993
Soft Costs	\$20,304,771
Financing	\$4,458,000
Total	\$77,555,764

Team: Related California (Lead Developer); Affordable Housing Access (Co-Developer)

Location: 397 S Mathilda Ave, Sunnyvale, CA

Property Type: 100% Residential Affordable Apartments

Site Size: 1.44 acres

Population/Affordability: Families, 30-80% of Area Median Income

Unit Count: 90

Construction Type: Type V over Type I

Ground Lease: Yes

Awards: Gold Nugget Grand Award

Unit Mix			
Type	Unit Count	Sq. Ft.	Affordable %
Studio	12	400	100%
1 Bed	32	590	100%
2 Bed	23	860	100%
3 Bed	23	1,180	100%

MERIDIAN

Sunnyvale, California



Property Amenities

Residential Amenities

- Community room with kitchen
- Laundry room and storage lockers
- Landscaped courtyards with BBQ area and children's play structure
- Computer lab
- Teen lounge

Environmental Features

- GreenPoint Rated Gold
- Domestic solar hot water panels
- Drought tolerant landscaping
- Bioswales to mitigate stormwater runoff

Funding Sources

4% Tax Credits

Conventional Permanent Loan (A/B Tranche)

DDS/SARC Loan

County Loan

City Loans

Transportation Strategies

Automobile: 90 garage spaces in subterranean garage

Bus: Located within two blocks from Santa Clara Valley Transportation Authority bus stops along Washington Ave

Train: Site is located less than 0.5 miles from the Sunnyvale Caltrain Station

Bicycle: 90 bicycle spaces in secured storage room

Development Timeline

●	Oct 2021	Commenced Construction
●	Nov 2023	Completed Construction
●	Nov 2024	Full Occupancy

KAPUSO

San Francisco, California



View from Balboa Plaza

Development Description:

A public-private partnership with the City of San Francisco and BART. Kapuso is located on a former City-owned parking lot site adjacent to the Balboa Bart Station. The 131-unit affordable development is geared toward families earning a range of incomes between 30% - 80% of AMI. The project successfully leveraged AHSC and IIG funding to build a new public Plaza and transit drop off on the adjacent BART owned parcel.

Contact: Daniel Adams
Phone Number: (415) 701-5500
Email: Dan.Adams@sfgov.org

Team: Related California (Lead Developer); Mission Housing (Co-Developer)

Location: 401 Geneva Ave, San Francisco, CA

Property Type: 100% Residential Affordable Apartments

Site Size: 0.71 acres

Population/Affordability: Families, 30-80% of Area Median Income

Unit Count: 131

Construction Type: Type I

Ground Lease: Yes

Awards: AIA Residential Design - Citation

Unit Mix		
Type	Unit Count	Affordable %
Studio	6	100%
1 Bed	47	100%
2 Bed	61	100%
3 Bed	16	100%

KAPUSO

San Francisco, California



Main Entrance (left) and View of Building and BART Plaza (right)

Property Amenities

Residential Amenities

- Community room
- Front deck
- Laundry
- Resident courtyard
- Bike parking
- Youth room

Environmental Features

- Continuous central ventilation
- High-performance building envelope
- Rooftop renewable energy systems
- Low carbon concrete
- Drought tolerant landscaping
- Bioswales to mitigate stormwater runoff

Funding Sources

AHSC Grant and Loan

4% Bonds

Mayor's Office of Housing and Community Development (MOHCD) Gap / Permanent Loan

IIG (for BART plaza)

Project Based Section 8 Vouchers

Commercial Spaces

- YMCA Childcare Center
- Two Youth Art Exchange (YAX) studios for afterschool youth arts programs
- Coffee shop adjacent to transit plaza
- Non-profit bike technician training space

Development Costs

Category	Total
Land and Acquisition	\$20,000
Construction Costs	\$97,127,478
Soft Costs	\$15,084,249
Financing	\$8,407,782
Total	\$120,639,509

Development Timeline

●	Oct 2021	Commenced Construction
●	Nov 2023	Completed Construction
●	Nov 2024	Full Occupancy

MAYFIELD PLACE

Palo Alto, California



Main entrance for residential units and retail storefront

Development Description:

A strategic partnership with The Stanford Research Park to help make the Palo Alto jobs/housing balance more equitable, Mayfield Place is the only new affordable development in Palo Alto. This mixed-use development is comprised of 70 affordable (workforce housing) apartments located on three floors over 7,000 square feet of street level retail, including a street side cafe and the new home for the Vista Center for the Blind and Visually Impaired, a former tenant of the commercial building previously on the site. Amenities include a fitness center, multi- purpose room, barbecue area, courtyard and bike storage. Mayfield Place is conveniently located to public transportation, recreation, shopping, jobs and entertainment

Development Team: Related California (Lead Developer); Affordable Housing Access (Co-Developer)

Location: 2500 El Camino Real, Palo Alto

Property Type: 100% Affordable Apartments and Retail

Site Size: 1.8 acres

Target Pop.: Families, 50-60% of AMI

Unit Count: 70

Construction Type: Type V over Type I

Ground Lease: Yes

Awards: Gold Nugget Award of Merit, Best Affordable Housing Community; AIASV Residential Design Citation Award

Unit Mix			
Type	Unit Count	Sq. Ft.	Affordable %
1 Bed	24	650	100%
2 Bed	24	950	100%
3 Bed	22	1,200	100%

MAYFIELD PLACE

Design Features



Prominent bicycle parking encourages use of active transportation options



Attractive common spaces encourage community socialization

Property Amenities

Residential Amenities

- Fitness facility
- Community room
- Laundry room
- Community kitchen

Environmental Features

- GreenPoint Rated Platinum
- Domestic solar hot water panels
- Drought tolerant landscaping
- Bioswales to mitigate stormwater runoff

Land Uses

Residential	113,567
Retail	7,000
Open Space	11,961

Transportation Strategies

Automobile: 145 spaces; 90 garage spaces, 55 surface spaces. Garage features electronic lifts.

Bus: Project provides residents with EcoPasses which allows them to ride the Santa Clara Valley Transportation Authority bus system free of charge. There is also a Marguerite shuttle stop on-site.

Train: California Ave Caltrain Station is located 0.5 miles from the site.

Bicycle: 128 spaces, dispersed throughout the property

Development Timeline

●	Nov 2015	Commenced Construction
●	Dec 2016	Completed Construction
●	Jul 2017	Full Occupancy

MAYFIELD PLACE

Development Details



Mix of architectural materials creates visual appeal

“Related has been the professional high-quality developer we needed”

- Tiffany Griego,
Stanford University

Community Outreach

Related met multiple times with the College Terrace Resident’s Association to mitigate concerns expressed by the community regarding the impact of construction. Sensitive to the needs of the local neighborhoods, the development partners executed a Construction Management Plan to address construction noise and dust, minimize impact on residential thoroughfares and identify effective channels through which to communicate construction updates.

Development Costs

Category	Total
Land and Acquisition	\$18,500,000
Construction Costs	\$20,000,000
Soft Costs	\$14,765,344
Financing	\$1,697,542
Total	\$54,962,886

Financing

4% Tax Credits / Bonds
University Loan
Donated Land Value
Permanent Debt

Development Partners

Architect	David Baker Architects
Landscape	GLS Landscape
Construction	Segue Construction, Inc.
Management	Related Management Company
Landowner	Stanford Research Park. Stanford granted the land to Related on a long-term ground lease as per an agreement with the City of Palo Alto.
Public Agency	City of Palo Alto

MAYFIELD PLACE

Placemaking



Prominent corner space occupied by a family-run café, Fambrini's, with outdoor seating



Vista Center for the Blind and Visually Impaired, a local nonprofit which occupied the commercial building previously on the site

Community Retail

Mayfield Place includes 7,000 square feet of street-level retail occupied by two tenants which helps to activate the surrounding neighborhood. A surface parking lot is concealed behind the building for commercial uses.

Street Design

- Widened sidewalks
- Generous plantings
- Building adjacency to street
- Variation of building materials
- Building height consistent with neighboring uses



EL CERRITO PLAZA – BART TOD

El Cerrito, California



View of Master Plan from East

Development Description

Now under construction, El Cerrito Plaza TOD is public-private partnership with the Bay Area Rapid Transit District (BART) to redevelop 8 acres of transit parking into 743 apartments across all income levels, new replacement transit rider parking garage, a public plaza, City library, and a multi-use path in the City of El Cerrito. The project will be phased to maintain sufficient BART parking throughout each phase of construction and minimize disruptions to BART and the surrounding community.

The project is utilizing modular construction to reduce costs and reduce the overall project duration, further limiting the impacts to the surrounding Community. The El Cerrito Plaza TOD represents the cutting edge of repurposing underutilized public land to

help solve our housing crisis while maintaining the sites existing use to promote transit access.

Team: Related California (Lead Affordable Developer); Holliday Development (Market Rate Developer)

Location: 515 Richmond Street, El Cerrito, CA

Property Type: Master plan affordable, middle income, market rate apartments, transit infrastructure, and Bay Area Rapid Transit District Parking garage
Site Size: 8.3 acres

Population/Affordability: Families, 30-80% of Area Median Income, market rate

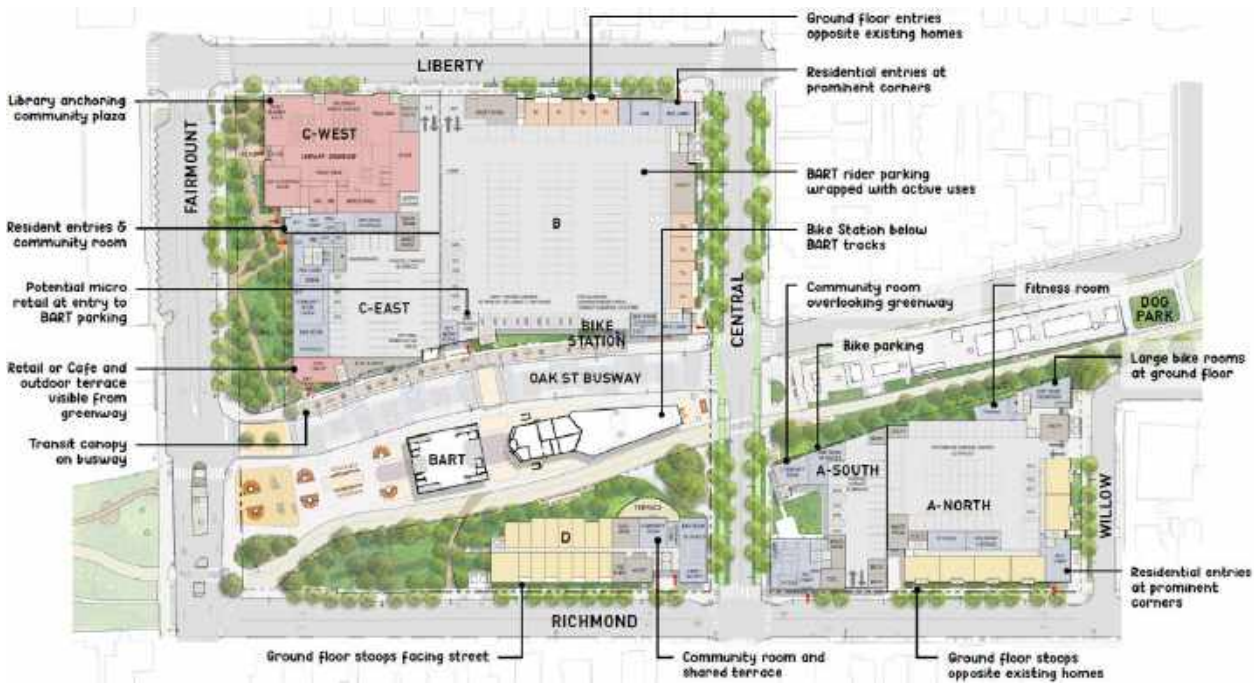
Unit Count: 743

Construction Type: Type V over Type I, Modular Construction

Ground Lease: Yes

EL CERRITO PLAZA – BART TOD

El Cerrito, California



Property Amenities

Residential Amenities

- Community rooms with kitchens
- Laundry rooms
- Landscaped courtyards with BBQ area and children's play structure

