



ULI San Francisco
Serving the Greater Bay Area

HOUSING THE BAY

SUMMIT

MAY 10, 2019





ULI San Francisco

Serving the Greater Bay Area

The Urban Land Institute is a global, member-driven organization comprising more than 40,000 real estate and urban development professionals dedicated to advancing the Institute's mission of providing leadership in the responsible use of land and creating and sustaining thriving communities worldwide.

Established in 1936, the Institute has a presence in the Americas, Europe, and Asia Pacific regions, with members in 76 countries, including over 2,300 in the ULI San Francisco (ULI SF) district council. ULI San Francisco serves the greater Bay Area with pragmatic land use expertise and education.

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TABLE OF CONTENTS

Summit Introduction & Map.....	2
Summit Schedule.....	3
Session Descriptions	4
Lunch Discussions	5
Housing the Bay Working Group Summaries.....	8
Summit Speakers	10
Acknowledgements.....	25

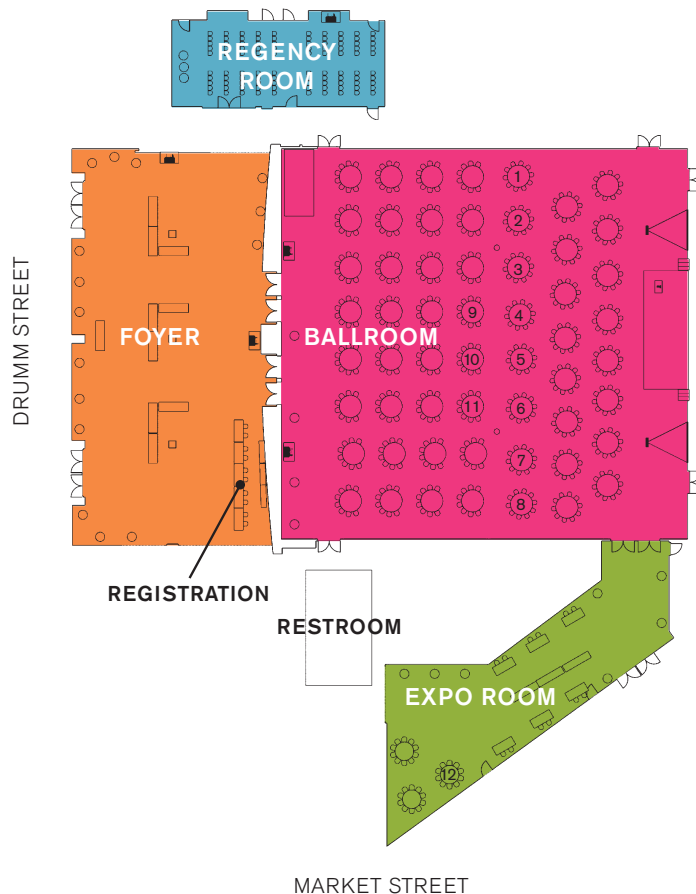
HOUSING THE BAY

It's impossible to live in the Bay Area without being impacted in some way by the high cost and limited supply of housing. Whether you're looking for somewhere to live, trying to hire and retain employees, or watching your friends or family leave the area for lack of housing options, this issue touches you.

To address this challenge, we launched Housing the Bay in 2017, a ULI San Francisco member-driven initiative to foster innovative solutions to the Bay Area housing crisis in the realms of financing, building costs, policy, and the public process. Through ongoing events, workshops, dialogue, and research, we are working together with our members and partners to

break down barriers and take steps toward finding lasting housing solutions for the Bay Area.

We have convened together on May 10th for the Housing the Bay Summit, where speakers from around the country are engaging in conversations on lessons learned, successful case studies, and best practices with local Bay Area leaders. Following the Summit there will be more opportunities to get involved as we move forward with proposals for action to ensure that more people in the Bay Area have homes they can afford and we can maintain the quality of life that our region is known for.



SUMMIT MAP

Lunch Discussion Tables:

1. Produce, Preserve, Protect
2. Produce, Preserve, Protect
3. Construction Technologies
4. Construction Technologies
5. Tyrone Poole, OneApp
6. Development without Displacement
7. Development without Displacement
8. Calvin Gladney, Smart Growth America
9. Lightning Round
10. Lightning Round
11. Lightning Round
12. Housing Finance (Expo Room)

Exhibitors:

Bay Area Metro
K2 Clean Energy Capital, LLC
Northern California Carpenters Regional Council
San Jose Flea Market
ULI Terwilliger Center for Housing
UrbanSim

	FOYER
7:30 – 8:00am	Registration / Coffee / Networking
	BALLROOM
8:00 – 8:25am	Welcome and Opening Remarks
8:25 – 8:45am	Keynote: Dr. Michael McAfee, President and CEO, PolicyLink
8:45 – 9:45am	Produce, Preserve, Protect: How Will Our Region's Compact Transform California?
9:45 – 10:30am	New Construction Technologies: Searching for the Magic Bullet
	FOYER
10:30 – 11:00am	Coffee / Networking Break
	BALLROOM
11:00 – 11:55am	Walking the Tightrope: Development without Displacement
11:55 – 12:25pm	Keynote: Tyrone Poole, Founder and President, OneApp
12:25 – 1:45pm	Lunchtime Activities
	BALLROOM
	12:45-1:20pm Lunch with the Speakers
	REGENCY ROOM
	12:45-1:20pm Discussion: Bay Area Homelessness
	EXPO ROOM
	Exhibitor Tables
	Discussion Table: Housing Finance
	Dessert & Coffee
	BALLROOM
1:45 – 2:40pm	Lightning Round: Addressing Housing Inequalities
2:40 – 3:25pm	Shared Responsibility: Corporate and Impact Investing to Build Housing
3:25 – 3:55pm	Minneapolis and the Radical Plan to Create an Inclusive City
3:55 – 4:50pm	Housing Leadership with California Mayors
4:50 – 5:00pm	Closing Remarks
	FOYER
5:00 – 6:00pm	Reception Hosted by Pacific American Group

Welcome & Opening Remarks

SPEAKERS:

Kim Diamond

Managing Director, Trumark
Urban and Chair, ULI SF

Michelle Malanca Frey

Executive Director, ULI SF

Keynote

A national voice in policies to address equity in our communities, Dr. Michael McAfee brings leadership experience from organizations such as PolicyLink, U.S. Department of Housing and Urban Development (HUD), and BRIDGE Housing. Drawing from his deep work on transformational initiatives, he will share a vision for the creation of meaningful change.

Introduction: Michelle Malanca Frey, ULI SF

SPEAKER:

Dr. Michael McAfee

President and CEO, PolicyLink

Produce, Preserve, Protect: How Will Our Region's Compact Transform California?

Recommendations from the Bay Area CASA Compact are working their way through the legislature while Governor Newsom has announced a complementary set of initiatives that are poised to transform California's housing landscape. A dynamic mix of housing leaders and legislators will discuss the Compact strategies and statewide initiatives to protect tenants, preserve affordable housing, and stimulate new housing production in the Bay Area and across California.

