

**URBAN LAND INSTITUTE ORANGE COUNTY
YOUNG LEADERS GROUP**
Pro Bono Technical Advisory Panel

Sponsor: Advocates for Adults with
Developmental Disabilities

Conducted: June 28, 2007

ULI MISSION ←

The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities.

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INTRODUCTION

On June 28th, 2007, the Urban Land Institute (ULI) Orange County's Young Leaders Group conducted a pro bono Technical Advisory Panel (TAP). This TAP was the first of its kind in Orange County.

In October 2006, the Advocates for Adults with Developmental Disabilities approached to ULI Orange County looking for help in finding alternative solutions to the City of Irvine's current affordable housing deficiency for the developmentally disabled. The Advocates for Adults with Developmental Disabilities (AADD) were looking for a viable strategic plan to utilize as it moves forward with its development plans. The Young Leaders Group (YLG) took on the challenge of developing a plan, and established its first ever pro bono TAP.

The YLG assembled a team of specialists from different sectors of the industry to help the Advocates for Adults with Develop-

mental Disabilities. The TAP consisted of eight panelists, one ULI Orange County full member, and three organizers. The TAP convened for a full day, interviewing the TAP sponsors and stakeholders and deliberating on the scope of work defined by the sponsor. In addition, prior to panelists convening for the TAP, the TAP panelists were given the opportunity to take a site tour of an existing housing development in the City of Stanton built and operated by the United Cerebral Palsy of Los Angeles (UCP).

At day's end, the panel presented its findings and recommendations to the project sponsors in a formal presentation. Then, on October 16th, 2007, the Orange County ULI Young Leaders Group presented the TAP findings in a more formal setting to the ULI community and to those groups that have an interest in special needs housing. Mayor Beth Krom, City of Irvine, and other Irvine City officials attended in addition to members from the AADD, UCP, and others.

SUMMARY

The Urban Land Institute (ULI) Orange County Young Leaders Group (YLG) took on the challenge of finding alternative housing solutions for this special needs population by formulating a Technical Advisory Panel (TAP). In the months leading up to the TAP, the YLG met with the sponsor Advocates for Adults with Developmental Disabilities (AADD) on several occasions to develop and define the scope of work for the TAP.

Once the TAP panelists were selected, a site visit was arranged to view an existing affordable housing community for the special needs population. The panelists met at the Affordable/Accessible Stanton Apartments, known as Casa de la Esperanza, built by United Cerebral Palsy of Los Angeles (UCP), Ventura and Santa Barbara Counties. At the site, the panelist had the opportunity to interview Ron Cohen, CEO of United Cerebral Palsy Los Angeles.

Prior to the day of the TAP, panelists received briefing books assembled by the YLG and the AADD that outlined the current status of living options for those with developmental disabilities in the City of Irvine.

The TAP was held on June 28, 2007, where the panelists convened for a full day to find alternatives to the AADD's inadequate situation.

City of Irvine Mayor Beth Krom was interviewed by the panelists on the day of the TAP and shared the City's outlook on future affordable housing.

After deliberating the details of the challenges, the panelists split into subgroups to discuss different topics with volunteer consultants selected by the YLG.

The volunteer consultants included:

Ron Cohen, CEO, United Cerebral Palsy Los Angeles
(TAP Consultant)

Randy Gibeau, Attorney (TAP Consultant)

Chris Otero, Senior Housing Services Coordinator, AbilityFirst
(TAP Consultant)

After a day-long process, the panelists presented their findings to the AADD and Mark Asturias, Housing Manager for the City of Irvine, in an informal PowerPoint presentation.

On October 16, 2007, a more formal meeting was held where select panelists presented their findings to the ULI community and additional members of the AADD.

The Young Leaders Group concluded that they must design a fully integrated community in order to build a project. The project must be close to transportation, jobs, recreation and medical services. During the TAP process it became apparent that there are multiple populations that are dependent upon the same amenities and that led to a design that included several "pods" of residence. The physically disabled, developmentally disabled, and the elderly could all benefit from the same amenities. The TAP panelists concluded that through proper design a synergy can be created among the three populations groups. The panelists also concluded that in order for a project of this type to be successful there must be both financial and political support.

Select TAP panelists submitted summaries of their findings which are contained herein. This written report is supplemental to the PowerPoint presentation submitted to the AADD in October 2007. Additional elaborations on findings and recommendations may be provided by TAP panelists by contacting them directly.

SCOPE OF WORK

Summary of the Problem

In December 2006, the Advocates for Adults with Developmental Disabilities (AADD), an Irvine-based group of parents, friends and neighbors, approached ULI Orange County looking for advice. The lead Advocates are parents of adult-children, who are 18 years or older with disabilities such as autism and are now confronted with the challenge of finding affordable housing options within the city of Irvine.