Environmental Features

- GreenPoint Rated
- Domestic solar panels
- Drought tolerant landscaping
- Bioswales to mitigate stormwater runoff

Infrastructure

- BART rider parking garage
- Public landscaped plaza
- Bus plaza
- Potential 20,000 sf County Library
- Renovated multi-modal pathway
- Public Art
- Protected bike lanes
- Secure public bike storage

Committed Funding Sources

- Infill Infrastructure Grant- Catalytic (IIG-C)
- Affordable Housing and Sustainable Communities (AHSC) loans and grants
- Bay Area Housing Finance Authority Loan
- 4% Tax Credits
- Tax exempt Bonds
- Transit and InterCity Rail Capital Program (TIRCP)
- City of El Cerrito loan
- Contra Costa County Measure X Loan
- HUD HOME funds through Contra Costa County
- Subregional Transit Mitigation Program

MASON ON MARIPOSA

San Francisco, California



Development Description

A new mixed-use community at the base of Potrero Hill, Mason on Mariposa brings modern homes, urban convenience, and city views to the popular area. Centered on a dynamic public greenway, the 3.4-acre development is set into the steep topography of Potrero Hill at the juncture of a commercial and a residential neighborhood, sensitively addressing radically different conditions at each edge.

A mixed-use building with a retail base provides a clear urban corner and edge across from a busy playground and adjacent brewery. This public face leads to the entry plaza for two amenity-laden residential buildings that frame the landscaped public greenway. Interspersed with plantings, seating opportunities, private patios and links to amenity spaces, the whimsical greenway follows the path of a former creek and undergrounded rail line.

Mason on Mariposa won a Leading Edge Award from the AIA California.

Team: Related (Market Rate), David Baker + Partners (Architect)

Location: 1601 Mariposa, San Francisco, CA

Property Type: 100% Residential Market Rate Apartments

Site Size: 3.36 acres | 89 DU / Acre

Unit Count: 299

Construction Type: Type V-A over Type I

Awards: Gold Nugget Grand Award

Mason on Mariposa

San Francisco, California



Property Amenities

Residential Amenities

- Childrens' Play Room
- Landscaped Courtyards with Outdoor Dining and BBQ
- Fitness Center
- Co-working space with reservable conference rooms

Environmental Features

- LEED Gold
- Drought tolerant landscaping
- Bioswales to mitigate stormwater runoff
- Pedestrian Paseo



FELIX

Santa Rosa, California



Development Description:

Located in downtown Santa Rosa within a five-minute walk to the Old Courthouse Square, Felix Santa Rosa is an 8-story building with 168 luxury apartments over a double-height ground floor retail space designed for a future restaurant. Residential amenities are designed with an emphasis on both wellness and community by creating thoughtful spaces that focus on health, wellness and socializing, while providing a variety of spaces to conveniently work from home. The building's elevated design in a coveted location adds vibrancy to the community and contributes to the city's long-term vision.

Team: Related California Residential (Lead Developer)

Location: 420 Mendocino Avenue, Santa Rosa, CA

Property Type: Market Rate

Unit Count: 168

Construction Type: Type I



CO-DEVELOPER

ALTA HOUSING

Alta Housing (“Alta”) has been committed to providing affordable housing in Silicon Valley since its inception over 45 years ago. Alta Housing is a Santa Clara County based 501(c)(3) nonprofit. Alta’s mission is to create stronger, more diverse communities by providing and maintaining high-quality affordable housing where individuals and families thrive.



Luna Vista (Alta)

Known for innovative development, outstanding resident support, and high-quality maintenance of its buildings, Alta has acquired and developed over 800 units to house more than 2,000 low-income residents in Silicon Valley. Across its robust portfolio, more than

80% of properties are geared towards families but also the portfolio includes housing for seniors and special needs populations. As a long-term developer and owner of affordable properties on the mid-peninsula, Alta brings significant financial security and the ability to leverage creative funding sources to any new development project.



Luna Vista Common Area (Alta)

Alta Resident Services partners closely with community organizations to provide robust services for residents and will oversee and manage any contracts with third-party supportive services agencies.

Examples of Alta Housing’s best-in-class affordable projects include:

WILTON COURT

Palo Alto, California



Development Description Wilton Courts is a new construction, 59-unit, 100% affordable housing community located in Palo Alto's Ventura neighborhood. Households are well served by the site's proximity to amenities, transit, shopping, parks, and location within the award-winning Palo Alto School District. This is Alta Housing's first all-electric apartment building.

21 apartments are set aside for adults with intellectual or developmental

disabilities who are seeking an independent living environment. Alta Housing partners with two other non-profits, Housing Choices Coalition and San Andreas Regional Center to better serve this community.

Alta Services and Housing Choices provide resident services which include case management, activities to promote resident engagement, health and wellness programs, and assistance accessing community resources.

Wilton Court is PYATOK's third community built with Alta Housing in Palo Alto: the first being Oak Court, affordable housing serving families in downtown, completed in 2005, and Tree House Apartments, affordable studios on West Charleston Road, completed in 2011.

Organized as a simple L-shape atop a garage, the building steps down toward the neighborhood and shapes a generous landscaped courtyard sheltered from El Camino Real's traffic and matching the pattern of neighborhood backyards. A landscape accent wall provides privacy for residents and neighbors and, with a lighted overhead trellis, creates a cozy outdoor room. The ground floor also contains a community kitchen, activity room, common laundry, package storage, and management offices. Secured bicycle parking is entered from El Camino Real as well as from the garage.

The building's simple massing is clad primarily with a terra cotta rain-screen in a stacked bond pattern, and two colors of stucco. The ground floor materials are a mix of board-formed concrete and a capless aluminum storefront system with offset mullions that bend away from the sidewalk to allow additional sidewalk landscaping. Residential windows facing south and west are shaded with metal surrounds.

DEVELOPMENT TEAM ROLES AND RESPONSIBILITIES

Related and Alta Housing will form a joint venture partnership to take on the development and ownership of the proposed project. This is Related

and Alta's second project together. Using the same structure the partners are set to break ground on a 120-unit affordable project on a City owned parking lot in Downtown Mountain View. The roles and responsibilities of each development partner is summarized as such:

RELATED

- Act as the day-to-day project manager
- Through its management affiliate, Related Affordable Management, provide property management services at a market-based and mutually acceptable fee
- Manage the entitlement, environmental review and permitting component
- Manage the design process, including overseeing the architect and engineers in the production of conceptual and schematic designs and construction documents
- Provide owner's representation and construction oversight services during construction for a market-based and mutually acceptable fee
- Secure construction and permanent loan commitments and a tax credit investor; negotiate and execute all Related's agreements, including approval of project budget and financing plan
- Manage all accounting and tax matters and bookkeeping function for the limited partnership for a market-based and mutually acceptable fee
- Manage the post-construction cost certification process and annual audits and distribution of surplus cash in accordance with

approved project budgets and loan and partnership agreements

- Provide asset management services

ALTA HOUSING

- Assist with planning, including the design, entitlements, and financing of the project
- Manage the resident services component, including creation of a services plan and budget, all to be mutually approved by the parties
- Obtaining and maintaining a welfare property tax exception

Joint Responsibilities

- Each development partner will designate a project manager with Related acting as the primary project manager;
- Related and Alta Housing will assist Related's affiliate property management company, Related Affordable Management, to prepare an affirmative marketing and leasing plan
- Related and Alta Housing will engage with and present to community partners, elected officials and neighborhood and other constituency groups

B.7 Current Development Pipeline

Proposed Project Staffing

Related and Alta have sufficient staffing capacity to absorb the project into our overall workload. Depending on the specific phase of development, staff may be spending a lower or higher percent of their overall monthly time on the project. The proposed staffing for Menlo Park would be as follows:

Name	Role	Time – Low	Time – High
Ann Silverberg	CEO	5%	10%
Nick Wilder	Vice President	20%	40%
Spencer Sheaff	Project Manager	25%	50%
Jo'leysha Cotton	Project Coordinator	20%	25%
Stephanie Schwartz	Construction Director	15%	20%
Faith Kirkpatrick	Finance Director	15%	20%
Randy Tsuda	CEO	5%	5%
Carlos Castellano	Development Director	5%	5%
Elsa	Assistant Project Manager	5%	5%

Current Development Pipeline (Related)

Related's Northern California pipeline is shown below, highlighting the projects of the Vice President proposed to lead the Downtown Parking Plazas Project. Their current development pipeline is detailed below beginning with 1377 Fell Street.

Active NorCal Projects	City	VP Team	Phase
160 Freelon	San Francisco		
Mountain View Lot 12	Mountain View		
Sunnydale (Multiple)	San Francisco		
4th and Broadway	Oakland		
Amador Station	Dublin		
Lion Creek Crossings (Multiple)	Oakland		
Sugar Pine Village (Multiple)	Truckee		
VTA Winchester Transit	Campbell		
1377 Fell Street (Multiple)	San Francisco	X	Predevelopment
El Cerrito Plaza BART (Multiple)	El Cerrito	X	Under Construction
Mills Crossing	Rancho Cordova	X	Predevelopment
Laurel at Perennial Park	Santa Rosa	X	Final phase seeking financing
<i>Downtown Parking Plazas</i>	<i>Menlo Park</i>	<i>X</i>	<i>Proposed</i>

B

8. DEVELOPMENT TEAM PROFESSIONAL BIOGRAPHIES

Related



Ann Silverberg, CEO of NorCal Affordable and Northwest Divisions, brings more than 25 years of San Francisco Bay Area affordable housing development and finance experience. She is responsible for strategic direction, management, and project execution of the firm's Northern California and Northwest affordable pipeline and portfolio. Before Related, Ann was CIO & EVP at BRIDGE Housing where she led the development of more than 8,000 affordable, mixed-income, mixed-use, and transit-oriented units and placed over \$2 billion in project level debt and equity. Ann has served as co-chair of the State Treasurer's TCAC/CDLAC working group,

President of the California Housing Consortium, and President of Non-Profit Housing Association of Northern California.



Nick Wilder, Vice President, Development, born and raised on the peninsula, manages all aspects of design, financing and construction for many of the firm's Northern California affordable developments, including Kapuso at the Upper Yard, a recently completed 131-unit mixed-used, transit-oriented development in San Francisco, a multiphase 162-unit affordable senior disaster recovery project in Santa Rosa, a 120 unit project in downtown Mountain View and a multiphase mixed-income development at BART's El Cerrito Plaza. Before Related, Nick was a Project Manager for Tenderloin Neighborhood Development Corporation. He holds extensive

experience securing and administering local, state, and federal loans and grant funds including AHSC, TOD, IIG and MHP.