Introduction: Libby Seifel, Seifel Consulting

SPEAKERS:

Leslye Corsiglia Executive
Director, SV@Home (Moderator)

Alicia Aguirre

Council Member, Redwood City
Council

Ben Metcalf

Director, California Department
of Housing and Community
Development

Nancy Skinner Senator,
California State Senate

Scott Wiener

Senator, California State Senate

Bill Witte

Chairman and CEO, Related
California

New Construction Technologies: Searching for the Magic Bullet

The costs of conventional construction in the Bay Area have reached unsustainable levels, stopping production in its tracks, and increasing costs for everyone. Necessity is the mother of invention, and creative, efficient solutions are being proposed at all scales. Entrepreneurs and experts will discuss new strategies and techniques to deliver housing to tackle this problem head on.

Introduction: David Garcia, Turner Center

SPEAKERS:

Naomi Porat

Strategic Advisor, Factory_OS
(Moderator)

Jason Laub

COO, RAD Urban

Jeff Morrow

Program Manager, Lendlease

V. Fei Tsen

Founder and Managing Partner,
Windflower Properties

Michael Yarne Co-Founder,
Social Construct

Walking the Tightrope: Development without Displacement

As the economy continues to grow throughout the Bay Area, extreme pressure has been put on the housing market. At first glance, it seems like a solution to build more housing at all income levels is the right one. But how can we do this while also preventing displacement? By looking at the history of development, and segregation, in the Bay Area this panel will begin to explore how different cities are working to retain economic and racial diversity by thinking more about where they should build and for whom.

Introduction: Natalie Sandoval, ULI SF

Keynote

Many families that have everything required to obtain housing go homeless every year because they are unable to locate housing they qualify for. How can technology help these renters find housing that matches their needs? Tyrone Poole of OneApp talks about what can happen to a rental market in a city when renters are empowered with information about their options.

Introduction: Casey Pond, ULI SF

SPEAKER:

Gloria Bruce
Executive Director,
East Bay Housing
Organizations (EBHO)

Karen Chapple
Professor of City and
Regional Planning,
UC Berkeley, Urban
Displacement Project

Calvin Gladney
President and CEO,
Smart Growth
America (Moderator)

Lydia Tan
Managing Director,
Real Estate, Oakland
Athletics

SPEAKER:

Tyrone Poole
Founder and President, OneApp

LUNCHTIME ACTIVITIES

BALLROOM

Lunch with the Speakers

Grab your lunch and have a seat at any of the numbered tables with the day's speakers for a casual and lively dialogue. Each table will have a sign on it that corresponds to specific sessions (see map on page 2). First-come, first-served.

REGENCY BALLROOM

Discussion: Bay Area Homelessness

Over 28,000 people lack permanent shelter in the Bay Area, a crisis directly related to a lack of affordable housing options. Experts will explore strategies to address homelessness with perspectives that transcend city boundaries as solutions must be coordinated regionally in order to make an impact.

Speakers:

Darin Ranelletti, Policy Director for
Housing Security, City of Oakland
(Moderator)

Adrian Covert, Vice President of Public
Policy, Bay Area Council

Rebecca Foster, Executive Director,
San Francisco Housing Accelerator Fund

EXPO ROOM

Exhibitor Tables

Discussion Table: Housing Finance

Dessert & Coffee

Lightning Round: Addressing Housing Inequalities

This interactive session invites you to engage with out of the box, provocative ideas for addressing the housing equity gap that touch race, generation, age, ability, and economic status. A diverse group of innovators and entrepreneurs will present their solutions to create opportunities for everyone to have access to housing – in 3 minutes or less!

Introduction: Corey Smith, San Francisco Housing Action Coalition

Shared Responsibility: Corporate and Impact Investing to Build Housing

We've all heard in the news about large corporations and impact investors dedicating significant resources to fund affordable housing and homelessness initiatives. Can this new model of shared responsibility make an impact on the low-income and workforce housing industry's largely unmet need for low-cost capital? Hear from players on both sides of the equation as to how this model can ignite housing production in the Bay Area.

Introduction: Jim Mather, Housing Trust Silicon Valley

Minneapolis and the Radical Plan to Create an Inclusive City

The launch of Minneapolis 2040 was a watershed moment. A major American city had chosen to reckon with the ignominious history of exclusionary zoning and was prepared to make it right. Led by Lisa Bender, President of the Minneapolis City Council, find out how Minneapolis cultivated public buy-in to eliminate single family zoning, mandate density, and make crucial steps towards creating a more equitable city.

Introduction: Xiomara Cisneros, Bay Area Council

Housing Leadership with California Mayors

Our housing crisis is impacting people, businesses, and communities well beyond the nine-county Bay Area. Mayors across the state are on the front lines of this crisis and how they choose to deal with this monumental challenge will impact the prosperity and livability of their cities for decades to come. Liam Dillon of the LA Times will lead a discussion with four California mayors demonstrating leadership on housing that reflects the scale and depth of the challenge.

Introduction: Michelle Malanca Frey, ULI SF

Closing Remarks

SPEAKERS:

Tomiquia Moss
CEO, Hamilton Families (Moderator)

Micaela Connery
Founder, The Kelsey

Karen Coppock
Director, Home Match SF

Molly McCabe
Co-Founder, The Lotus Campaign

Iliana Niculescu-Roman
Founder, DENS

William F. Pickel
Executive Director, Brilliant Corners

Noni Session
Executive Director, East Bay Permanent Real Estate Cooperative

Sonja Trauss
Executive Director, California Renters Legal Advocacy and Education Fund

SPEAKERS:

Diane Olmstead
President, Fillmore Capital Partners (Moderator)

Katie Ferrick
Senior Director of Workplace, Community & Environment, LinkedIn

Joshua Simon
Executive Director, East Bay Asian Local Development Corp (EBALDC)

John Vu
Vice President, Kaiser Permanente

Cynthia Wong
Executive Director, Local Initiatives Support Corporation (LISC)

SPEAKERS:

Adhi Nagraj
Senior Vice President, McCormack Baron Salazar (Interviewer)

Lisa Bender
President, Minneapolis City Council

SPEAKERS:

Liam Dillon
Staff Writer, LA Times (Moderator)

Sam Liccardo
Mayor, City of San Jose

Libby Schaaf
Mayor, City of Oakland

Darrell Steinberg
Mayor, City of Sacramento

Michael Tubbs
Mayor, City of Stockton

SPEAKERS:

Libby Seifel
Owner, Seifel Consulting

Eric Tao
Managing Partner, L37 Partners



Costa Hawkins and Rent Control

July 31st, 2018

Produced by San Francisco Programs Committee

- **Liam Dillon**, Staff Writer, LA Times (Moderator)
- **David Garcia**, Turner Center
- **John Eudy**, Californians for Responsible Housing
- **Amy Schur**, Alliance of Californians for Community Empowerment

YLG in the Trenches: The Millennial Response to the Housing Crisis

November 14th, 2018

Produced by Young Leaders Group (YLG) Steering Committee

- **Emily Lesk**, San Francisco Mayor's Office of Economic and Workforce Development (Moderator)
- **Sonja Trauss**, California Renters Legal Advocacy and Education Fund
- **Rebecca Foster**, San Francisco Housing Accelerator Fund
- **Shaina Li**, Common

The Grand Bargain: CASA's Housing Compact

December 6th, 2018

Produced by Housing The Bay Regional Policy Working Group

- **Libby Seifel**, Seifel Consulting (Moderator)
- **Jonathan Fearn**, Greystar
- **Mark Kroll**, Sares Regis Group of Northern California
- **Michael Lane**, SV@Home
- **Bill Witte**, Related California

Seeing is Believing: An Insider Tour of Factory_OS

March 7th, 2019

Produced by Housing The Bay Cost of Building Working Group, East Bay Programs Committee, and Sustainability Committee

- **Tim Nichols**, Factory_OS (Moderator)
- **Edward Manasse**, City of Oakland
- **Larry Pace**, Factory_OS
- **Capri Roth**, EBALDC
- **Mark Taylor**, McMorgan & Co.