- Greg and Sue Johnson are parents of Tim, a 24-year-old young man with autism. Tim is currently living in “an experimental” situation, with two friends, who also have developmental disabilities. Tim holds a 40-hour/week job, and also has a job coach. Transportation to and from this job is one of his main challenges.
- Betty Wallace is the mother of David, a 23-year-old young man, who also has autism. When meetings with the AADD commenced, David was living at home with his parents. He held a part-time job and also faced day-to-day challenges with the transportation system currently in place in Irvine. Eventually, David moved to a community in New York State that provided the social, medical and educational support he needs – not currently available on the West Coast.
- Nancy Donnelly is a friend and neighbor of the Johnson’s and Wallace’s. She has years of experience working on affordable housing projects, mostly in the East Coast region of the United States.

Unhappy with the current lack of living options for people with developmental disabilities in Orange County, specifically Irvine, this group is looking to find and help create additional housing solutions locally.

This group is working to help city planners to share the specific and shared needs of adults with developmental disabilities in the City of Irvine and eventually throughout the United States. The Advocates’ current goal is to facilitate the inclusion of this group of deserving adults into the City of Irvine. Their hope is that the

development effort be inclusive – and that the City will support the creation of a unique housing and services model that will jointly benefit physically disabled residents, senior citizens, low-income households and adults with developmental disabilities.

These groups share many needs, including:

- Medical care
- Restaurants and cafeterias with nutritious, affordable meals
- Continuing education opportunities, libraries, etc.
- Leisure activities, including movies, recreation and sports facilities
- Retail stores, including grocery, pharmacy, apparel and book stores

Although this population shares many needs with other groups, adults with developmental disabilities do have some unique needs.

- They are more likely to remain low income for life and require permanent low-cost housing.
- They are more likely to remain single.
- They are more likely to need added support to access existing services.
- Most will never have a driver’s license or a car.

The group was initially drawn to the Great Park because of its incredible list of planned amenities, services, accessibility, etc. The optimal living arrangement for the developmentally disabled would be a social yet private community that includes the following elements:

- Affordability
- Easy access to public transportation
- Walking distance to restaurants, grocery stores, shops
- Reasonably priced food service (cafeteria)
- Adjacent entertainment
- Walking distance to recreation, fitness center
- Adaptive physical exercise facilities
- Health services
- Local job/volunteer opportunities
- Medical oversight
- Supportive employment

The City of Irvine and Mayor Krom recognize the need for new community solutions to the housing and service needs of these populations. They have expressed an interest in developing innovative “needs based” community models which will provide both housing and easy access to essential life service within a cohesive design. Now, as plans for the Great Park property are being developed, is the ideal time to present an integrated and innovative master plan for the inclusion of “needs based” communities in Irvine.

Primary Goal

The goal of the Young Leaders Group TAP was to create a viable strategic plan for the AADD to utilize as it moves forward with its development plans.

Questions That Were Addressed by the Panel

Developing a “how to” guide...

MARKET DEMAND AND POTENTIAL

- 1.) How can this project serve multiple populations (developmentally disabled, working poor, senior citizens, physically disabled)?
- 2.) How can this project meet the affordable housing requirements for a homebuilder or developer?
- 3.) Where can we build this project? (Great Park, UCI)
 - a.) Where can we build a community like this in Irvine where local services and amenities will be available and accessible (employment, transportation, healthcare, restaurants, grocery, etc.)?
 - b.) How can this be integrated into the community?

PLANNING AND DESIGN

- 1.) What design would accommodate this special needs group?
- 2.) How can the design maximize functionality and efficiency?
(Space planning)
- 3.) How much land do we need?
- 4.) How many units can we build?

POLICY AND IMPLEMENTATION

- 1.) Operations – What would it take to effectively operate this community?
 - a.) What would it cost to operate?
- 2.) How can the project be financed?
 - a.) What government subsidies are available?
 - b.) What money is available for a project like this on a Federal, State, and local level – for both construction and ongoing services?

PRIMARY GOAL

The goal of the Young Leaders Group TAP was to create a viable strategic plan for the AADD to utilize as it moves forward with its development plans.

MARKET DEMAND AND POTENTIAL

In the City of Irvine and across the nation people with disabilities face challenges in the availability of decent, safe, affordable, and accessible housing. There simply are not enough units to meet demand, particularly for disabled adults with low incomes who require subsidies to help pay for housing.

Over the past seven years, the number of renter households with severe housing problems declined for every group eligible for federal housing assistance except for low-income people with disabilities. The Consortium for Citizens with Disabilities Housing Task Force and the Technical Assistance Collaborative estimates that as many as 1.8 million people with disabilities who receive SSI benefits may have severe housing problems. They are not receiving federal housing assistance and cannot get on subsidized housing waiting lists. Instead they are living in congregate settings or in seriously substandard housing; still living at home with aging parents who do not know what will happen to their adult child when they can no longer provide for them; or are either homeless or at risk of becoming homeless.