Related



As Vice President of Construction for Related California Affordable, Ms. Schwartz provides leadership across the affordable portfolio throughout design, permitting, construction and turnover. Since joining Related in 2019, she has been instrumental in the development of over 1,000 units of affordable and mixed-income housing, while advancing new business development initiatives. Before joining Related, Ms. Schwartz served as Senior Project Manager for Suffolk Construction. At Related, Ms. Schwartz directed the permit development and GMP execution for 160 Freelon, an 85-unit development in San Francisco, oversaw construction of two mixed-use buildings

comprising 170 units and 25,000 square feet of community-serving ground floor space as part of the 50-acre Sunnydale redevelopment, and coordinated modular construction for two 60-unit buildings in South Lake Tahoe. Ms. Schwartz holds a Master of Business Administration from Baruch College and a Bachelor of Science in Civil Engineering from Northwestern University.



Faith Kirkpatrick, Director of Finance, brings 20 years' experience in affordable housing development and finance. Faith supports the Northern California team in financing strategy across the development pipeline. In her career, Faith has worked in the public and private sector and has been involved in the creation, preservation and approval of over 5,250 affordable housing units with over \$1.1 billion in total development costs. Most recently, she worked at Lendlease where she was responsible for the affordable housing entitlements for over 2,400 units located in the South Bay within three large scale, mixed-use master plan developments.

Related



Spencer Sheaff, Project Manager, is responsible for the management of all aspects of the development process, from the inception through construction completion and stabilization, for more than 150 affordable housing units located in Northern California. Prior to joining Related, Spencer was a Development Manager at Lendlease where he led the development efforts of a 340-unit multifamily development in Mountain View, the first of a 7,000-unit master plan in partnership with Google, valued at \$15 billion. As a Development Associate for Emerald Fund, he supported a 5-person development team that completed the acquisition,

entitlements, financing, permitting, construction, stabilization and sellout of 7 mixed-use, mixed-income properties, with 2,000 residential units and 20,000 square feet in the Bay Area, valued at \$1.2B.



Jo'Leysha Cotton, Project Coordinator, supports the design, financing, and construction of more than 750 units throughout Northern California. Prior to joining Related, Jo'Leysha held various public sector positions, including supporting community development for the City of Mountain View and high opportunity area zoning reform for the City of San Francisco.

Related Affordable Management



Angela Cisneros, Senior Vice President, is a property management executive with more than 20 years of experience leading multi-state market-rate and affordable housing portfolios. She has held senior roles overseeing Property Management, Compliance, and Relocation teams, ensuring adherence to state and local regulations. Angela has managed 140+ assets with annual budgets exceeding \$20 million and works closely with local government agencies and investors to build sustainable, financially sound communities. Her background includes drafting management agreements and operational plans for refinanced

and new-construction properties, interpreting regulatory agreements for diverse portfolios, and creating policies and procedures to meet evolving legal and compliance requirements. She is also experienced in reviewing and optimizing portfolio budgets for strong financial performance.

Previously, Angela served as a Regional Manager for a major Southern California housing authority, helping develop and implement HUD Moving to Work (MTW) initiatives. She has deep expertise in affordable housing programs, including Bond, Tax Credit, HOME, RDA, PBV, and RAD. Angela holds a B.A. in Psychology and Law from UC Riverside, multiple compliance and occupancy certifications, and serves as Vice President of Education and Training for AHMA-PSW.

B

8. DEVELOPMENT TEAM PROFESSIONAL BIOGRAPHIES

Alta



Randy Tsuda, President and CEO of Alta Housing, has led Alta Housing since 2018 after serving as the Mountain View Community Development Director for over 10 years. His career includes experience in the non-profit, private, and public sectors, and spans real estate, city planning, affordable housing, and economic development. He has worked on projects that received awards from the American Planning Association, American Society of Landscape Architects, and in May 2018 received the “Bringing It Home” award from SV@Home, a policy and advocacy organization focused on increasing affordable housing. Randy was also a lecturer for seven years in

the Urban and Regional Planning Program at San Jose State University.



Carlos Castellanos, Vice President, Real Estate Development, has 25 years’ experience in real estate development and affordable housing. Prior to joining Alta Housing as Vice President five years ago, he served as the Housing Director for the East Bay office of MidPen Housing. He enjoys working with the diverse populations of the Bay Area to build healthy, vibrant and safe neighborhoods and making stable, affordable housing the cornerstone to achieving his vision. Carlos has a Master’s of City Planning and Master’s of Science in Transportation Engineering from the University of California, Berkeley.



Elsa Salgado, Associate Project Manager, brings five years of experience in affordable housing development. She holds a degree in Sociology from San José State University and further pursued her passion for real estate development through NPH's Bay Area Housing Internship. Elsa is also an alumna of the Housing Development Training Institute (HDTI), where she expanded her technical skills in housing development. She now plays a key role in supporting the Project Manager across all phases of development. Her responsibilities include coordinating with internal

teams and external partners, assisting with budgeting and reporting, and ensuring the efficient execution of project goals. Through her consistent support and strong attention to detail, Elsa strengthens project delivery and contributes to successful development outcomes.

Alta Resident Services



Stephanie Shipe, VP, Operations and Programs, Alta Housing, manages a growing portfolio of over 1,000 units. She brings over 15 years of progressive experience in multi-family property management with expertise in landlord/tenant law, fair housing, and issues related to affordable and subsidized housing. Prior to joining Alta, Shipe served as the Director of Portfolio Management for the Housing Authority of the City of Alameda, California.



Tami Moore, Director of Resident Services, Alta Housing, champions programs that strengthen communities and support residents in living healthy, connected, and fulfilling lives. With more than 25 years of nonprofit leadership, she has dedicated her career to advancing equity and creating opportunities for youth, families, and underserved populations. At Alta Housing, Moore leads initiatives that promote wellness, resident engagement, and community partnerships, ensuring residents have the tools and resources they need to thrive. Her experience includes directing intervention, prevention, and housing services at Bill Wilson Center and leading the food and

nutrition department at The Health Trust, where she managed multimillion-dollar contracts and built innovative services to meet community needs.

B

8. DESIGN TEAM FIRM PROFILES AND BIOGRAPHIES

Pyatok

PYATOK is an Oakland-based, mission-driven architectural firm that provides the full complement of services to see projects through from initial conversations and visioning to construction close-out and performance assessment. We create attractive, healthy, efficient homes and communities that contribute to their neighborhoods' vitality, with specialization in affordable housing of all types (including family, senior, and permanent supportive housing), market-rate and student housing, transit-oriented mixed-use, and facilities that provide wellness and childcare services. Each project is grounded in its many unique contexts – cultural, geographic, environmental, and stylistic. Our projects involve their residents, neighbors, and stakeholders in the design process to the greatest extent possible; we strongly believe that strategic community engagement strengthens project design and increases a sense of local ownership and enthusiasm.

From 41 years of experience, PYATOK has refined a versatility to design in all construction types, develop effective and accessible programming and colocation of resident amenities, and an extensive familiarity with public funding requirements. To date, PYATOK has built over 8,000 homes, master planned

communities for 20,000 homes, and garnered more than 100 awards for excellence in design, development, and sustainability. PYATOK staff work together under the belief that the best urban communities come about through strong partnership between project sponsors, community, city staff, and an open-minded design team.



El Cerrito Parcel A South (Pyatok and Related)



Wilton Court (Pyatok and Alta Housing)

Pyatok



KEVIN MARKARIAN , AIA, NCARB, Principal

The larger urban context and the diverse set of social challenges related to designing housing and increasing density in cities is the focus of Kevin's work. High density and transit-oriented areas were key features that attracted him to study, and later practice, architecture in the Bay Area. Kevin specializes in large-scale multifamily projects incorporating BIM technology to create efficiencies

amongst team members during all phases of design.

Kevin has accumulated a breadth of work across all multifamily housing types, working directly with a range of communities from affordable to senior and market-rate. Prior to joining PYATOK, Kevin was an Associate at David Baker Architects where his projects spanned across different construction types throughout Northern California.



SAM POSTEL, AIA, Senior Associate

Sam joined PYATOK in 2015 with a broad range of experience centered around housing and urban design, and combines this experience with seasoned technical skills. At PYATOK, Sam has deepened his familiarity with a mix of multifamily housing work in the Bay Area, ranging from three-unit buildings to 400-unit communities. He infuses his work with a passion for urbanism and the craft of architecture

and construction, leading development of projects from early-stage schematics to construction. Sam recently led permitting and factory coordination as the Project Architect on El Cerrito Plaza A South, an affordable modular project. After completing a B.A. in Architecture at UC Berkeley, Sam joined the London office of Richard Rogers where he worked on housing and mixed-use master plans. From there, he pursued an M.Arch at the University of Oregon in Portland, focusing on urban architecture. Prior to joining PYATOK, Sam was a designer at Kava Massih Architects, working on a wide range of projects including schools, clinics, adaptive reuse, and affordable and market-rate multifamily housing.

BKF Engineering

Since 1915, BKF Engineers has been a trusted leader in land development, civil engineering, and surveying, delivering innovative and sustainable solutions that bring our clients' visions to life. With a robust team of over 480 professionals operating out of 18 regional offices, our team specializes in navigating the complexities of land development projects for public agencies, private developers, institutions, and corporations. From concept to completion, our expertise in site design, grading and drainage, utility design, and master planning services ensures that each project is executed with quality and precision. Our team's proven project approach recognizes that developing dynamic projects is informed by focused team collaboration, mitigating physical constraints and potential risks, and balancing design goals with value engineering solutions.

BKF brings extensive experience in the planning, design, and delivery of residential developments, from single-family neighborhoods to large-scale multi-family and master-planned communities. These projects require a thorough understanding of entitlement processes, permitting requirements, and infrastructure integration, as well as the ability to align with developer schedules and project goals. Our team identifies opportunities and constraints early, provides proactive input on conditions of approval, and collaborates with design partners to streamline approvals and minimize delays.

From initial feasibility through construction, BKF delivers cost-effective, sustainable solutions that enhance livability and long-term value. Our services support all aspects of residential development, including grading and drainage design, utility planning, roadway layout, and stormwater management strategies. With a proven track record in both urban infill and suburban growth projects, BKF is a trusted partner in creating resilient, connected residential communities that meet the needs of today while planning for the future.

BKF's commitment to client success extends beyond design and engineering. We offer strategic guidance on permitting, funding strategies, and construction phase services to ensure seamless project delivery. Backed by decades of experience and a diverse project portfolio, BKF is invested in creating spaces that drive growth, enrich communities, and inspire progress.

BKF Engineering



JAMES DALLOSTA, PE, LEED AP
CIVIL PRINCIPAL

Integrating sustainable design strategies with a thoughtful consideration of infrastructure requirements and site constraints is fundamental to a project's success. James' approach to project management and collaborative client and consultant relationships has a proven track record on a wide variety of land development projects, including residential, mixed-use, commercial, roadway, R&D, and campus developments.

Relevant Experience:

Linefield Drive Residential, Menlo Park, CA
Springline Development, Menlo Park, CA
Parkline Development, Menlo park, CA
155 Jefferson Drive, Menlo Park, CA
389 El Camino Real Redevelopment Project, Menlo Park, CA
1215 Bordeaux Residential, Sunnyvale, CA
Mode Apartments, San Mateo, CA
Pescadero Apartments, Redwood City, CA



PHONG KIET, PE CIVIL PROJECT EXECUTIVE

Phong is a civil engineer and project manager with extensive experience in land development, specializing in residential and mixed-use projects. Committed to delivering thoughtful, cost-conscious designs that support clients in achieving high-quality results. Focused on guiding projects from concept to completion through careful planning, technical expertise, and collaborative teamwork.