From Micro-units to Financial Tools: Creative Solutions to Housing the Homeless

April 10th, 2019

Produced by Housing The Bay Cost of Building Working Group

- **Cheryl O'Connor**, HomeAid Northern California (Moderator)
- **Rebecca Foster**, San Francisco Housing Accelerator Fund
- **Patrick Kennedy**, Panoramic Interests
- **Jon White**, Abode Services

All Hands on Deck: The Increasing Role of Tech Companies in Bay Area Housing Solutions

April 25th, 2019

Produced by Silicon Valley Programs Committee

- **Libby Seifel**, Seifel Consulting (Moderator)
- **Fahad Qurashi**, TechEquity Collaborative
- **Wayne Chen**, City of Mountain View
- **Menka Sethi**, Facebook

In Conversation: Changemakers from Across the Country

May 9th, 2019

Produced by Housing The Bay Steering Committee

- **Matt Slepian**, Terra Search Partners and host of the podcast "Leading Voices in Real Estate" (Moderator)
- **Lisa Bender**, Minneapolis City Council
- **Molly McCabe**, The Lotus Campaign and HaydenTanner

LEAD-UP EVENTS

HOUSING THE BAY WORKING GROUP SUMMARIES

RESEARCH: Private sector solutions to homeless housing

TOUR: An Insider Tour of Factory_OS (March 2019)

PANEL: Creative Solutions to Housing the Homeless (April 2019)

RESEARCH: Construction techniques (3D Printing, CLT, Modular, Prefab, Structural)

SUMMIT SESSION: New Construction Technologies: Searching for The Magic Bullet

FINDINGS:

- High construction costs linked to shortage of skilled labor and high cost of living
- More projects using new technologies need to be completed in order to predict benefits
- Regional coordination with public/private/community partnerships is urgently needed



Cost of Building

PARTICIPATION: CASA technical committee meetings

RESEARCH: Potential new ADU policies

RESEARCH: Potential policies to catalyze multifamily housing production

PANEL: The Grand Bargain: CASA's Housing Compact (December 2018)

SUMMIT SESSION: Produce, Preserve, Protect: How Will Our Region's Compact Transform California?

FINDINGS:

- Pay attention to all three CASA Compact themes: produce, preserve, protect
- Collaboration with a diverse set of stakeholders will be critical to move housing forward
- Partner with cities to think regionally about housing solutions



Regional Policy

TAKEAWAYS AND ACTION ITEMS FROM 2018 SUMMIT

- Study of additional cost of building topics
- Explore impact investing as a funding source for workforce housing
- Develop education module on public process best practices
- Modular industry update
- Educate policymakers on property tax abatement
- Collaborate with cities, developers, and communities to reinvent and redefine the public process
- Tours of completed and under-construction modular projects
- Maintain and foster a 360-degree dialogue with public/private/community stakeholders

JOINT WORKING GROUP TOUR: Panoramic
Interests micro-unit prototypes (November 2018)

Innovative Finance

RESEARCH: Tax policy tools including tax abatement for middle-income housing

RESEARCH: Density bonus impact on feasibility

RESEARCH: Impact capital as funding source

RESEARCH: Corporate funding of affordable housing

SUMMIT SESSION: Shared Responsibility: Corporate
and Impact Investing to Build Housing



FINDINGS:

- Although low in risk, capital is not attracted to low- and middle-income housing
- While debt is readily available, equity is not as available
- Existing financial and policy tools are often not enough to overcome construction costs

Public Process

RESEARCH: How technology can be utilized to create a more inclusive public process

RESEARCH: Storytelling to create connection and educate on housing

RESEARCH: Public engagement methodologies & standards for module development

WORKSHOP: Improving the Public Process (March 2019)

SUMMIT SESSION: Lightning Round: Addressing
Housing Inequalities



FINDINGS:

- Breaking down the silos between public/private/community stakeholders is critical
- There is value in increased public education around the housing development process
- An effective public process is representative and transparent and builds trust

WHAT'S NEXT?

- Tour: RAD Urban projects under construction (July 2019)
- Further research into alternative construction technologies, including AI and robotics
- Public process educational module pilot (July 2019)
- Public process educational module roll-out (2019 – 2020)
- Regional policy research and collaboration
- Housing the Bay Summit 2020
- ULI district councils in California to collaborate with Terwilliger Center on housing content for ULI Fall Meeting 2020 in San Francisco



Alicia Aguirre
Council Member,
City of Redwood City

Alicia C. Aguirre is an elected member of the City Council in the City of Redwood City where she has served as both Vice Mayor and Mayor. She is the first Latina Mayor in the history of Redwood City. She also served as a Trustee and the President of the Redwood City Elementary School Board prior to joining the City Council.

Professionally, Alicia is a professor at Cañada College, Coordinator of the ESL Dept. and teaches in the Spanish Department. She holds an M.A. from Eastern Michigan University. She was a Fulbright Exchange Professor in Argentina.

Alicia is a regional leader focused on issues of social equity and immigrant rights, affordable housing, transportation, and economic empowerment for all socio-economic residents of Redwood City, the region, and the state.



Lisa Bender
President,
Minneapolis City Council

Lisa Bender is the President of the Minneapolis City Council. She led the recent City Council adoption of Minneapolis 2040 which will guide growth and public investment for the next several decades, prioritizing race equity and fighting climate change. First elected in 2013, President Bender has championed the City's Complete Streets policy including a \$400 million investment in complete streets, adoption of the midwest's first \$15 local minimum wage and community-led approaches to public safety. President Bender earned a Master's Degree in City Planning from UC Berkeley and has over a decade of experience in shaping transportation and land use choices to make cities more equitable and sustainable. Lisa is also mom to two young children and is a champion for getting more change-makers, women and people of color into elected office.



Gloria Bruce
Executive Director,
East Bay Housing
Organizations (EBHO)

Gloria is Executive Director at East Bay Housing Organizations, the leading advocacy coalition promoting affordable housing in Alameda and Contra Costa Counties. She oversees all aspects of organizational development and leads several policy and coalition campaigns. Prior to joining EBHO in 2010, Gloria worked at The San Francisco Foundation, making grants to support affordable housing, safety net services, and neighborhood revitalization. Gloria has over 15 years of experience in social justice and community development in the Bay Area, Boston, and her native Washington, D.C. area. She has a master's degree in City and Regional Planning from the University of California, Berkeley and a B.A. from Harvard University. She serves on the boards of EveryOne Home and the California Reinvestment Coalition. She lives in Oakland with her wife and two young sons.