The lack of affordable, accessible housing is due to a number of factors, including the following:

- The high costs of land, materials, labor, and “retrofitting” existing housing with accessibility features.
- Land use and building regulations in local communities that discourage multi-unit housing development.
- Public resistance and sometimes outright opposition to building new housing or converting older buildings into housing suitable for a range of incomes and abilities.
- Few incentives for private developers to build affordable and accessible housing.
- Lack of demand from the general public for accessibility features such as wider doorways because they do not see the value of such features or assume they would raise the price of already expensive housing

There are a range of federal regulations that protect people with disabilities in the following ways:

- Prohibit housing discrimination on the basis of disability.
- Set accessibility standards for new or rehabilitated multifamily housing.
- Ensure that programs are accessible to people with disabilities.
- Provide incentives to developers for the inclusion of accessibility features in the federally subsidized single-family homes they build.

Critics say, however, that inadequate funds and lack of a coherent and comprehensive federal housing policy are major obstacles to increasing the stock of affordable and accessible housing in the United States. To make matters worse, the nation's existing "affordable housing programs are not organized or delivered systematically, but rather through myriad complicated programs and housing agencies that have no relationship to one another." The fragmented nature of the available programs makes navigating through this maze very difficult for the disabled community.

While there are some provisions in federal law and regulation designed to foster collaboration between government housing officials and the disability community, namely the Consolidated Plan, housing advocates for people with disabilities have not learned how to capitalize on them. Given the magnitude of the affordable/accessible housing "crisis," effective solutions are going to require creative, out-of-the-box thinking and the involvement of multiple stakeholders, including state and local governments, private developers, consumer advocates, and consumers. A number of states, counties, and cities are making headway in expanding affordable and accessible housing for people with disabilities. While approaches for addressing these housing issues vary depending on local contexts, two common elements exist in most successful efforts:

- The creative use of all available affordable housing programs to expand homeownership and rental housing options.
- Strong partnerships and collaborations between the affordable

housing system and the disability community to ensure that the housing created will meet the housing needs and preferences of people with disabilities.

In addition, cities must prioritize affordable housing resources available to them based on the needs of the community, which include the often overlooked group of adults with disabilities. Efforts to increase the availability of affordable and accessible housing generally fall into three categories:

- Programs that provide incentives to maintain existing affordable housing units and/or increase affordable housing stock in the community.
- Programs that help people with disabilities and seniors remain in the homes where they currently live or rent or buy affordable and accessible housing.
- Programs that provide incentives to incorporate accessibility features into existing or new housing stock.

The focus of states, counties, and cities should be to produce replicable strategies to expand affordable and accessible housing for residents with disabilities. Partnerships will likely figure prominently in most strategies, including partnerships between disabled young adults and aging communities. These two groups often find that they are, in fact, on the same side, representing the same constituency—people with disabilities that have housing needs.

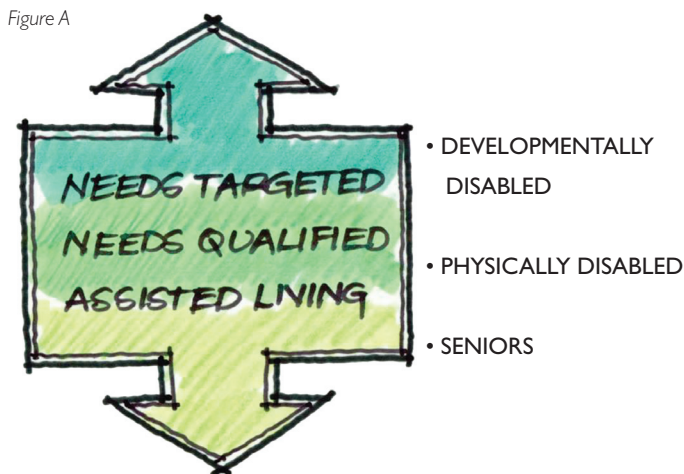
PLANNING AND DESIGN

When designing for a special needs population it is critical to address and completely understand the required elements in order to provide a quality of life that supports target individuals.

Upon interviewing and studying what elements are required for residents of the target populations and the community in which they will live, the parameters by which to feasibly design the housing have to be defined. Who we are serving and how we maintain services for specific needs will define and guide the design concept.

Who are we serving?

Our target population is defined within three groups with specific needs and the idea to integrate services to parallel needs whenever possible and appropriate. The three populations are as follows in Figure A.



While all three groups will vary in age, needs and services, all are in fact underrepresented and underserved within Orange County. It became evident upon examining each respective population that there was an opportunity to serve all three and meet an overlapping area of needs within.

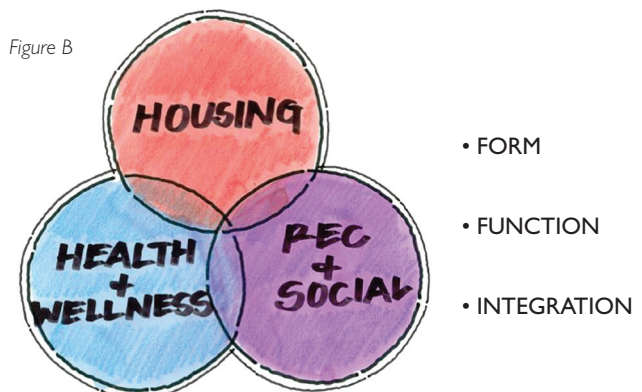
How we are sustaining services?