Relevant Experience:

Wilton Court Affordable Housing, Palo Alto
87 E. Evelyn Affordable Housing, Mountain View
Villas on the Park, San Jose
Downtown Parking Lot D, Palo Alto
Alvarado Gardens Apartment, San Pablo
Residences Apartments, Mountain View
Elan Place Apartments, Mountain View
Domus on the Boulevard, Mountain View
Novo Apartments, Mountain View
1020 Terra Bella Affordable, Mountain View

B

8. DESIGN TEAM FIRM PROFILES AND BIOGRAPHIES

GLS Landscape | Architecture



1101 Connecticut Play Area (GLS)

GLS Landscape | Architecture is a San Francisco–based multidisciplinary studio specializing in the design and construction of contemporary urban landscapes. Our team of landscape architects and architects brings a uniquely integrated approach to sites where buildings, infrastructure and open space overlap, allowing us to resolve the technical, ecological and experiential requirements of dense urban environments. We offer a broad range of services from master planning and streetscape design to the detailed development of materials, planting and site structures, all grounded in a deep understanding of stormwater systems, accessibility, and horticultural performance.

We have extensive experience with community outreach and entitlement processes, and our recent work spans major Bay Area districts including Station Park Green, Pier 70, Mission Rock,

Hunters View, HOPE SF Rebuild Potrero, and the 17-acre Balboa Reservoir development. These projects demonstrate our ability to integrate public infrastructure with open space while advancing climate-resilient design, green infrastructure, and new models of urban living.



88 Mission Landscaping (GLS, Related)

GLS has been widely recognized with national and regional awards, including multiple ASLA National Honor Awards, ASLA-NCC Honor and Merit Awards, and design awards for residential, urban design, and mixed-use environments. Legacy projects include the Exploratorium at Piers 15 & 17, 140 New Montgomery, the New Stanford Hospital, the UC Berkeley Haas School of Business expansion, and large-scale work at Mission Rock. Principal Gary Strang, FASLA, AIA, brings over 30 years of leadership in contemporary urban landscape design and currently serves as Co-Chair of the BCDP Design Review Board, contributing to the region's stewardship of resilient waterfront development.

GLS Landscape | Architecture



GARY STRANG
FAIA, FASLA
Principal-In-Charge
Licensed Architect (CA)
Licensed Landscape Architect (CA)

WENDY MOK
ASLA
Project Manager
Licensed Landscape Architect (CA)

Gary Strang, FAIA, FASLA, is Principal of GLS Landscape | Architecture in San Francisco, where for the past 32 years, he has focused on the design of contemporary landscapes. Blurring the lines between disciplines, his team of architects and landscape architects designs places that emerge from the integration of landscape, infrastructure and architecture. Gary brings deep experience navigating complex entitlement processes, multi-agency coordination, and phased implementation strategies. Under his leadership, GLS has delivered transformational parks, streetscapes, and mixed-use public realms throughout the Bay Area, balancing community priorities, technical rigor, and long-term maintainability.



WENDY MOK
ASLA
Project Manager
Licensed Landscape Architect (CA)

Wendy is a Director at GLS with professional degrees in both architecture and landscape architecture and 22 years of experience. She has managed large, complex projects from design through implementation, including the New Stanford Hospital, Exploratorium at Piers 15 & 17 in San Francisco, the Haas School of Business, and Station Park Green in San Mateo. Prior to joining GLS, Wendy was a project designer and project manager at EDAA/AECOM, where she led the design of mixed-use developments, multi-family housing, waterfronts, public space enhancements, and commercial projects.

Overview

The development team has further refined the submitted RFQ concept to retain the City’s goals for affordable housing and parking while incorporating a market rate component to improve project feasibility. The development concept for the three parking plazas includes approximately 500 homes, including 346 affordable units (consisting of 126 senior and 220 family apartments serving a mix of extremely-low-income to low-income households), and 154 market-rate apartments, while also creating a 556-space public parking garage and a series of pocket parks, further enhancing the pedestrian-oriented public realm of Menlo Park. Related uniquely has both market rate and affordable housing expertise.

The development concept will utilize Sate Streamlining and State Density Bonus Law to best leverage the opportunity to incorporate mixed-income housing into downtown Menlo Park, helping the city achieve its 2,946-home Regional Housing Needs Assessment, while

working to preserve and enhance downtown Menlo Park’s pedestrian- and local-business-oriented village character.

Project Goals

The RFP to develop the three downtown Menlo Park Parking Plazas presents a unique opportunity to enhance the city’s vibrant core while balancing the needs of residents, businesses, and visitors. Our development approach prioritizes a thoughtful blend of mixed-use development, publicly accessible open space, and improved mobility options, creating a dynamic and welcoming environment that reflects and enriches downtown Menlo Park. The schemes proposed here together prioritize contributions to downtown Menlo Park while also addressing development challenges inherent to these parcels:

1. Mixed-Use Activation & Downtown Character

The development strategy for Parking Plazas 1, 2, and 3 envisions a mix of uses complementing downtown’s existing retail, dining, and cultural offerings.

Unit Summary Table - Product				
Plaza #	Acres	Type	Units	Parking
1	2.28	Residential - Market	154	185
		Residential - Affordable Senior	126	13
2	0.56	Residential - Affordable Family	120	30
3	1.99	Residential - Affordable Family	100	25
		Public Parking	0	574
Total	4.83		500	827
			<i>104 DU / Acre</i>	

Ground-floor spaces will prioritize active frontages, fostering a network of vibrant street life. Upper floors of residential units enhance economic vitality while contributing to the lively downtown atmosphere. The design of the new housing will emphasize high-quality architecture, sustainability, and integration with the surrounding urban fabric in compliance with the Objective Design Standards.

2. Enhanced Public Realm & Open Space

The development will incorporate thoughtfully designed public spaces and pocket park spaces as desired in the Menlo Park El Camino Real/Downtown Specific Plan, to create an inviting and community-oriented downtown experience. As envisioned in the Specific Plan, these may include pedestrian promenades, plazas with seating, and landscaped areas that provide shade and gathering spaces. Opportunities for public art, interactive installations, and small performance spaces could further enrich the cultural vibrancy of Menlo Park's downtown. Integrating green infrastructure, such as bioswales and drought-tolerant landscaping, will align with the City's sustainability goals.

3. Balanced Parking & Mobility Solutions

Recognizing the importance of accessible parking for downtown businesses, the development approach seeks to optimize parking efficiency while encouraging alternative transportation modes. At Parking Plaza 3, a structured parking solution will maintain parking availability while freeing up surface area for more active and engaging uses at all three sites. Additionally, the developments will enhance pedestrian and bicycle connectivity, improve

wayfinding, maintain access to adjacent businesses, and integrate shared mobility options such as bike racks and EV charging stations in support of Menlo Park's forward-thinking transportation goals.

The Parking Plazas development will reinforce downtown Menlo Park as a destination for commerce, culture, and community engagement by reimagining these parcels as vibrant, multi-functional spaces. This approach ensures that the City's walkable and community-oriented atmosphere is preserved and enhanced while embracing more housing options beyond single-family residential and utilizing urban placemaking best practices.

4. Fire Fighting & Service Access

The mid-block location of development at Plazas 1 and 3 will require early coordination with the Menlo Park Fire District to ensure adequate emergency access to mid-block residential and existing commercial buildings, especially those with pedestrian and vehicle access from the interior of the block rather than from the street frontage. It is also essential to confirm early in the master planning process that the existing water system can provide the pressure required for robust fire sprinkler systems and consider the addition of mid-block fire hydrants. The development team will work closely with neighboring businesses, the City of Menlo Park, and related service providers to ensure adequate provision for waste collection, appropriate loading areas for move-ins and move-outs, and convenient loading zones for deliveries and passenger pickups.

5. Utility Coordination

Development of Plazas 1 and 3 will likely require relocating or undergrounding overhead utility lines. The development

team will initiate coordination with Peninsula Clean Energy (PCE) early in the master planning process to explore the most cost-effective means for relocating lines while maintaining service to all adjacent properties.

6. Phasing Approach

Our initial analysis explored the approach of developing a new free-standing parking structure in the mid-block portion of Parking Plaza 3 to accommodate all required replacement stalls. This first phase frees up the other Parking Plazas for affordable housing development in increments of 60-120 units each, right-sized for affordable housing funding programs.

Parking Plaza 1

On Plaza 1, the proposed development includes two buildings: a +/-175,000-GSF, seven-story multifamily development including 154 market-rate apartments with parking for residential uses at a ratio of approximately 1.20 spaces per unit, as well as a +/-93,000-GSF, eight-story multifamily development including 126 affordable senior apartments with staff parking. A pocket park could be incorporated into Maloney Lane to provide a welcoming forecourt for the market-rate building. The proposed developments would respect 25-foot setbacks along the interior property lines of businesses fronting Oak Grove Avenue and Santa Cruz Avenue and access drives from Oak Grove Avenue, Santa Cruz Avenue, and Chestnut Street, to maintain pedestrian, service, and fire access to neighboring buildings.

Parking Plaza 2

On Plaza 2, the proposed +/-132,000-GSF, seven-story multifamily development would include 120 affordable family apartments with parking

for residential uses at a ratio of approximately 0.66 spaces per unit. The lobby could be located on the northwest corner, fronting both Oak Grove Avenue and a new +/-1,900-square-foot pocket park on the corner of Oak Grove and Chestnut Street. The “Oak Grove Plaza” right of way would be transformed into a paseo, allowing for pedestrian, service, and fire access as well as provide open space for adjacent businesses.

Parking Plaza 3

On Plaza 3, a large portion of the site will be developed as a multi-story parking garage with approximately 72 spaces per floor and at least 556 spaces overall, in alignment with RFP goals. The garage will include accessible, van-accessible, and EV charging spaces, as well as short-term and long-term bicycle storage. The garage would also utilize parking management strategies like real-time parking availability systems and counters, and would be considered for shared parking with residential users as necessary to augment the needs of the new housing developments. A new pocket park, Crane Plaza, opens onto Crane Street with the public garage lobby and neighboring businesses providing active ground-floor frontages around the plaza edges. Furthermore, a proposed +/-131,000-GSF, nine-story development fronting University Drive would include 100 affordable family apartments with staff parking. Resident amenities and lobby spaces would activate frontage for University Drive. This development phase could be sub-phased – a strategy that will be analyzed for the best funding options.

We appreciate the needs for parking in the RFP. We believe a combination of funding sources will be needed to build, maintain, and operate the parking garage. Due to the addition of the market rate component to the project, the market

rate housing could make an approximate \$5M-\$10M capital contribution upon certificate of occupancy. If selected, we would work early on with the City to understand the retail parking needs and develop a funding strategy together.

On Plazas 1 and 2, these proposed six-to nine-story multifamily developments are anticipated to be five stories of Type III-A construction over one story of Type I-A construction, and nine-stories of Type I-A construction on Plaza 3. The multi-story parking structure is anticipated to be an open garage of concrete construction.

We understand the importance of minimizing disruptions to existing businesses while providing much needed affordable housing. By construction the parking garage as a standalone structure next to affordable housing on Plaza 3, we are able to maximize our chances of successfully funding it with Infill Infrastructure Grants “IIG” when that state program becomes available. We investigated Affordable Housing and Sustainable Communities “AHSC” financing, but it is limited to transit replacement parking within a ½ mile radius. While parking plazas #1 and #2 are within the ½ mile radius, the replacement parking is not for transit. IIG does allow replacement parking required by the housing approvals . We would also explore with the City the merits of a

revenue backed bond issued by the City. The lower borrowing costs associated with the City’s municipal status and AAA rating will save interest costs.

Architectural Resonance

This team’s architectural practice is not based on imposing a signature style using design formulas, stylistic or otherwise. We undertake thorough research to uncover the unique needs of each community being served, and organize a design process that engages City staff and area communities in a participatory, people-centered effort appropriate to each context. An iterative stakeholder engagement process helps us understand and respond to project concerns in design refinements. Innovative tools inform a variety of options to meeting functional requirements like program, budget, and building codes, as well as reveal insights into the community’s aspirations and values.