Karen Chapple
Professor of City and
Regional Planning,
UC Berkeley
Co-Founder, Urban
Displacement Project

Karen Chapple, Ph.D., is a Professor of City and Regional Planning at the University of California, Berkeley, where she holds the Carmel P. Friesen Chair in Urban Studies. Chapple studies inequalities in the planning, development, and governance of regions in the U.S. and Latin America, with a focus on housing and economic development. Her recent books include *Planning Sustainable Cities and Regions: Towards More Equitable Development* (Routledge 2015, and winner of the John Friedmann Book Award); and *Transit-Oriented Displacement or Community Dividends? Understanding the Effects of Smarter Growth on Communities* (with Anastasia Loukaitou-Sideris, MIT Press, 2019). In Fall 2015, she co-founded the Urban Displacement Project, a research portal examining patterns of residential, commercial, and industrial displacement, as well as policy solutions.



Micaela Connery
Founder, The Kelsey

Inspired by her cousin Kelsey, Micaela has worked on inclusion in communities her entire life. She has seen firsthand the housing shortage adults with developmental disabilities and their families face. The Kelsey exists to turn the challenge of disability housing into the opportunity of an inclusive community. They're developing a fully inclusive mixed ability, mixed income community in San Jose with \$11 million in city funding committed, are a finalist for a second site in San Francisco, and received seed funding from the Chan Zuckerberg Initiative to support its organizing, advocacy, and community building efforts across the Bay Area.

Micaela completed her MPP at Harvard Kennedy School and her MBA as a Mitchell Scholar at the Smurfit School at University College Dublin. She's a proud University of Virginia Vahoo. Prior to The Kelsey, Micaela was the Founder and CEO of Unified Theater.



Karen Coppock
Director, Home Match SF

Karen Coppock is the Director of Home Match SF, an innovative home sharing program which meets three important goals: empowering aging community members to stay in their chosen homes, creating affordable places to live by leveraging existing housing stock, and combating social isolation. In addition to running the program in San Francisco, Karen oversees the strategic direction and operational alignment of Covia's Home Match programs in Fremont and Marin and Contra Costa Counties. Ms. Coppock has 15+ years of experience in developing strategies, partnerships, and teams to expedite the sustainable growth of mission-oriented organizations. Ms. Coppock has a joint B.S. in Business Administration and Spanish from California State University and an MA and PhD in International Relations from Tufts University.



Leslye Corsiglia
Executive Director,
SV@Home

Leslye is the Executive Director of Silicon Valley at Home (SV@Home), a policy and advocacy organization that works to increase housing opportunities for all in the South Bay. Leslye began her professional career at the State Department of Housing and Community Development, where she held several positions before taking on the challenge of overseeing the day-to-day activities of the State's housing loan and grant programs. In that capacity, she worked to pass and then implement the first affordable housing bond initiatives, which made \$550 million available for the construction and rehabilitation of affordable housing throughout the State.

Leslye joined the City of San Jose as the Department of Housing's first Assistant Director in 1991, and then served for 14 years as Director. While with the City, she oversaw a program that developed and improved 21,000 affordable housing units, leveraging the City's funds with more than \$2.7 billion from public and private sources. Leslye has served on a number of federal, State, and regional boards and was the Co-Chair of CASA, a task force charged with developing a housing strategy for the nine-county Bay Area.



Kim Diamond
Managing Director,
Trumark Urban
Chair, ULI San Francisco

With 19 years experience in the multifamily development business, Kim is experienced in all phases and aspects of real estate development from land acquisition, project entitlement and community outreach, to project financing, customer care and warranty management. At Trumark, Kim oversees all aspects of the company's operations and development, including project entitlement management and due diligence oversight, as well as customer care and warranty management. Kim led her project development team to successfully secure project approvals for five mixed-use residential projects in San Francisco for Trumark. Before Trumark, Kim sourced and developed a wide array of mixed-use residential development projects, from brownfields development, student housing to large-scale master planned communities. Kim received her Master of Arts in Urban Planning at the University of California at Los Angeles and a bachelor's degree from Tufts University, with a concentration in urban design and planning. Kim currently serves as the Chair of the Board of the Urban Land Institute's San Francisco District Council. She is also a member of Lambda Alpha International and the current Chair of the Board for Lao Family Services, a social services organization focused on immigrant communities.



Liam Dillon
Staff Writer, LA Times

Liam Dillon covers California state politics and policy for the Los Angeles Times and is based in Sacramento. He specializes in writing about the state's housing affordability crisis, and regularly appears on panels, radio and television across California to discuss the issue. He's also the co-host of Gimme Shelter: The California Housing Crisis Podcast, which publishes every other week. Prior to joining The Times in 2016, Dillon covered local politics in San Diego and Southwest Florida.



Katie Ferrick
Senior Director of
Workplace, Community &
Environment, LinkedIn

Katie Ferrick is the Senior Director of Community Affairs, Sustainability, and Workplace Programs at LinkedIn Corporation. In addition to navigating land use decisions on behalf of LinkedIn, she connects LinkedIn with the local communities in which we operate through partnerships with nonprofits and community groups in order to strengthen the health of the communities where LinkedIn operates. Katie has lived in the Bay Area since 1992, and earned her master's degree in Marriage & Family Counseling from San Francisco State University in 2001. Her non-linear career path has provided her with a diverse range of experience in private and public sectors, campaign work, and school volunteerism. Her civic volunteer work as a planning commissioner, policy work with Congresswoman Jackie Speier, and local education ballot measure leadership led her to her best career opportunity yet at LinkedIn, where she has been for five years. She finds a great sense of purpose in operationalizing LinkedIn's vision of creating economic opportunity by making a positive impact locally.



**Michelle
Malanca Frey**
Executive Director,
ULI San Francisco

Michelle Malanca Frey is the Executive Director of ULI San Francisco. She has two decades of built environment experience, from planning through construction, and has worked with organizations around the globe to drive the development of healthy, livable, and sustainable communities and buildings. She is a long-time member of ULI San Francisco and served as the Sustainability Committee Co-Chair for several years.

Michelle's work has included the development of green building rating systems in Australia, New Zealand, South Africa and Abu Dhabi. As part of her own consultancy, she advised developers and investors on the integration of sustainability initiatives and performance requirements into large-scale development projects and real estate portfolios. As Vice President of the World Green Building Council, Michelle led collaborative, global projects, including the Business Case for Green Building report and the Sustainable Cities Initiative, a partnership with C40 Cities. She has spoken on sustainable urban development at numerous events, including conferences in the United States, Canada, Australia, South Africa, Kenya, Jordan and throughout Latin America.



Calvin Gladney
President and CEO,
Smart Growth America

Calvin Gladney, is President and CEO of Smart Growth America (SGA) and is a nationally recognized thought leader on the equitable and sustainable revitalization of communities. Prior to SGA, he was Managing Partner of Mosaic Urban Partners, a real estate advisory services and development firm. Mr. Gladney has worked in more than 25 cities as a strategic advisor on neighborhood revitalization strategies in the last 10 years. In 2017, Mr. Gladney was also the Urban Land Institute's Senior Visiting Fellow for Equity. Before establishing Mosaic, he served as Vice President of the Anacostia Waterfront Corp. and as the General Counsel and Transactions Manager of BRIDGE Housing Corporation.