As a solution to funding and supporting these communities we have identified four key factors to implement and sustain facilities over time. A “master plan” approach will address elemental factors and provide direction for development.” These main areas as defined are to serve as guiding principles for design concept and are as follows:

1. Land
2. Public Infrastructure
3. Construction
4. Ongoing operations

Location and size of facility shall be proportionate to the services provided. Adjacency to existing community, mainly retail and recreational access are critical to accommodate populations that will not have automobile access.

The specific layout of the land will need to take into account the three populations and the overlap in needs as well as the separation with behavioral impacts. Based on the expertise of families and parents interviewed, there are three main functions within the community that will require placement. See Figure B.



Form

Ideally these three identified populations in Figure A and needs identified in Figure B will be in 1- or 2-story buildings arranged around shared amenities. Safety and security is a major concern of the loved ones and individuals. Creating an environment that is formed to provide access and adjacency of needs while establishing a sense of home is important in layout.

The issue addressed by panelists as being a “failure to launch”, stems from an interest in knowing that loved ones are able to live an independent quality of life while also being supervised and safe. Relationships of structural space to restorative open space will need to be arranged to avoid an institutional feel and create a village environment for individuals to thrive.

Function

The layout of the residential component will have three sub-housing areas making up a larger village to serve developmentally disabled, physically disabled and seniors. Studio type units will create private, independent lifestyles while public amenities will foster social interaction and define participatory community. Space and amenities will be needed to accommodate services for health, wellness, recreation, and a social hall. Design characteristics will include features such as:

- Elevated community gardens and other physical features to accommodate physically impaired.
- Restorative environments, i.e. views towards nature, and facilitated social interaction through common spaces.
- Creation of visual and physical cues, i.e. textured paving, colors, covered walkways and planters defining paths.
- Varied interior décor to differentiate functional areas, i.e. high ceilings and thick windows.

Integration

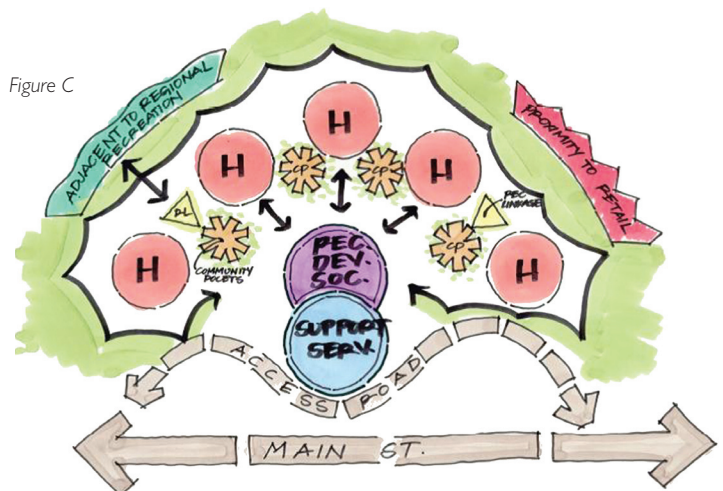
Creating an environment that spatially functions as a community will be dependent on the development and growth of the

citizens within it. Constructing an environment that is safe should not limit an individual's ability to contribute and function in the greater community and population. Resources and staff within the community will provide life skills courses, educational advancement, job training, and support to become integrated and thrive. Many resources provided for gardening, recreation, and social development will serve all three populations and allow for internal integration that will lead to assimilation of greater population.

Big Idea

This will be an all-inclusive location that allows for families and caregivers to have access to scarce resources for special needs. Ensuring that this facility has access to public transportation and local amenities whether cultural, recreational, or medical, is key. The idea of creating an island for segregation from a population is not the direction this model is intended for. An established environment and home in which individuals with specific needs can be served and is done so in a sustainable model that contributes to the community at large.

Quality land, public infrastructure, construction and on-going operations will need to be secured prior to community's inception. These key items are addressed in previous sections and are the formula for successful development and planning of this type of special needs community. The big idea is graphically diagrammed in Figure C and illustrates the overlap and relations of uses and populations to create the village environment.



POLICY AND IMPLEMENTATION

Policy

While local and regional governments have increasingly incorporated affordable housing requirements into their housing policies, the special needs population has been largely forgotten in these plans. Typically housing policies identify the type of housing and target levels of affordability, but they do not address the types of populations that are in need and how they will be served.

In order to improve the housing opportunities for the special needs population, it is important that local governments include special needs housing in their Regional Housing Needs Assessments (RHNA), general plans, and inclusionary ordinances.

Special needs projects require specific policies and agency support to be successful. Projects typically need to stand alone due to the increased services and special needs of the residents. Projects must be located in close proximity to local amenities and public transportation. Financial and political support is increasingly necessary for these residents as they have very little to no income available for housing and generally do not have a voice or support in the community.

Financing and Implementation

Special needs projects can be broken down into four key cost components: land, public infrastructure, construction and ongoing operations. Each of these must be efficiently addressed to minimize cost and increase the likelihood of a successful special needs development.