C.4 Unit Summary Table

Unit Summary Table - Product			
Unit Type	Count	Mix	Avg. NSF
Studio	74	15%	471
1 Bedroom	254	51%	604
2 Bedroom	104	21%	906
3 Bedroom	68	14%	1,097
Total	500	100%	714

Unit Summary Table - Affordability					
Segment	Studio	1 Bedroom	2 Bedroom	3 Bedroom	Total
30%	10	45	16	15	86
40%	0	0	0	0	0
50%	21	91	33	28	173
60%	10	46	15	13	84
70%	0	0	0	0	0
80%	0	0	0	0	0
TCAC Subtotal	41	182	64	56	343
Manager	0	1	2	0	3
Affordable Homes	41	183	66	56	346
Market	33	69	40	12	154
Total	74	252	106	68	500

TCAC Avg.

47%

The Project will deliver 346 affordable homes and 154 market rate homes for a total of 500 homes. There is a mix of unit types to serve family and senior populations across three affordable buildings. Additionally, the incomes needed to target AHSC align well with the City's desired affordability ranging from 30% AMI to 60% AMI.

Underwriting assumes some PBVs for some units in 30% AMI band. We will also partner with Housing Choices to set aside unit for people with intellectual and developmental disabilities, as we have done before at Meridian in Sunnyvale. We look forward to discussing the City's specific needs for this priority.

C.5 Parking Summary

The Project will deliver 556 - 574 replacement stalls in a public garage located on Plaza #3. Phasing the parking structure first will limit the duration of a parking stall deficit compared to the current public stall count. The balance of parking stalls above 100% replacement can go toward residential parking on Plaza #3.

C.6 Sustainable Features

Creating a vibrant, transit-oriented development that utilizes nearby transit, shopping, and community amenities is fundamental to aligning with the City's Climate Action Plan. Furthermore, incorporating sustainable design features throughout the three parcels aligns with San Mateo County's Green Building Ordinance and LEED or GreenPoint rating system measures specific to new building construction. Designs could also be analyzed for life-cycle carbon and carbon-reduction strategies. The new developments will utilize:

- All-electric energy, with solar photovoltaic panels and EV parking
- Prefabrication of framing and plumbing to minimize construction waste
- Low- and No-VOC finishes and red-list-free materials to promote improved indoor environmental quality
- Stormwater management and wastewater management strategies
- Low-flow fixtures as part of water-use reduction strategies

- Energy-efficient and dark-sky-compliant lighting
- Use of low-carbon concrete admixtures
- Water-efficient and native landscaping
- Stewardship of resources

C.7 Contingencies

Reimbursement of Eligible Predevelopment Funds: Should the City be unable to dispose of the land through no fault of the Developer, the Developer will be entitled to reimbursement of the predevelopment costs and reasonable staffing costs.

The City and the Developer will coordinate and collaborate on conveying developable lots, including vacating easements and rerouting utilities.

City to seek designation from HCD that site is Surplus.

C.8 Environmental Effects

Related and Alta will thoroughly study the environmental impacts of the Project with qualified environmental consultants and develop a project-specific Environmental Site Management Plan in consultation with the appropriate regulatory agencies. Those impacts are unknown pending initial analysis, but Related and Alta have experience encountering a wide variety of potential impacts and enacting appropriate mitigation measures during design and construction.

The consultant team of M-Group, BAE and Hexagon identified several potential impacts of residential infill development like use of city services and emergency service access. Fortunately, this type of housing is upheld to stringent new

building and fire codes like fully sprinklered buildings and centralized servicing. Emergency Vehicle Access is an important part of the overall project, which is why we will engage the Fire Department early.

C.9 Proposed City Responsibilities for the Project

Successful delivery of a mixed-use, parking-inclusive project on the Downtown Parking Plazas hinges on a clear and collaborative set of shared responsibilities. Related and Alta deem the following as necessary for delivering a financially feasible, community-supported project:

- Bond issuer for parking garage
- City to provide mutually agreed disposition terms
- City provides staff facilitation for coordinated review (Planning, Fire District, Public Works)
- Cooperation in securing financing (TCAC, CDLAC, AHSC, IIG, County NOFA applications, etc.)

At this time Related and Alta do not have a fully privately funded parking garage proposal. We look forward to discussing the menu of options we've proposed and how that can best come together into a fully financed replacement parking solution. We have put forward the most feasible pathway, combining market rate land proceeds and maximum IIG funding pending program availability. Related has built standalone parking garages before, and will collaborate with the City to keep the gap as low as possible through design and outside funding opportunities.

D.1 Work Plan

Alta and Related propose a development schedule that balances the needs of robust stakeholder engagement, financial feasibility, and public parking inventory management. During predevelopment we will work with the City and other agencies to produce buildable, financeable scenarios as a starting point for wider stakeholder engagement.

Alta and Related are eager to facilitate the public community engagement necessary for successful transformation of the downtown parking plazas into housing, public space, and replacement parking. We envision an iterative engagement process with multiple workshops to solicit input from downtown users, businesses, and residents. We have experience with third-party facilitators and running the engagement ourselves.

Please see the attached quarterly schedule:

Stage	2026				2027				2028				2029				2030				2031				2032			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Pre-application																												
Preliminary Design Meetings																												
Community Outreach																												
Lease/Sale Agreement																												
Entitlement Design																												
Entitlements																												
Entitlement Application																												
Staff Review																												
Financing																												
IIG Application																												
IIG Awards																												
AHSC Application																												
AHSC Awards																												
TCAC / CDLAC																												
Closing																												
Construction																												
Parking Structure (Plaza 3)																												
Residential (Plaza 3)																												
Residential (Plaza 1a)																												
Residential Phase 2																												
Residential Market Rate																												

D.1 Budget Summary

	Combined Affordable		Parking Garage		Market Rate	
Development Program						
Units / Type	346 homes		574 stalls		154 homes	
Development Uses	Total	Per Unit	Total	Per Stall	Total	Per Unit
Acquisition	-	-	-	-	7,500,000	48,701
Hard Costs	187,519,000	541,962	40,180,000	70,000	70,432,000	457,351
Hard Cost Contingency	18,751,900	54,196	4,018,000	7,000	7,043,200	45,735
Soft Costs	66,946,876	193,488	14,350,000	25,000	36,590,200	237,599
Soft Cost Contingency	6,694,688	19,349	1,435,000	2,500	3,651,320	23,710
Operating Reserve	1,817,796	5,254	-	-	4,991,045	32,409
Developer Fee	14,793,000	42,754	2,999,150	5,225	3,873,800	25,155
Total Development Cost	296,523,260	857,004	62,982,150	109,725	134,081,564	870,660

Philosophy

Related and Alta will invest significant time and resources to ensure thoughtful community engagement and a shared objective. Over the years, we have found encouraging participation from a wide base of stakeholders and incorporating their input early and throughout the process consistently leads to successful on time and on budget implementation of the development plan.

We also recognize the lasting value of developing a site in partnership with the local stakeholders, prospective residents, surrounding residential and commercial neighbors, and other important stakeholders. The development is better conceived, designed, and executed in this way and everyone involved will be better served. These relationships and mutual trust lay the foundation for future investment opportunities in the community.

E.1 Benefits

The RFP and planning efforts to date have done well to identify key project priorities. Permanently affordable housing, replacement public parking, and parks and plazas are the cornerstones for a lasting community benefit package. The Project will leverage AHSC funding to include significant investments in improving pedestrian and transit infrastructure that will benefit both all users of the Downtown and surrounding neighborhoods. The site plan proposes

enhancement for pedestrians throughout the area to improve downtown connectivity to Caltrain, businesses, and the parking garage.

E.2 Community Outreach and Engagement Strategy

Related and Alta's collective experience with community engagement will drive the engagement strategy with particular sensitivity around enhancing downtown vibrancy, limiting disruptions to local businesses, and responding to primary areas of concern that stakeholders in highly resourced areas may raise. We are experienced in securing streamlined entitlements without losing community support and the invaluable feedback that comes from thoughtful outreach.

The Team's efforts will begin with reaching out to local community-serving organizations to ensure community voices are heard. Additionally, we will leverage our hyperlocal networks of social services providers and housing advocacy organizations, such as Housing Choices and Destination: Home, to engage potential future residents early in the development process. Related and Alta will partner with the City to hold additional community meetings to advance neighborhood awareness and gain stakeholder insight about proposed public improvements.

In addition to these efforts, the outreach strategy following initial conceptual

design work with the City and other local agencies may include:

1. In-person meetings with neighboring business owners
2. In-person meetings with neighborhood groups
3. Community meetings and workshops
4. Project website for interested stakeholders to stay informed with project updates and upcoming opportunities for feedback
5. Pop-up events at churches, community centers, popular destinations, and gatherings hosted by members of the community to ensure underrepresented communities can influence and access this housing development.

Through these meetings and forums, we will build a contact list to keep stakeholders engaged, share updated and new meetings, and conduct surveys before progressing design. Our outreach efforts will go beyond the design process to include regular correspondence as the project progresses.

Our team will avoid defining the project's surrounding community too narrowly or targeting only selected groups. We will implement an "open door" community engagement policy, which allows participation by any interested individual or group.

E.3 Construction Impacts

Related and Alta will work with the individual business owners to limit

potential impacts of construction to their operations. Given the unique nature of each business, we propose consultations or open office hours to best understand each business' current servicing and delivery patterns, how they could be improved by new development, and how we can optimize construction logistics to mitigate potential disruptions.

During construction we'll communicate at a defined cadence so business owners can better plan, especially during more busy times like pouring cycles. We have found websites, newsletters, and direct email to be most effective at keeping neighbors apprised of construction progress.

Our Builder will also be responsible for following the Site Mitigation Plan that environmental engineers will develop with the appropriate regulatory agency oversight, which will identify specific mitigation measures for potential construction impacts like dust, noise, and stormwater.

E.4 Communication

Our approach to communication is to offer regular opportunities for feedback and maintain an open door policy.

City: We propose weekly check-ins at minimum throughout the duration of development with the key people dedicated to the project for the City and the Developer. These will serve as opportunities to discuss key aspects of the Project like entitlements, financing, permitting, construction, and lease-up.

Downtown Businesses: We will outreach directly to neighboring business owners and the broader downtown business community to build awareness and open communication lines early. Businesses will have opportunities to give feedback, especially on issues directly affecting them like the parking plan, servicing, deliveries, and streetscape improvements.

E.5 Local Partners

We will begin identifying local partners following developer selection.

E.6 Labor Commitments

Related and Alta are proud to enjoy a high level of Trades involvement in most of our projects and look forward to continuing these partnerships.

Related and Alta propose a phased development plan for the downtown parking plazas. This has two primary benefits. First, availability of financing sources will likely be the limiting factor in determining speed of delivery so the phased approach is less risky. Second, a phased approach limits the initial public parking deficit to the initial Plazas needed for development and construction logistics.

F.1 Quarterly timeline and estimated milestones:

Please refer to the work plan.

F.2 Entitlements and Environmental Review:

Since the first State entitlement streamlining legislation passed in 2018, Related has been at the forefront of utilizing these tools. Related has successfully utilized Assembly and Senate Bills 35, **423, 2011**, 2162, 2923, among others, to entitle nearly 2,000 units across 11 projects in Northern California alone. These resources allow projects to advance on an expedited timeline and reduce the risk of lengthy entitlement challenges. Related and Alta do not view streamlining as a replacement to community engagement, rather to increase the speed and security of the entitlement process.