Mr. Gladney graduated cum laude from Harvard Law School, received his B.S. from Cornell University and is a LEED Accredited Professional. He is a Trustee of the Urban Land Institute and a Board member of the Center for Community Progress. Mr. Gladney also serves as an adjunct professor at Georgetown University's Masters in Real Estate Program.



Jason Laub
COO, RAD Urban

Jason Laub is Chief Operating Officer at RAD Urban, a fully integrated real estate development firm which performs all aspects of real estate development in house, from land acquisition to sales and leasing activities, including design, engineering and general contracting. RAD Urban also manufactures their own modular housing units at their manufacturing facility in Lathrop, CA to deliver transformative construction solutions to the building industry. Jason has developed and built \$600MM of real estate in his 17-yr career. He is a Planning Commissioner for the City of Concord, CA and a graduate of California Polytechnic University, San Luis Obispo, with a B.S. in Construction Management and a Business Minor.



Sam Liccardo
Mayor, City of San Jose

Mayor Sam Liccardo took office in January 2015, becoming the youngest mayor in San Jose's modern history. As the Mayor of the Silicon Valley's capital, Sam has leveraged the region's brightest minds to craft and implement his Smart City Vision, with the goal of making San Jose America's most innovative city by 2020. Sam has also forged historic pension reform that will save the City 3 billion dollars over a decade, launched a bold housing plan to tackle the area's housing crisis and reduce homelessness, expanded educational and job opportunities for thousands of low-income youth, helped spur the expansion of San Jose International – America's fastest growing airport, and helped usher in subsidy-free growth of major tech titans like Apple, Google, and Adobe.

Prior to being elected Mayor, Sam served two terms on the City Council. He began his tenure in public service as a Santa Clara County Deputy District Attorney.



Dr. Michael McAfee
President and CEO,
PolicyLink

Michael McAfee, President and CEO, leads PolicyLink, a national research and action institute focused on advancing racial and economic equity: just and fair inclusion for everyone living in America. He brings over 20 years of experience as a leader who has partnered with organizations across the public, philanthropic, and private sectors to realize this vision. Michael came to PolicyLink in 2011 as the inaugural director of the Promise Neighborhoods Institute at PolicyLink. Under his leadership, PolicyLink emerged as a national leader in building cradle-to-career systems that ensure children and youth in our nation's most distressed communities have a pathway into the middle class. Michael earned his doctorate of education in human and organizational learning from George Washington University and completed Harvard University's Executive Program in Public Management.



Molly McCabe
Co-Founder,
The Lotus Campaign
President, Hayden Tanner

Molly McCabe is the CEO and Founder of HaydenTanner, a strategic real estate advisory firm focused on accelerating impact investment & sustainability in the built environment. She has spent her career cultivating practical solutions and strategies to accelerate the emergence of resilient buildings and vibrant, sustainable cities. In 2018, Molly co-founded The Lotus Campaign, a non-profit firm, to bring a market based solution to increase the availability of homes for people experiencing homelessness by engaging the private, for-profit real estate community. She is the immediate past Chair of the Urban Land Institute (ULI) Responsible Property Investment Council, and sits on the Board of The Freshwater Trust.



Ben Metcalf
Director, California
Department of Housing
and Community
Development

Ben Metcalf serves as the Director of the California Department of Housing and Community Development (HCD) responsible for driving the state's housing policy agenda. HCD has oversight of 1,000 multifamily affordable properties, 3,600 mobile home parks and review of local land use plans. Mr. Metcalf has overseen implementation of voter enacted Proposition 1 and 2, which made available \$6 billion dollars in new bond funding for affordable housing and was instrumental in helping to secure passage of the landmark 201715-bill legislative housing package. Prior to HCD, he was Deputy Assistant Secretary of the U.S. Housing and Urban Development's Office of Multifamily Housing. His career included working with BRIDGE Housing Corporation, a California based real estate development company focused on affordable housing and public/private partnerships. He serves on board of directors of the state's Housing Partnership Corporation, the California Housing Finance Agency, and as an honorary board member of the California Housing Consortium, and a nonvoting member of the California Tax Credit Allocation Committee and the California Debt Limit Allocation Committee.



Jeff Morrow
Program Manager,
Timber & Innovations Group,
Lendlease

Jeff Morrow is a Program Manager for Lend Lease specializing in construction. Prior to leading the construction of new Lend Lease hotels for the Privatization of Army Lodging (PAL) program, he was a Senior Project Engineer at Fort Campbell, KY, where he pioneered new approaches to energy and resource conservation in Lend Lease's groundbreaking Zero Energy Homes project. This project provided a creative and viable strategy for achieving real change in the environmental impact of Lend Lease buildings. Jeff earned a B.S. and M.S. in Building Construction Management from Purdue University. In 2013, he was recognized by Professional Builder Magazine's "40 Under 40" awards.



Tomiquia Moss
Chief Executive Officer,
Hamilton Families

Tomiquia Moss joins Hamilton Families in February 2017 with more than 20 years of nonprofit leadership and management experience. Tomiquia is locally and nationally recognized as a dynamic nonprofit leader with expertise in public policy and community planning. From 2014 to 2017, she served directly under the mayors of both San Francisco and Oakland, most recently as Chief of Staff for Oakland Mayor Libby Schaaf. Previously, she was the Executive Director of the HOPE SF Initiative, a public housing and neighborhood revitalization effort with San Francisco Mayor Edwin Lee's Office. Prior to that, Moss was SPUR's Community Planning Policy Director. She was the founding project director of the San Francisco Community Justice Center of the Superior Court of California and served as director of the Community Organizing Department for the Tenderloin Neighborhood Development Corporation. Tomiquia has been a social worker and community activist working as an advocate for social justice and economic equality in many communities around the country. She holds a Masters' Degree in public administration from Golden Gate University. Tomiquia and her family are proud to call Oakland home.



Adhi Nagraj
Senior Vice President,
McCormack Baron Salazar

Adhi Nagraj is Senior Vice President with McCormack Baron Salazar, in charge of the Bay Area Office. Prior to that he was the San Francisco Director of SPUR, where he oversaw all policy formation and advocacy in the City. Adhi has spent most of his career in affordable housing development, serving as Director of Development at BRIDGE Housing where he oversaw the financing and development of over 1,600 units of affordable housing, including the largest affordable modular project in California. He also managed BRIDGE's refinancing and rehabilitation of over 700 units of public housing in San Francisco as a part of the City's visionary RAD initiative.

Adhi recently rolled off as the two-year Chair of the Oakland Planning Commission, and was appointed by Governor Brown to serve on the Board of CHPC, a statewide affordable housing finance and policy organization. He is a licensed attorney, and a graduate of Brown University and Columbia Law School.



Iliana Niculescu-Roman
Founder, DENS

Iliana is the co-founder of DENS, a platform for building communities. It's a Baugruppen inspired model that aims to enable more missing middle housing through a user focused approach. Iliana is a real estate development professional with a background in architecture and urban planning, working mostly on housing for the past 10 years. She has extensive international experience – working, studying and living in Europe and the US. As a Bay Area resident, she believes the need for more housing also calls for more housing types and new approaches to the process and products. As a result, she left her PM position with Sares Regis to work full time on DENS – on a way to provide more options and access to homeownership.