It is important that the cost of land is as low as possible in special needs developments as the funding shortfall is typically greater than in other affordable developments. Land for special needs properties is often donated or leased by cities, counties, developers or other local agencies. In addition, because land is a non-eligible basis item, minimizing its cost does not reduce the property's eligibility for tax credits.

Public infrastructure and vertical construction costs are typically financed through tax credit equity and subordinate low-interest debt. Programs such as the Multifamily Housing Supportive Housing Program are valuable tools for financing the horizontal and vertical construction costs for special needs housing. Identifying in-fill sites or sites with minimal infrastructure requirements can help reduce the construction costs. Additionally, development impact fee waivers, density bonuses or other concessions by local agencies can further offset the overall costs of the project. The use of other creative financing tools such as redevelopment tax increment and Mello-Roos infrastructure bond financing can also help reduce development costs.

Due to the extremely low-income nature of the special needs population, these projects cannot support significant permanent debt and still cover operating costs. Creative project design can help offset the cost of operation by sharing project amenities with other community programs and centers and/or locating the project in close proximity to existing community assets. The use of renewable energy technologies, efficient lighting, heating and ventilation technologies and other sustainable design programs can further reduce the ongoing cost of operations.

In addition, ongoing operating costs are significantly higher in special needs developments due to the increased service component required for the residents. Developers should work directly with their local Regional Center to prepare a supportive services plan and properly budget the operational costs. Special needs projects often require ongoing funding support for operations which may come from:

- HUD Section 8, 202, and 811 vouchers
- Redevelopment Agency Tax Increment revenue
- Supplemental Security Income
- Medicaid for the severely disabled
- Other grants and subsidy programs

Recommendations

The following is a series of recommendations in determining how to proceed with a project for adults with developmental disabilities:

- 1) Identify funding sources.
 - a. Understand the requirements of each source, as this will have an impact on design considerations.
 - b. Understand how to score and what the funding priorities are for each subsidy source. This will again impact design considerations.
 - c. Realize that even if you can get the project built, project operations are typically necessary for special needs projects. Identify the sources for this funding and understand what it takes to secure it.
- 2) Identify the potential localities/jurisdictions that have an interest in the tenancy and project.
 - a. Discuss potential sites (either identified by the City or by the development team).
 - b. Identify what the City wants.
 - i. Identify service partners and City departments to work with.
 - c. Discuss public process and how the City can assist to ensure there is clear communication with the community.
 - d. Determine level of commitment and if they can participate financially.
- 3) Conceptual phase
 - a. Begin conceptualizing project design and programming space. Identify unique needs of the population to be served and design accordingly.
 - b. Develop financial pro forma.
 - i. Get cost estimates.
 - ii. Determine capital structure.
 - c. Get entitlements (if necessary) and other City/County commitments.
- 4) Design Development
 - a. Additional detail to concept plans
 - b. Public hearings
 - c. Make financing applications

ULI TAP PROGRAM

The Urban Land Institute (ULI) was founded in 1936 as a non-profit institute to conduct research and provide information on all aspects of real estate development and land use policy. ULI has over 40,000 public and private sector members comprised of professionals in all aspects of real estate development, policy, and regulation. ULI has 66 district councils in The Americas, Europe, the Middle East and Asia, a worldwide staff of over 200, and a \$65 million annual operating budget. The ULI has been a leader in smart growth, mixed use development, urban redevelopment, transportation, and affordable housing. ULI Orange County is among the top 10 largest District Councils in the world with more than 1340 individual members.

Since 1947, ULI's Advisory Services Program has been assisting communities by bringing together panels of seasoned real estate, planning, financing, marketing, and development experts to provide unbiased pragmatic advice on complex land use and development issues. Often these panels meet with the sponsoring government or non-profit entity for five days at a fee of about \$110,000, and typically address issues of a broad and long-range scope.

The ULI District Councils have begun providing panel services of one or two days. A fee is charged for the advisory service, but the panel members are not compensated for their time. To ensure objectivity, panel members cannot be involved in matters pending before or be working for the sponsor and cannot solicit work from the sponsor during the panel's assignment period.

Sponsors request Technical Assistance Program (TAP) services on specific issues which can be addressed in one or two days. The District Council assists the sponsor in refining the scope of the assignment and in organizing the panel efforts. Panels are then formed to provide the expertise to address those issues. At the conclusion of the work period, the panel issues a report with recommendations to the sponsor.

The selection of the TAP panelists consisted of reaching out to ULI Orange County members and confirmation with the Advocates for Adults with Developmental Disabilities that the panelists' background and experience would be beneficial in this particular project.