We will work with the City of Menlo Park to further evaluate options, and propose the following as the starting strategy for a

mixed-income approach:

Market Rate: AB 130 CEQA exemption and State Density Bonus Law. AB 130 is newly enacted legislation that offers CEQA exemptions and reasonable review timelines for qualifying projects.

Affordable + Replacement Parking: SB 423 and AB 2011 combined with State Density Bonus Law offer viable pathways for streamlining and meeting required yields. The choice between streamlining laws may depend on the final development program following community engagement due to the two thirds residential requirement in AB 2011.

F.3 Risks and Mitigation:

CEQA Risk: All projects in the state of California run the risk of CEQA challenge. Fortunately, Related and Alta have an excellent track record in leveraging state law to mitigate CEQA risk for the benefit of the locality and project. In this specific circumstance, AB 2011 and SB 423 appear to be great candidates for the affordable component. AB 130 is new state law that market rate developments can successfully leverage for CEQA exemption.

Financing Risk: Nearly all of our developments have been financed with government sources of funding, including but not limited to, Low Income Housing Tax Credits (4% and 9%), Tax-Exempt Bond Financing, Affordable Housing Program (“AHP”) funds, Community

Development Block Grants (“CDBG”) funds, Project-Based Section 8, HOME funds, Affordable Housing and Sustainable Communities (“AHSC”) funds, Infill Infrastructure Grant (“IIG”) funds, Multifamily Housing Program (“MHP”), Transit Oriented Development Housing Program (“TOD”) funds, Rental Assistance Demonstration (“RAD”) funds, and most recently, California Housing Accelerator funds, VHHP, HOPWA, and MHSA. Our team’s insightful and nuanced understanding of these programs prepares us for the currently challenged funding environment. We will reach out early to Caltrain and SamTrans to find transit scope for AHSC partnership.

Hard Cost Risk: Related, Alta, and the design team keep cost control at the top of mind while designing buildings. The current plan evidences this in the following ways:

- We have capped the highest occupiable floors at 75’ to stay within more affordable construction typologies.
- We have avoided costly basements.
- We have generally designed repeating, stackable floor plans to minimize complexity.
-



G.1 Property Management Plan

The project will be managed by Related's management team. Affordable housing isn't just what we do—it's who we are. Since our founding in 1972 as a dedicated affordable housing owner manager, we have built a proven track record of creating and sustaining flourishing communities. Today, Related Affordable Management stands as a national leader, with more than 35,000 affordable apartments across over 220 communities. We are proudly recognized as one of the largest owner-operators and preservationists of affordable housing in the country.

Our unwavering commitment to affordability is evident in our proud history of never converting a single affordable housing unit to market rate—a testament to our dedication to preserving long-term affordability.

As the affordable housing management arm of Related Companies, we bring unmatched knowledge and experience to every project we undertake. Whether it's preserving existing units, enhancing resident services, or creating new opportunities, Related Affordable Management remains at the forefront of shaping communities and improving lives. For us, affordable housing isn't just a legacy—it's our mission, our expertise, and our future.

All of the properties we manage are owned by Related Companies and we are not distracted by managing asset for other owners. This allows us to leverage decades of experience in development, finance, and construction to preserve and enhance affordable housing communities while achieving our ownership objectives. This

continuity and integration ensure that every decision reflects our dedication to long-term affordability and positive community impact. By maintaining unparalleled standards in property maintenance, resident services, program administration, and financial planning, we strengthen our reputation for excellence among municipal, financial, and housing communities.

Using the concept of Respect-Based Management, we understand that preserving affordable housing requires addressing the wellbeing of all stakeholders, and this philosophy drives our daily operations. Our high standards for maintenance efficiency, administrative accuracy, and compassionate service are designed to enhance residents' quality of life while safeguarding long-term affordability.

As an Equal Opportunity Employer, we proudly promote equity and non-discrimination in housing, upholding legislation such as the Fair Housing Amendments Act of 1988, Section 504 of the Rehabilitation Act of 1973, and Titles VI and VII of the Civil Rights Act of 1964. Our employees are our greatest asset, and we are dedicated to their growth and success. Through educational reimbursement programs, comprehensive performance evaluations, and in-house training, we develop professionals who share our commitment to affordable housing. This focus on professional development, combined with our dedication to Equal Employment Opportunity, distinguishes us as one of the nation's most respected real estate organizations.

PORTFOLIO OVERVIEW

Across our portfolio, every property features at least one affordable housing program, highlighting our unwavering commitment to creating and preserving accessible housing options. These programs include Section 8, Section 236, Low Income Housing Tax Credit (LIHTC), and Mitchell-Lama housing.

Our communities serve a diverse range of needs, encompassing mixed-income, family, performing artist, homeless, veteran, 55+ communities, and 62+/elderly/disabled. We currently own and operate in sixteen states including CA, CO, CT, IL, MA, MI, MN, MO, NJ, NY, OH, PA, SC, TX and WI.

Regulatory Program Expertise With extensive experience collaborating with federal, state, and local housing agencies and housing authorities, development organizations, and resident communities—we bring unparalleled expertise to preserving affordable housing. Our partnerships emphasize creative solutions and responsible stewardship, ensuring that these communities remain accessible for generations to come.

COLLABORATING WITH HOUSING AUTHORITIES AND AGENCIES

We work closely with a wide range of federal, state, and local agencies to advance affordable housing initiatives. These include but are not limited to the U.S. Department of Housing and Urban Development (HUD), New Jersey Housing and Mortgage Finance Agency, New York State Housing Finance Agency, New York State Division of Housing and Community Renewal, U.S. Department of Agriculture – Rural Development, New York City Housing Development Corporation, New York City Department of Housing Preservation and Development, California Tax Credit Allocation Committee,

Connecticut Housing Finance Authority, Connecticut Department of Housing, Illinois Housing Development Authority, and Massachusetts Housing Finance Agency. Additionally, we maintain strong partnerships with numerous local housing authorities, development agencies, and community organizations.

EXCELLENCE IN REGULATORY COMPLIANCE

Navigating the complex regulations set by the Internal Revenue Service and HUD for properties financed through the syndication of Tax Credit programs and other subsidized funding sources demands diligence, expertise, and professionalism. We are proud of our exemplary record of full compliance with Low-Income Housing Tax Credit (LIHTC) requirements and the diverse regulations administered by housing agencies nationwide. This achievement reflects our unwavering commitment.

G.2 Household Income

Specific affordable projects may differ, but being over-income is a common occurrence. IRS and TCAC policy require that the next available unit adjust down to the lower affordability level when a tenant becomes over income. Related Affordable Management has decades of compliance experience with issues such as this and will follow applicable federal, state, and local laws.

G.3 Resident Services Plan

Alta Housing will provide supportive services for project residents. Alta Resident Services partners closely with community organizations to provide robust services for residents and will oversee and manage any contacts with third-party supportive services agencies. With decades of experience providing and managing supportive services at Alta properties in Silicon Valley, Alta Resident Services will leverage its unique geographic expertise to support project residents at the highest possible level.

Alta is committed to developing communities where residents not only live, but thrive. The Alta Housing Resident Services Division has provided onsite services at our current housing developments for over 20 years as part of that commitment. Throughout our portfolio of family, senior, and SRO housing units, our mission has been to partner with residents to provide services that are resident-driven, strength-based, impactful, and empowering. We provide support in the following three service areas:

Supporting Counseling & Housing Retention	1-on-1 individualized confidential assessments of needs and support with problem-solving around goals and housing stability needs.
Community Building & Resident Leadership	Events that strengthen the bonds between neighbors and provide opportunities for residents to get involved in their community.
Educational Programs & Social Services	Providing specialized classes, workshops, and programs for adults, seniors, parents, and children based on identified needs and interests, often through partnerships with community agencies. Examples include afterschool & summer youth programs; parenting classes; financial literacy workshops; job coaching; health & wellness initiatives.

Our team of Service Coordinators is well-versed in local resources and can refer residents for specialized services to any number of community partners. Services work best when the residents are part of the service design process—at move-in, residents would have the opportunity to express their needs through needs assessments, surveys, and focus groups. Each household will have different goals, and we will customize services to meet the needs of this property best. The portfolio of services may include but is not limited to:

- Weekly office hours for support counseling and housing retention--helping to mitigate any personal needs that may impact housing stability. This includes information and referral to local community agencies to assist with specific household needs such as counseling, childcare, transportation, public benefits, etc.
- Financial empowerment workshops and coaching--financial literacy concepts discussed in a group setting and individually including budgeting, credit repair, debt reduction, savings plan, etc.;
- Referrals for job coaching services through a partnership with the local adult school helping residents to work on and advance their career goals;
- English as a Second Language and computer literacy classes taught by community volunteers or partner organizations;
- Health and wellness programs that bring in information on living with chronic health conditions;

- Food security programs through partnerships with local food banks to assist residents in extending their budgets through food savings;
- Annual scholarship for adults returning to school to advance their careers, the Opportunity Scholarship;
- Annual community-building events such as barbeques and holiday parties.

In 2024, Alta Housing received a \$750,000 grant from the Silicon Valley Community Foundation (SVCF) to launch a groundbreaking Wellness Navigation Pilot Program, a two-year initiative designed to provide comprehensive wellness services to low-income residents in Palo Alto. This initiative addresses several key challenges faced by the community, including rising mental health issues exacerbated by the COVID-19 pandemic, limited access to holistic wellness services for low-income residents, and complex public benefits systems that create barriers to accessing support. These factors underscore the need for integrated services that address resident needs.

The Wellness Navigation Program will support residents by increasing access to health services and public or community-based benefit and help them navigate complex systems to obtain essential resources. It will enhance mental health services by offering individual and group therapy sessions, while also promoting holistic wellness through mindfulness, nutrition, and fitness programs.

Intellectually and Developmentally Disabled Units

Related and Alta have partnered with Housing Choices, a local community engaged non-profit, to provide services to a

portion of the units onsite dedicated to those with Intellectual and Developmental Disabilities (“I/DD Units”). Related has twice previously partnered with Housing Choices to provide I/DD units at projects in Mountain View and Sunnydale. Housing Choices, working exclusively in San Mateo, Santa Clara, and Santa Cruz counties, helps over 1,800 individuals with developmental disabilities find housing and creates and individualized service plan those tenants to insure they are supported and can stay happily housing. The location, with easy access to amenities provides an unmatched opportunity for I/DD housing.