Diane Olmstead
President, Fillmore Capital
Affordable Housing

Ms. Olmstead has 33 years of direct experience in investing, corporate finance and capital-raising. During that time, she has originated and closed over \$3 billion in loans, property acquisition, equity joint-ventures, and capital raising. She has executed the workout and restructuring of over \$1.3 billion of real estate assets. Ms. Olmstead is currently Managing Partner of Haring Street Ventures, which provides clients with strategic planning, organizational development, and capital markets advisory services. Prior to HSV, Diane was Co-CEO of W3 Partners, a value add office acquisition company, which she co-founded in 2009 with Susan Sagy. Ms. Olmstead was responsible for W3's acquisitions, financing activities, fundraising and client relations. Prior to co-founding W3, Ms. Olmstead was a principal at CIM Group, an EVP at iStar Financial, and held positions at USF&G, Aetna, Cigna and Pan American Properties. Ms. Olmstead received an M.B.A. from Pepperdine University, and serves on the Board of Extra Space Storage (NYSE : EXR).



William F. Pickel
Executive Director,
Brilliant Corners

William joined Brilliant Corners as CEO in 2007 and has overseen its growth from start-up to one of California's leading supportive housing providers. Today, Brilliant Corners secures roughly 200 new apartment homes each month, and provides housing to 6,000 extremely low-income Californians through a range of innovative supportive housing models and strategies, including Los Angeles County's Flexible Housing Subsidy Pool and the California Department of Developmental Services' Community Placement Program. William previously served as Director of Housing Development for California Community Housing. He holds an M.A. in Religious Studies from Boston University, a B.A. in Literature from the College of New Jersey, and an Advanced Affordable Housing Development Training Institute Certificate from the Local Initiative Support Corporation.



Tyrone Poole
Founder and President,
OneApp

Tyrone Poole is the President and Founder of OneApp, a movement designed to make applying for rental homes easier and more cost efficient for tenants while reducing the burden of paperwork for landlords. A powerhouse of energy and positivity, Tyrone's journey has taken him from a motivated student, to EMT/Firefighter training, to injured and homeless, to housing advocate, to founder of OneApp.

Tyrone has won US and international innovation awards including the 1776 Challenge Cup Global Innovation Award: First Place People's Choice Award and 5th Most Promising Tech Startup World-Wide, 2018 Business Journal Forty under Forty Award, 2018 Business Journal Executive of the Year, 2017 Fast Company United States Innovation Award, The Oregon Entrepreneurs Network 2016 Wyatt Starnes Award for most promising early-stage tech entrepreneur, and won the Pitch Black contest in 2015. Poole has been featured on TEDx, serves on several boards, including empowering future leaders through REAP, and is the father of five daughters.



Naomi Porat
Strategic Advisor,
Factory_OS

Naomi Porat contributes 30 years of experience as a social entrepreneur with a portfolio of ventures throughout the U.S focusing on innovative construction technologies and regenerative urban development. She is currently a Strategic Advisor for Factory_OS, a manufacturer of modular multifamily housing. Naomi has been the founder of several social impact ventures in the built environment including Alpha, ZETA, and Global Homes International, in addition to contributing to the start-up of Factory_OS. As CEO of ZETA, Naomi pioneered new methods for net zero energy (NZE) modular construction and delivered several landmark projects including SmartSpace micro units, NZE affordable housing, NZE El Cerrito Sustainability Center and the NZE Presidio Seed Lab. She also served as the real estate and economic advisor for the National Park Service, and drove the planning/implementation for Fort Baker's transformation, in addition to other military base conversion projects at Ellis Island, Boston Harbor Islands and Acadia National Parks. Naomi earned an MBA from Yale University, a Masters in City and Regional Planning from UC Berkeley, and a BA from Stanford.



Libby Schaaf
Mayor, City of Oakland

Mayor Libby Schaaf was inaugurated into office in January 2015 and launched an agenda to elevate one of America's most diverse and progressive cities into an equitable and resilient city. Born and raised in Oakland, Schaaf immediately led new initiatives to offset the cost of living crisis, reduce crime, improve transit and infrastructure, and expand educational and career opportunities for the city's most vulnerable residents.

She developed Oakland's "17K/17K Plan" to protect 17,000 low-income households from displacement while producing 17,000 new housing units by 2024. She created the city's first Department of Transportation, an urban design unit to connect safe streets with housing and transportation. She also championed Measure KK, a \$600-million infrastructure and affordable housing bond, which Oakland voters passed with 82 percent approval.



Libby Seifel
 Founder and President,
 Seifel Consulting

Founder and President of Seifel Consulting, a strategic economic consulting firm that advises public agencies, developers and property owners on planning, development and financing of complex infill developments. She has helped accomplish projects ranging in size from small infill housing developments to large master planned communities, such as San Francisco's Mission Bay and Hunters Point Shipyard. She has advised on funding and implementation strategies for more than 100 community revitalization projects that have utilized public private partnerships and a broad variety of innovative financing techniques to achieve success. Prior to her consulting career, she was the founding executive director of Tent City Corporation, developer of 270 units of mixed income housing in downtown Boston that won the Urban Land Institute (ULI) Award for Excellence. She is the past Chair of the ULI Inner City Council and Co-Chair of the Regional Policy Committee for SPUR. She is an elected member of Lambda Alpha International, the Honorary Society of Land Economists, and a certified planner with the American Institute of Certified Planners.



Noni Session
 Executive Director,
 East Bay Permanent Real
 Estate Cooperative

Noni is a 3rd generation West Oaklander and Cultural Anthropologist. Her research and organizing work spans national and global arenas. Under the umbrella of the UNDP in Nairobi, Kenya, Noni carried out her doctoral research in international humanitarian strategies and their on-the-ground consequences. After nearly gaining election to the Oakland City Council in 2016, she decided that her community's best solution to rapid displacement is to develop an independent cooperative economy. Noni is closely engaged with Mandela Grocery Cooperative, a Black-led worker-owned cooperative in West Oakland bringing organic produce and local economics to the community, as well as contributing her visionary energy to homeless advocacy groups across West and East Oakland who are building a movement of houseless and volunteers organizing for housing dignity through direct action and policy.



Joshua Simon
 Executive Director,
 East Bay Asian
 Local Development
 Corporation (EBALDC)

Joshua is the executive director of East Bay Asian Local Development Corporation (EBALDC), where he has worked for 18 of the last 25 years. His work has focused on creating opportunities for low income people. Examples include Swan's Market, Lion Creek Crossings, and Preservation Park. He is focused on combining mixed-income rental apartments with retail space and community facilities that support building healthy, vibrant, and safe neighborhoods.

Prior to his return to EBALDC, Joshua was Director of Real Estate Consulting at the Northern California Community Loan Fund, where he worked with community organizations throughout Northern California to plan for their facility needs. Joshua was an elected member of the Emery Unified School District for 13 years. He now serves on the board of Directors for the Northern California Nonprofit Housing Association (NPH), San Francisco Planning & Urban Research (SPUR) and the Community Arts Stabilization Trust (CAST). Joshua holds a Bachelor of Arts in Architecture from the University of California, Berkeley and a Master of Science in Real Estate Development from the Massachusetts Institute of Technology.