LIST OF TAP PANELISTS

Mariela Alfonzo

Urban Design Researcher/Post Doctoral Fellow

1727 Massachusetts Avenue, N.W.,
Unit 306
Washington, DC 20036
PH: (305) 528-2642
alfonzom@aol.com

Jason Check

Acquisitions

TPG Residential
30950 Rancho Viejo Road, Suite 200
San Juan Capistrano, CA 92675
PH: 949-267-1503 direct
FAX: 949-487-6276
jcheck@picernegroup.com
www.picernegroup.com

Dan Flynn

Vice President, Land Acquisitions

John Laing Homes
3121 Michelson Drive, Suite 200
Irvine, CA 92612-7672
PH: (949) 265-6808
FAX: (949) 265-6823
dflynn@johnlainghomes.com
www.johnlainghomes.com

RJ Miller

Principal

Sureharbor, LLC
30950 Rancho Viejo Road, Suite 100A
San Juan Capistrano, CA 92675
PH: (949) 542-3966
FAX: (949) 443-9133
rjmiller@sureharbor.net
www.sureharbor.net

Darrin Willard

Principal

Sureharbor, LLC
30950 Rancho Viejo Road, Suite 100A
San Juan Capistrano, CA 92675
PH: (949) 542-3955
FAX: (949) 443-9133
darrinwillard@sureharbor.net
www.sureharbor.net

John Okura

Senior Project Manager

Jamboree Housing Corporation
17701 Cowan Avenue, Suite 200
Irvine, CA 92614
PH: (949) 263-8676 x134
FAX: (949) 263-0647
jokura@jamboreehousing.com
www.jamboreehousing.com

Yolanda Sepulveda

Planner

William Hezmalhalch Architects, Inc.
2850 Redhill Avenue, Suite 200
Santa Ana, CA 92705
PH: 949-250-0607
FAX: 949-250-1529
yolandas@whainc.com
www.whaarchitects.com

Stewart Winkler

Principal

Urban West Ventures
27 Hulsea
Aliso Viejo, CA 92656
PH: 949-278-1002
FAX: 949-544-5208
sw@uwventures.com
www.uwventures.com

ULI ORANGE COUNTY STAFF

Phyllis Alzamora

Executive Director

phyllis.alzamora@uli.org

Ali Taghavi

Director, Community Outreach

ali.taghavi@uli.org

PANELISTS' BIOGRAPHIES

RJ Miller

R.J. is a founding principal of SUREHARBOR, LLC and has worked in the real estate industry over the last decade. Most recently, R.J. was a Principal at Development Planning and Financing Group (DPFG), a national real estate development consulting firm. R.J.'s focus included general real estate consulting matters with specialized experience in planning and implementing over 100 public financing districts, structuring and documenting approximately \$500 million in bond financing transactions, analyzing and negotiating numerous redevelopment tax increment financings, and development feasibility analysis of a wide range of development projects.

Prior to R.J.'s employment at DPFG, he worked at Affordable Residential Communities (ARC), a national Real Estate Investment Trust. R.J. assisted in the acquisition of over \$250 million in assets; performed valuation and due diligence of a wide range of affordable residential properties and portfolios; contributed to the start up of new finance, insurance, and franchise divisions of ARC; and served as the lead analyst in the reorganization and recapitalization of ARC in preparation for its billion dollar Initial Public Offering.

R.J. is a member of the Urban Land Institute and has a Bachelor Degree with a dual major in Business and Urban Planning from the University of Colorado, Boulder.

Darrin Willard

Darrin is a founding principal of SUREHARBOR, LLC. Previously, Darrin worked with Development Planning and Financing Group (DPFG) where he managed the formation of Community Facilities Districts (CFDs), Assessment Districts (ADs), and the issuance of bonds to finance public infrastructure for large residential developments. Darrin has planned and implemented approximately \$250 million in bond financings throughout California and was involved in the formation of one of Hawaii's first CFDs.

Prior to his employment with DPFG, Darrin spent over 6 years working with nonprofit affordable housing developers preparing development feasibility analysis, seeking the award of subsidies and

grants, and analyzing and applying for low income housing tax credits. Darrin holds a Bachelor of Science in Business Administration with an emphasis on Real Estate Finance and a minor in Law and Public Policy from the University of Southern California and is a member of the Urban Land Institute.

Jason Check

Jason works with The Picerne Group (TPG), a privately-funded international investment firm created to pioneer new strategies for wealth creation and preservation. Jason currently heads acquisitions for TPG Residential, a recently created multifamily & distressed debt investment subsidiary of TPG. At TPG, Jason has been responsible for acquiring, repositioning, and disposing in excess of \$100M worth of commercial real estate.

Prior to joining TPG, Jason worked with Langan Engineering in New York City as a development and engineering consultant. Jason holds a Master's and Bachelor's degree in Civil & Environmental Engineering from the Georgia Institute of Technology.

John Okura

John Okura is currently employed as a senior project manager for nonprofit affordable housing developer, Jamboree Housing Corporation ("JHC"). In a career in both the public and private sectors, John has been involved in real estate transactions valued at over \$1 billion. At JHC, he is involved with the acquisition, financing, and construction of both new and acquisition/ rehabilitation projects for large families, seniors, and special needs populations. Most recently, he closed the bond and tax credit financing for a 71 unit large family development in the Irvine Business Complex. Previously he was employed at LINC Housing Corporation, where he negotiated and closed the financing of a 230 unit acquisition/rehabilitation project in Rancho Cucamonga.