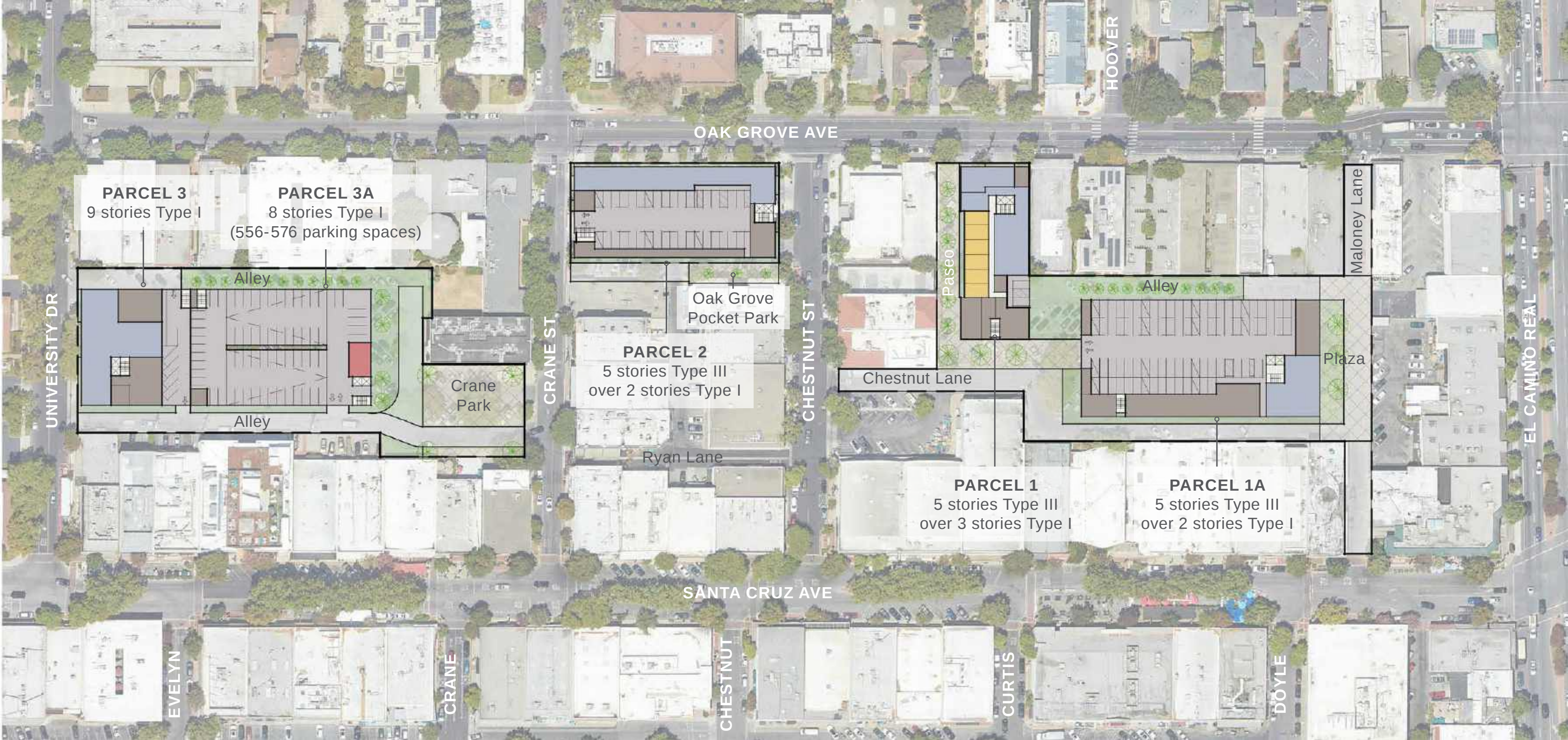
We go through a yearly budgeting exercise for each property to identify areas needing capital improvements in collaboration with Property Management. Additionally, permanent debt lenders may specify specific reserve requirements at Construction Closing.

G.4 Commercial Management Strategy

We contemplate a small footprint of community-servicing retail at this time. Downtown Menlo Park is well served by existing retail, but we are open to trying to provide more space if it emerges as a high priority.

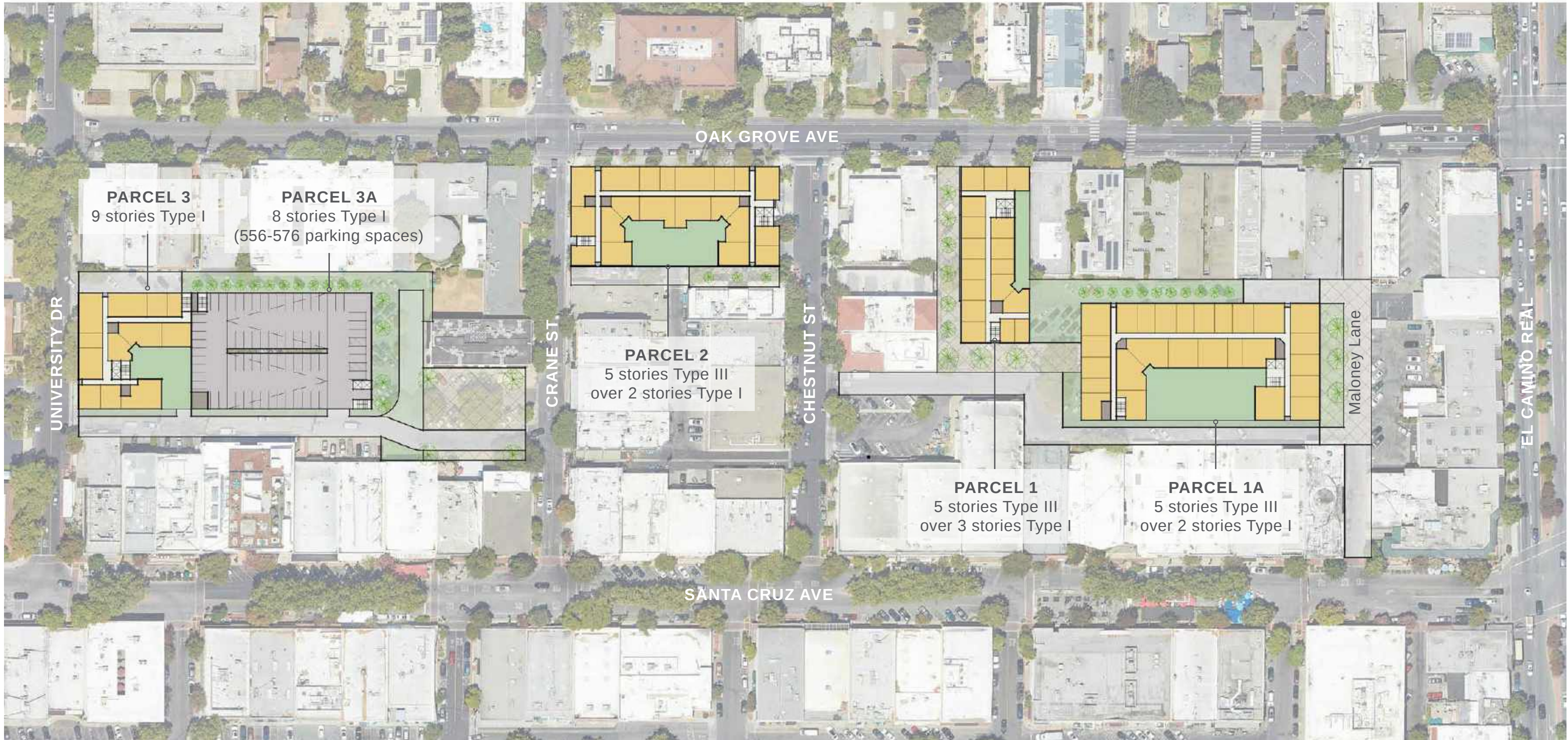
G.5 Long-term Maintenance Approach.

Related and Alta are long term stewards of the assets we develop and manage, and usually under 55-year regulatory agreements or 99-year ground lease agreements to maintain the quality. This is the starting point from which we operate. Our fully staffed asset management teams oversee a broad portfolio across the West Coast including over 20,000 affordable homes.



Menlo Park Parking Plazas





Menlo Park Parking Plazas

Typical Upper Level





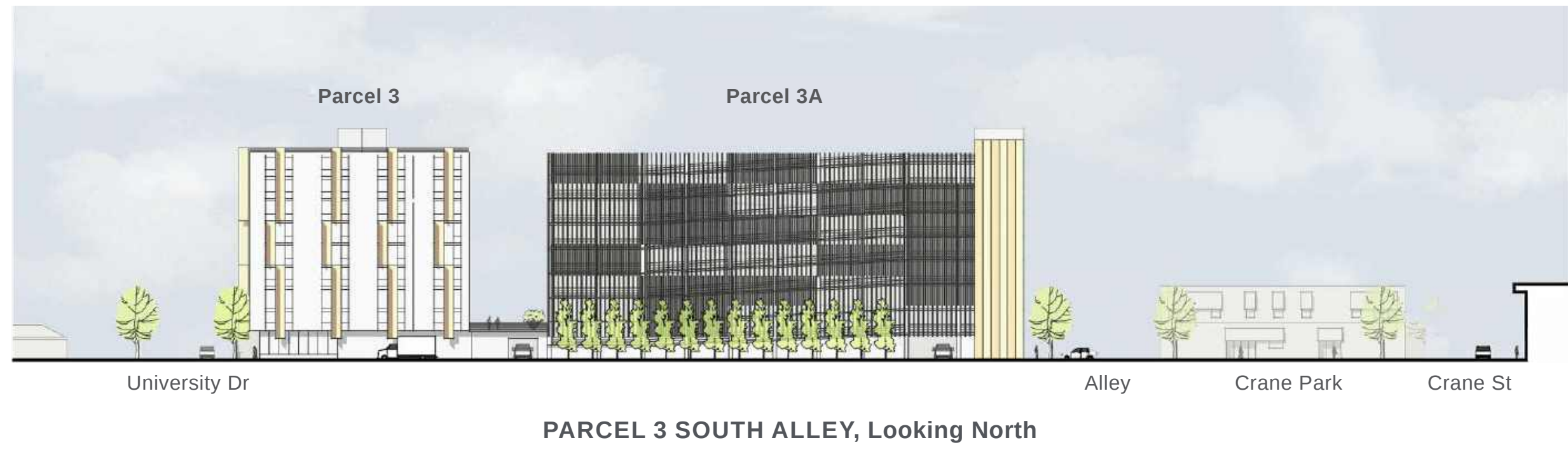
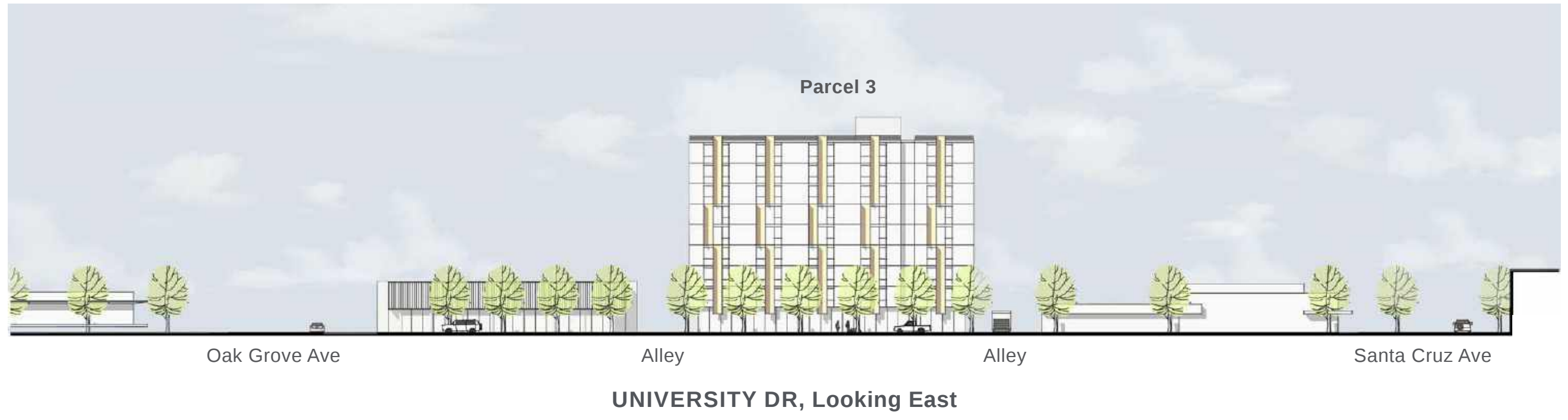
Chestnut St