Nancy Skinner
 Senator,
 California State Senate

State Sen. Nancy Skinner, D-Berkeley, has been a proponent of dense housing in urban areas since the 1990s, when she launched an initiative to create greenhouse gas inventories for cities. Such inventories are commonplace today and show that the single-largest source of greenhouse gases in California come from the transportation sector — due in large part to policies that block housing near job centers.

In the California Legislature, Skinner has authored laws to create more housing for students (SB 1227) and prevent local governments from denying housing projects that conform to existing rules (SB 167). This year, she has introduced SB 330, which is designed to speed up housing construction, and SB 18, which would boost financial and legal assistance to Californians facing eviction. She is also a co-author of SB 50, which would increase housing near transit.



Darrell Steinberg
Mayor, City of Sacramento

Darrell Steinberg is one of Sacramento's most accomplished public servants, having served as a City Councilman before being elected to the State Assembly and State Senate. As a state legislator, Steinberg championed economic development, education reform, building sustainable communities and major investments in healthcare and education. Darrell was the first Sacramentan to serve as President of the State Senate in more than 125 years and was elected the 57th mayor of Sacramento in 2016.



Lydia Tan
Managing Director, Real Estate, Oakland Athletics

Lydia Tan is Managing Director of Real Estate for the Oakland Athletics, where she is leading the organization's efforts to create a new ballpark district at Howard Terminal and redevelopment of the Oakland Coliseum. Prior to joining the A's, Ms. Tan was SVP and U.S. Head of Development at Bentall Kennedy, one of North America's largest real estate investment advisors. During her tenure, the company invested in the development of over \$3 billion of mixed-use commercial, multi-family, and logistics projects throughout the U.S.

Prior experience includes EVP and Director of Northern California Operations at Related California and EVP at BRIDGE Housing Corporation. Ms. Tan is a member of the Board of Directors of the S.H. Cowell Foundation, SPUR, and Habitat for Humanity Greater San Francisco. She is also a member of the Dean's Advisory Council for UC Berkeley's College of Environmental Design, and the Stanford Real Estate Council.



Eric Tao
Managing Partner, L37 Partners

Eric Tao is a managing partner at L37 Partners and managing principal at AGI. He has 20-years of experience in the real estate industry and has led the acquisition, entitlement, financing, development and disposition of over 1,500 multifamily residential units in the San Francisco Bay Area with a focus on transit oriented urban infill projects. AGI Avant, LLC was formed in 2006 to manage multifamily development investments for CalPERS. At AGI, Tao has guided the development of nearly 1,000 new housing units in the emerging San Francisco SoMa, Dogpatch and Mid-Market districts. At L37, he is currently leading housing projects for 1,200+ new transit oriented infill projects in South SF and San Francisco. Eric is a graduate of Pomona College in Claremont, CA and received his Juris Doctorate from UC Hastings College of Law.



Sonja Trauss
Executive Director, California Renters Legal Advocacy and Education Fund

Sonja Trauss is one of the founders of the YIMBY 'Yes In My Back Yard' movement. In 2014, while she was working as a high school math teacher, she started organizing pro-housing renters to testify in favor of proposed housing developments at the Planning Commission in San Francisco, because the Bay Area is experiencing a housing shortage, and housing shortage is bad for renters. Currently, Sonja is co-ED of a legal non-profit that "sues the suburbs" to enforce state housing laws all over California. The goal of the YIMBY movement is to build more housing in opportunity rich, high demand areas in order to reduce displacement and promote economic integration.



V. Fei Tsen
 Founder and Managing
 Partner, Windflower
 Properties

V. Fei Tsen is a community development expert and leader who, for more than three decades, has dedicated herself to the development of livable neighborhoods and vibrant public places. She is the President of Windflower Properties, a privately-owned development company that builds multifamily housing. She was the Director of Real Estate for the Port of San Francisco, the Director of Redevelopment for the City of Emeryville, and a Commissioner of the former San Francisco Redevelopment Agency. Appointed by the Mayor and the Board of Supervisors, she serves as the President of the Treasure Island Development Authority which oversees the design and construction of infrastructure, streetscape, parks, open space and art for the redevelopment of Treasure Island, a 500-acre former naval base. Her expertise and leadership were critical in finalizing the design and financing for Yerba Buena Gardens and re-envisioning the San Francisco waterfront after the demolition of the Embarcadero Freeway. Her most recent projects include reshaping a formerly industrial district of Union City, CA into an attractive, pedestrian oriented neighborhood next to transit and using modular technology for affordable housing production.



Michael D. Tubbs
 Mayor, City of Stockton

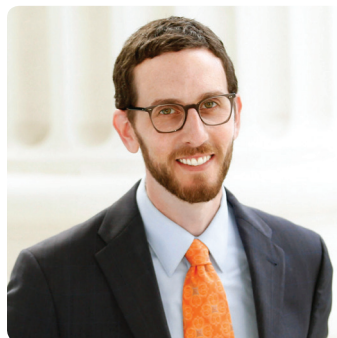
Upon taking office in January 2017, Michael Tubbs became both Stockton's youngest mayor and the City's first African-American mayor. Michael Tubbs is also the youngest mayor in the history of the country representing a city with a population of over 100,000 residents. Tubbs' leadership is paired with an ambitious progressive agenda has received national recognition. In his first year, Mayor Michael Tubbs secured \$20,000,000 to launch the Stockton Scholars, a place-based scholarship that aims to triple the number of Stockton students entering and graduating from college. Tubbs also brought Advance Peace to Stockton, a data driven program that works to reduce gun violence in communities. With an innovative public-private partnership supported by a \$1,000,000 grant, Tubbs launched the nation's first ever municipal level basic income pilot.

Before becoming mayor, Michael Tubbs served as Stockton's District 6 City Councilmember. Mayor Tubbs graduated in 2012 from Stanford University with a Bachelor's and Master's degree with honors.



John Vu
 Vice President, Strategy,
 Kaiser Permanente

John is the national vice president of strategy for Community Health at Kaiser Permanente responsible for the development and implementation of key strategies to ensure Kaiser Permanente's commitment to improving the health of communities. John has been with Kaiser Permanente for over 20 years, having previously been a director in national strategic planning. He was a Fellow in America's Health Insurance Plan's Executive Leadership Program and was named a DiversityMBA Top 100 Under 50 Diverse Executive Leader in 2013. He graduated from executive leadership programs at Harvard Business School and the Kellogg School of Management at Northwestern University.



Scott Wiener
 Senator, State of California

Senator Scott Wiener represents San Francisco and northern San Mateo County in the California State Senate. Elected in 2016, Senator Wiener focuses extensively on housing, transportation, civil rights, criminal justice reform, clean energy, and alleviating poverty. He chairs the Senate Housing Committee. Before being elected to the Senate, Senator Wiener served as a member of the San Francisco Board of Supervisors, representing the district previously represented by Harvey Milk, and chaired the San Francisco County Transportation Authority. Before being elected to office, Senator Wiener practiced law for 15 years, including nearly a decade as a Deputy City Attorney in the San Francisco City Attorney's Office. He also served in a number of community leadership roles, including co-chair of the San Francisco LGBT Community Center and on the national Board of Directors of the Human Rights Campaign. Senator Wiener has lived in San Francisco's Castro neighborhood since 1997. He received degrees from Duke University and Harvard Law School.