Before starting his career in the nonprofit development world, John was employed by recently acquired REIT, Archstone Smith as a transaction analyst. In this role, he underwrote and valued the acquisition and disposition of REIT assets in the western United States. In Archstone's return to the Bay Area market, John was the analyst structuring the Fox Plaza transaction, a

\$148 million mixed use asset acquired in 2005. Prior to joining Archstone, John worked as an Associate with Related Capital, now Centerline Capital. It was in this position that he gained invaluable experience in the world of tax credit equity investment. John earned his BA from the University of California, San Diego and has served on numerous boards of community based organizations.

Mariela Alfonzo

Mariela Alfonzo is an urban design consultant and researcher. She has a Ph.D. in Urban and Regional Planning with an emphasis in Urban Design and Behavior from the University of California, Irvine. She is currently a Post Doctoral Fellow at the Metropolitan Institute at Virginia Tech, in Alexandria, VA in the Department of Urban Affairs and Planning. Dr. Alfonzo is an expert on commercial and mixed-use redevelopment, sense of community, and walk-ability.

As a consultant, Dr. Alfonzo helps developers, designers, and public officials enhance the social and economic value of their development projects. Bridging the worlds of academia and practice, she translates the results of new and existing research into effective, viable, and sustainable planning and development solutions. She has consulted on the urban design of several mixed-use and pedestrian-oriented developments. She has created empirically-grounded site plans and design recommendations as well as conducted site plan analysis. She has also developed research-based retail and economic redevelopment strategies. Dr. Alfonzo has also participated in an ULI Technical Assistance Panel (TAP), creating redevelopment and envisioning strategies for underperforming commercial properties. Additionally, she has sat on several Delphi panels as an expert on walkability. Furthermore, she was a featured speaker at Houston's ULI Urban Marketplace on the topic of urban design and retail redevelopment.

Dr. Alfonzo's research, overall, focuses on the links between design, community, and quality of life. Over the past three years, she conducted an extensive study of three formerly failing malls that were converted into mixed-use neighborhoods. Her study of this increasingly popular national real estate trend led to several

cutting-edge findings, including establishing empirical evidence for the link between the built environment and design and social and economic value. She is currently working on compiling her findings into a practice-oriented design guidance publication for mixed-use commercial redevelopment. Dr. Alfonzo has co-authored several academic articles in premier planning and design journals. She has also published a solo-authored paper on the various urban design characteristics that may motivate people to walk, which was amongst the 40 most top-read articles in the journal of Environment and Behavior. She also conducted a study of the urban design of 12 Houston neighborhoods and ranked them based on walk-ability and sense of place. This article utilized an innovative comparative methodology to measure the built environment to effectively "diagnose" the "state of place" of existing communities. The article highlighted various community redevelopment, design and policy "remedies" for Houston neighborhoods. Dr. Alfonzo has presented her work on walk-able neighborhoods and mixed-use redevelopment at various national conferences. She also sat on ULI's Young Leader's executive committee as chair of University Outreach in Orange County, California for two years.

Yolanda Sepulveda

Yolanda Sepulveda is a design planner for William Hezmalhalch Architects, one of Orange County's and California's premier architectural, design and planning firms.

Ms. Sepulveda began her career serving in the Domestic Peace Corps, Americorps program in rural Oregon immediately after graduation in 2001 from Cal Poly San Luis Obispo. Serving as a project manager for public and federal projects for 2 years, Yolanda received a Governors commendation for her service and contribution to the state of Oregon. After her term, she returned back to California craving more populated pastures. KTGy Group was her home for the next 4 years before joining William Hezmalhalch Architects.

With a passion for creating quality livable spaces, Yolanda has worked on projects throughout Oregon, California, Russia, Arizona, and Las Vegas. Having worked with and learned from some of the industry's best designers, architects and planners, she actively

TAP ORGANIZERS

Aman Lal

Aman Lal is a land broker with The Hoffman Company. His primary focus is North Los Angeles County (Santa Clarita and The Antelope Valley). Aman has completed \$400 Million in deals in four different counties and has experience coordinating with public agencies in the different municipalities. Aman currently serves as the Co-Vice Chair of the Urban Land Institute for the Orange County Young Leaders Group.

Nicole Snell

Nicole is the Director of Marketing for Park Place Partners, Inc., a residential land brokerage firm headquartered in Irvine. Nicole's expertise is creating exciting and detailed marketing packages for multi-million dollar residential land sales. This includes and is specific to reviewing, analyzing, and summarizing due diligence materials associated with listed properties, and presenting the property information in a marketable format. She has a strong understanding of the entitlement process for small and large-scale residential development, including urban infill.

Prior to joining Park Place Partners, Inc. in 2003, Nicole worked at CB Richard Ellis in Denver, Colorado. While at CB Richard Ellis, Nicole worked with a team of real estate brokers specializing in retail services (development, sales, leasing). She managed and coordinated all marketing activities for the team. Nicole was also a part of the initial set up of the Denver Private Client Group, which represents private investors in marketing and trading assets uniquely suited to the private capital arena.