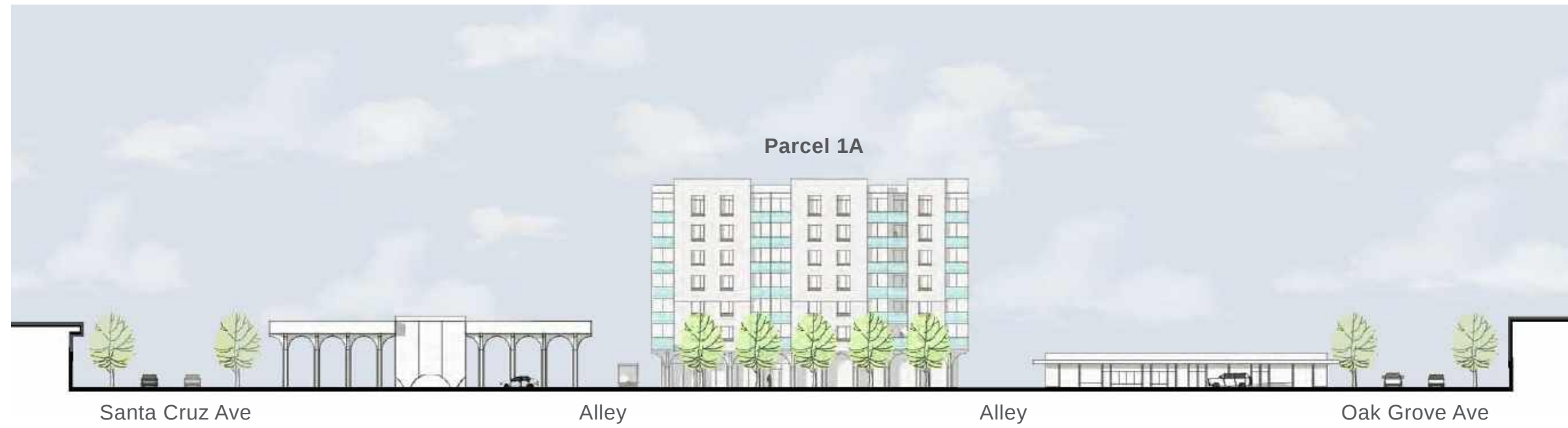
Crane St

OAK GROVE AVE, Looking South

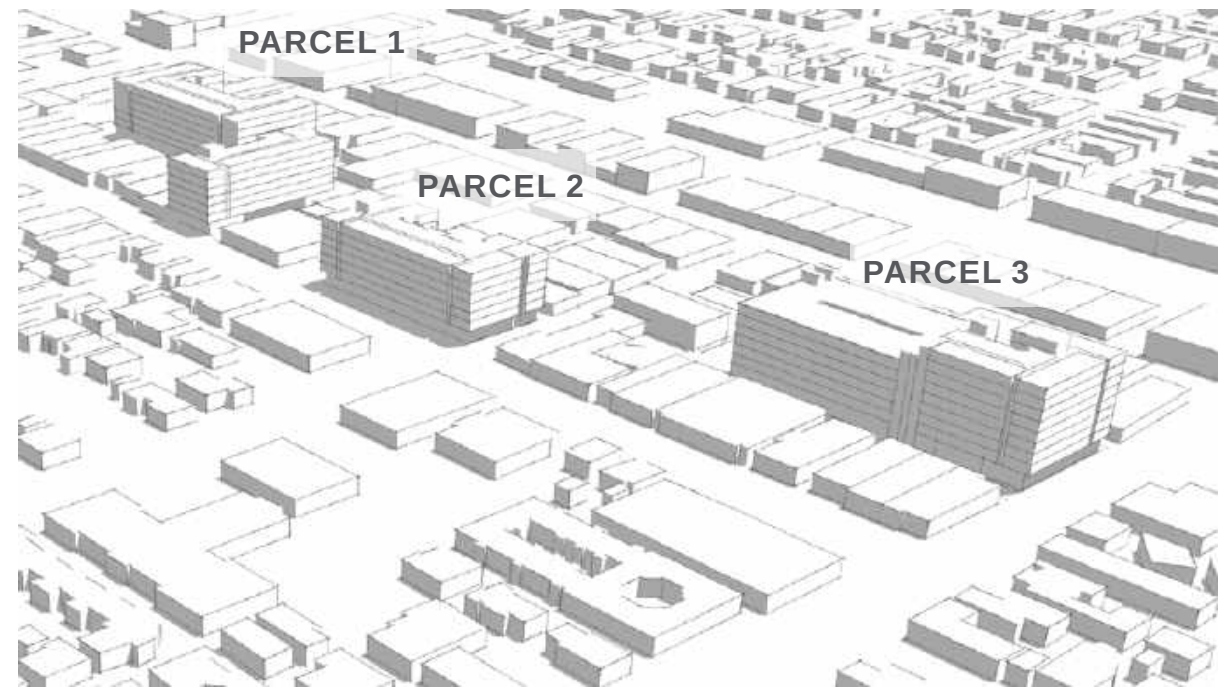


CHESTNUT ST, Looking West

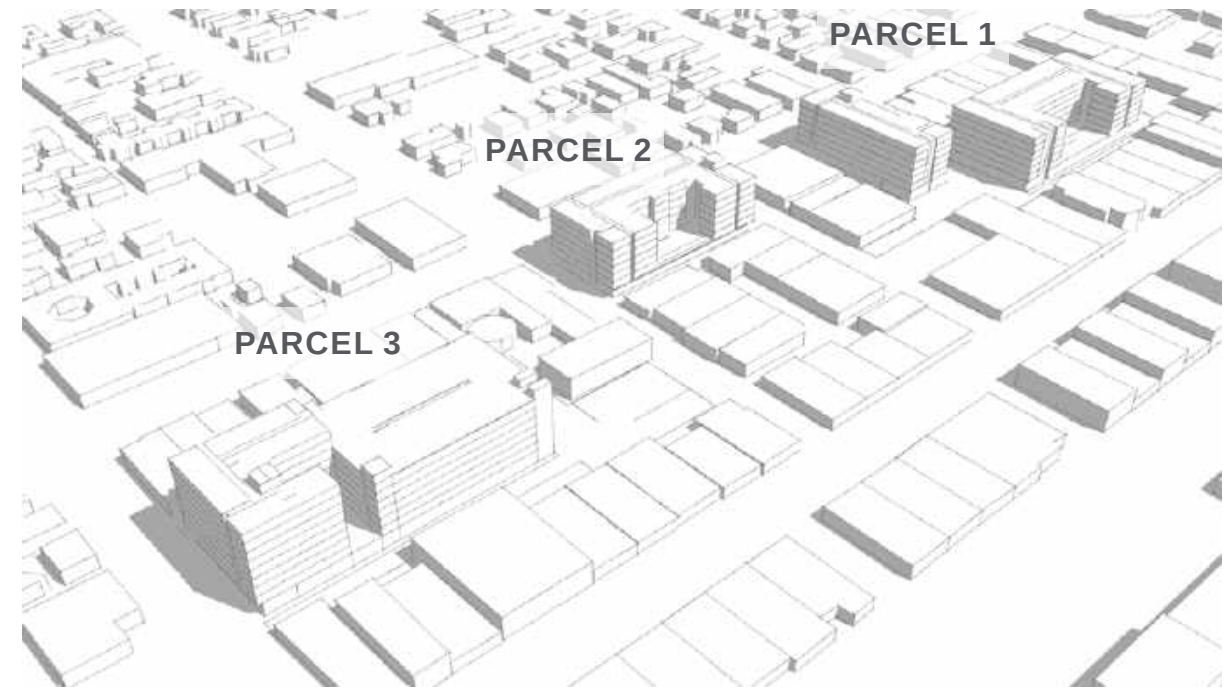




MALONEY LANE, Looking West



AERIAL, Looking East



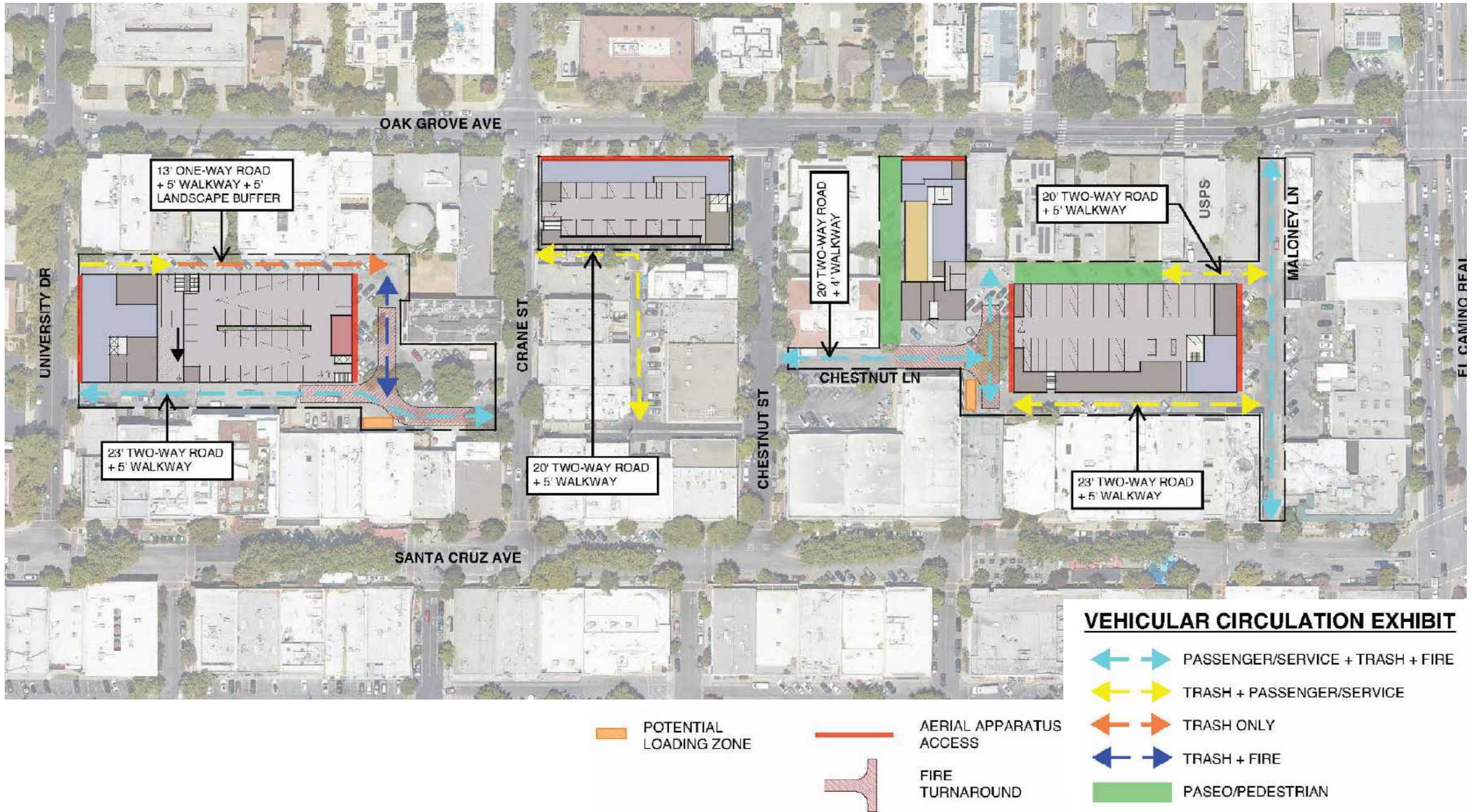
AERIAL, Looking North



Menlo Park Parking Plazas

Conceptual Landscape Plan





Menlo Park Parking Plazas

Conceptual Traffic Circulation Plan