Bill Witte
CEO & Chairman,
Related California

Mr. Witte, who founded Related California in 1989, oversees all of Related California's multi-family and mixed-use development activity in California which includes a development portfolio of over 16,000 residential units completed or under construction, and more than 1,300 affordable and 3,500 market rate units in pre-development. As Deputy Mayor for Housing and Neighborhoods under Mayor Art Agnos, Mr. Witte oversaw all housing, development and redevelopment activities for the City of San Francisco. He was Director of Housing and Economic Development under Mayor Dianne Feinstein and served as an appointed Commissioner of the San Francisco Housing Authority. Mr. Witte graduated from the University of Pennsylvania with a bachelor's degree in Urban Studies and a Master in City Planning. Mr. Witte is a member of the Board of Overseers of the Graduate School of Design at the University of Pennsylvania and is Vice Chair of the Board of the Lusk Center for Real Estate at USC.



Cynthia Wong
Executive Director,
Local Initiatives Support
Corporation (LISC)

Cynthia Wong is a leading national voice on economic opportunity and community growth. She joined LISC in 2017 as the Executive Director of Bay Area LISC. Previously, Cynthia was a Vice President at Morgan Stanley. She helped launch the company's Institute for Sustainable Investing—the first of its kind on Wall Street—and where she worked on issues ranging from health and housing to economic development and jobs. Over the years, Cynthia has pioneered efforts to connect impact-driven capital to valuable programs and projects. Notably, she helped lead LISC's bond offering to institutional and retail investors, the community development sector's first-ever initial public offering. Cynthia previously advised Fortune 500 companies and leading foundations and nonprofits as a management consultant with Marakon Associates and The Bridgespan Group.

Cynthia is a graduate of the Wharton School at the University of Pennsylvania. She serves on the boards of the Tenderloin Neighborhood Development Corporation, SPUR, and Kitchen Table Advisors and the housing committee of Chinatown Community Development Center.



Michael Yarne
Cofounder, Social Construct
Company (SoCo)

Michael Yarne is cofounder of Social Construct (SoCo), a construction tech startup developing a prefab product system that will radically reduce multifamily construction costs. SoCo will break ground on its first apartment project in Oakland in June. Yarne joined SoCo in January 2018 after transitioning out of a 5-year partnership at San Francisco's BUILD Inc., where he oversaw a 2,000-unit development pipeline. Prior to BUILD, he served as development advisor to San Francisco Mayors Newsom and Lee, and practiced land use and real estate law at Farella Braun & Martel.

Yarne is an adjunct faculty member at UC Berkeley's College of Environmental Design and serves on the board of San Francisco Parks Alliance and the EcoDistricts advisory board. His passion for mission-driven work began in the Peace Corps, West Africa. He is a member of the Lambda Alpha Real Estate Economics Society and ULI's Multifamily Local Product Council.



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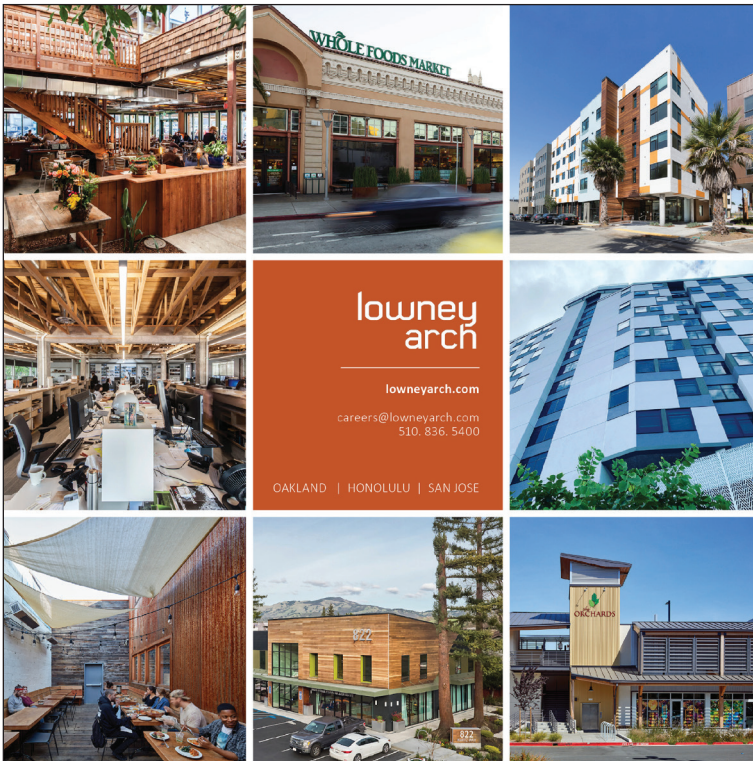
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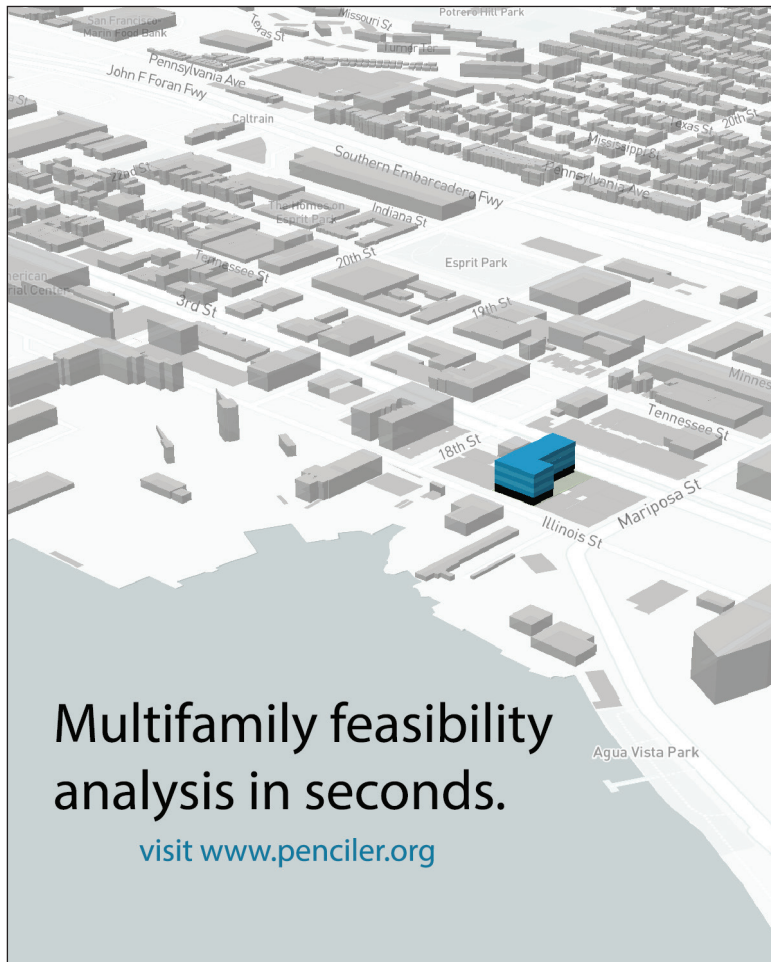
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