Nicole graduated from the University of Colorado at Boulder and majored in Spanish Language and Literature and minored in Business Administration.

Stewart Winkler

Stewart is a developer at Urban West Ventures located in Aliso Viejo, California. Stewart's experience includes underwriting, financing, rehabilitating, asset management of multifamily, and other investment projects. He also has worked on development of retail sites as well as acquired and reposition apartment complexes. Prior to joining Urban West Ventures, Stewart worked at Jamboree Housing Corporation as a Senior Project Manager where he managed relationships with cities, lenders, syndications, contractors, for-profit partners and other third parties.

pursues ways in which to enhance her career and experiences. Joining ULI in 2004 Yolanda became active with programs and YLG executive committee. A position on the YLG executive committee as Co-Vice Chair has proved to be one of the wisest decisions made in her young career. Developing programs for the Young Leaders and District council has allowed a unique opportunity to meet and connect with the industries best, brightest and most progressive. Being a part of ULI Young Leaders committee has broadened perspectives and experiences that have added another dimension to learning, questioning and growing in the ever-changing industry of real estate.

Dan Flynn

As Vice President of Land Acquisitions, Dan is responsible for the identification, fiscal analysis, negotiation and acquisition of new properties for residential development. Over the past nine years, he has helped develop thousands of new homes in the cities of Anaheim, Costa Mesa, Newport Beach, Tustin, Brea, Yorba Linda, Irvine, Lake Forest, Garden Grove and Westminster, as well as master-planned communities in Riverside and Moreno Valley. He has also been involved in public/private partnerships with the cities of Anaheim, Buena Park, Fullerton, Huntington Beach, Irvine, and Moreno Valley. Dan now leads a dynamic, multi-disciplinary team of acquisition managers and analysts focusing on infill and redevelopment opportunities in central and north Orange County as well as high density, mixed-use developments in urban locations. Along with the rest of the South Coast Division, Dan is also pursuing master plan opportunities with The Irvine Company, Rancho Mission Viejo and Talega.

Born and raised in Anaheim, he has a Bachelor and a Master's degree in Literature from California State University, Long Beach, and has served on the Board of Directors of the Home Builders Council, Vital Link Orange County, and the Tustin Public Schools Foundation as well as the Executive Council of the Urban Land Institute. Dan is also a frequent speaker at the University of California Irvine "Light Construction & Development Management" program and PCBC, and has been featured in such periodicals as Business Week, USA Today, Real Estate Southern California, California Real Estate Journal, Builder & Developer, Urban Land

ADDITIONAL RESOURCES

United Cerebral Palsy Los Angeles

UCP LA (United Cerebral Palsy Los Angeles) describes its goal as helping people with cerebral palsy and other developmental disabilities to “maximize their potential and live full, dignified lives. The entire continuum of our programs and services revolves around this philosophy. From housing and daily living skills support to gardening, cooking, and art classes, UCP helps people with disabilities live as they want to live-with dignity.”

UCP LA is the largest developer of affordable, accessible homes for adults with developmental disabilities in Southern California. It operates 42 rent-subsidized developments where low-income adults with disabilities live.

It operates an apartment-style housing project in Stanton.
<http://www.ucpla.com/casa.html>

AbilityFirst

AbilityFirst began life in 1926 as the Crippled Children’s Society. The name change reflects its broader goals - providing services and support for children and adults with disabilities. It has opened nine apartment complexes, a “family-style” adult residential facility, and a residential home for seniors. Later this year, AbilityFirst will open its first Orange County housing -- a 35-unit, apartment-style housing development at the corner of Walnut and Harvard in Irvine.

Details about AbilityFirst’s housing can be found at the following link - along with a contact name/number.
http://www.abilityfirst.org/locations/locations_accessible_housing.asp

Casa de Amma

Andrea Erickson is executive director of Casa de Amma in South Orange County. She recently moved there from Costa Mesa-based Project Independence, which helps the developmentally delayed with life and job skills. Andrea was executive director, I believe, at PI.

Casa de Amma is a private model solution to the question of where this population might live.
<http://www.casadeamma.org/>

The Great Park:
<http://www.ocgp.org/>

The City of Irvine:
<http://www.ci.irvine.ca.us/>

The City of Irvine Affordable Housing:
<http://www.ci.irvine.ca.us/depts/cd/planningactivities/affordablehse/default.asp>

Department of Housing and Urban Development
<http://www.hud.gov/>

ULI Orange County

Address:

c/o Hobbs Institute
Chapman University
One University Drive
Orange, CA 92866

Phone: (714) 628-2856
Fax: (714) 744-2196

Staff:

Phyllis Alzamora, *Executive Director*
E-mail: phyllis.alzamora@uli.org

Graphic Design:

Melissa Granillo
E-mail: magdesign83@gmail.com
www.melissagranillodesign.com



ULI Address:

ULI - The Urban Land Institute
1025 Thomas Jefferson Street, N.W.
Suite 500 West
Washington, D.C. 20007

Phone: (202) 624-7000
Fax: (202) 624-7140