

NEIGHBORHOOD STABILIZATION PROGRAM
PROGRAM MANAGEMENT CONSULTING SERVICES



June 4, 2009

Thank you for considering Tierra West Advisors Inc. ("Tierra West") for implementing your Neighborhood Stabilization Program ("NSP").

The varied background and experience of Tierra West staff, acquired in both public and private sector positions, provide a wide range of skills needed to address the varied challenges public sector clients face in the current difficult economic market. Principals Tim Mulrenan and John Yonai have worked in the private sector as brokers, developers, and investors, and therefore have first hand experience in acquiring, rehabilitating, and selling properties. Both are licensed in California as real estate brokers, and Mr. Mulrenan is also licensed as a general contractor.

Staff has managed rehabilitation programs for a number of clients. In similar assignments, Tierra West has acquired single family detached properties in the redevelopment area, inspected the properties, prepared scopes of work for contractors, managed and supervised contractor and worked with local lenders, real estate agents and qualified households to occupy the units.

Therefore Tierra West has the first hand skills and experience to manage the Neighborhood Stabilization Program, and welcomes the opportunity to put its capabilities to work for your Agency. The firm appreciates the opportunity to submit its credentials for consideration, and welcomes the opportunity to meet and discuss the NSP with you.

Sincerely,

TIERRA WEST ADVISORS, INC.

A handwritten signature in black ink that reads 'Tim Mulrenan' in a cursive script.

Tim Mulrenan, Principal

2616 East 3rd Street
Los Angeles California 90033
T 323/265 4400
F 323/261 8676
W tierrawestadvisors.com

REAL ESTATE & REDEVELOPMENT
CONSULTANTS

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COMPANY OVERVIEW

Tierra West provides redevelopment and real estate consulting services to public and private sector firms with interests in redevelopment, housing, and community development. The firm provides program planning as well as implementation services to its clients, drawing on the combined experience of its staff which surpasses 100 years in the planning, redevelopment and real estate sectors.

The firm is a successor in interest to Tierra West Real Estate consultants, founded in 1991. In 2007 the firm was reorganized as Tierra West Advisors, Inc., a California Corporation, and as currently constituted consists of four principals/officers and eight associates. The principals of Tierra West have experienced numerous business cycles, and therefore have the background to assist clients with the challenges encountered in recessionary times.

Managing the Neighborhood Stabilization Program

The Principals and staff of Tierra West have a cumulative experience of over 120 years in the general real estate field, comprising backgrounds that include purchasing, sales, development, distressed properties, bankruptcies, redevelopment, property upgrades, financing, planning, leasing and other specialties. Tierra West offers the following to help you manage your NSP program:

1. Range of backgrounds – Staff backgrounds include stints in development, construction, remodeling, brokerage, planning, and consulting in both the public and private sector.
2. Flexibility – The firm is licensed as a real estate broker and Principal Tim Mulrenan is licensed as a general contractor, providing the option to legally buy and sell property on behalf of the Agency and manage construction, if required. The Agency may choose this more direct approach on a select basis to control costs and increase control.
3. Project Management expertise – Tierra West would utilize local contractors and agents to create local jobs, expand capacity, and create local proprietary interests in seeing that the program succeeds. Tierra West has managed teams to create and implement redevelopment plan amendments, issue bonds, and generally manages projects and can utilize Microsoft Project software to manage the assignment and keep the Agency informed as to the progress and budget.



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4. Familiarity with affordable housing and Federal NSP requirements, plus the firm has a long track record developing and implementing programs and projects to put public funds to work providing affordable housing.
5. Direct comparable experience – Staff has managed rehabilitation programs for clients including buying, fixing up, and selling single family detached units with redevelopment agency funds; Staff has bought foreclosures, directly from banks and at auction, completed construction, re-financed, rented with option to buy, and sold at a profit.

Spending and Levering of NSP Funds

In addition, Tierra West is able to assist Agency staff in prioritizing and selecting single-family homes to acquire through the NSP program. The funds available may not be sufficient to acquire each and every foreclosure which comes on the market and therefore the Agency will need to prioritize its activities. Selection criteria the Agency could utilize may include:

- Focusing resources on certain neighborhoods in the City
- Seeking to invest in properties that can be turned around and re-sold at the least net cost to the Agency, thereby stretching out the resources.
- Selecting the most severely blighted properties and then either demolishing or rehabilitating them.
- Seeking opportunities to leverage the NSP resources, such as by investing with private sector investors to acquire and turn around distressed properties.
- Acquiring multi-family units, either apartment or condominium projects, that can then be upgraded and made available to very low income households.
- Acquiring those properties that have been vacant for the longest time
- Acquiring those properties that are having the most negative impact on the surrounding neighborhood.

Tierra West staff includes individuals that are licensed as real estate brokers, agents, or general contractor; however the firm is also able to work through local service providers in implementing the NSP. Tierra West anticipates a high volume of activity, and a need to invest NSP capital quickly. Therefore, by working through the provider network, the firm will build local capacity much more quickly. It will also create more local jobs.

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NSP Activities

Tierra West is also able to list the acquired properties on the local multiple listing service (MLS), and act as the Agency's selling agent in order to conserve brokerage commissions. Where appropriate and beneficial to the Agency, Tierra West can also act as the Agency's agent on property acquisition and apply these commissions to the fees due Tierra West, thereby reducing the net fees payable by the Agency.

In accordance with NSP program guidelines, Tierra West can coordinate the acquisition of residential properties. Tierra West can negotiate on the Agency's behalf with financial institutions, property owners, brokers and agents, and other parties to acquire the targeted properties. Tierra West will draw up purchase offers, counteroffers, and other documents using forms as approved by Agency counsel.

Tierra West can coordinate other service providers required for the initiative, including appraisers, property inspectors, homeownership counseling firms, escrow companies, title companies, and other firms involved in the program. If the Agency does not have a preapproved list of such service providers, or does not have ongoing relationships with such firms, Tierra West will seek out and review the qualifications of firms that it would submit to the Agency for its approval.

Tierra West is also able to coordinate escrow activities, coordinating with escrow and title insurance providers, and arranging approvals required of the Agency and the wiring of funds to close escrow. During due diligence periods Tierra West can coordinate property reviews, including review of preliminary title reports, and the arranging of property inspections and repairs, if necessary.

Tierra West can coordinate with approved service providers in inspecting the property before acquisition, putting together a scope of work and budget, including developer fees, brokerage commissions, and other costs, to assure that the intended costs and revenue can be achieved.

Tierra West can coordinate with City building officials and architects to assure that the intended work will bring the property up to all required codes and standards.

Tierra West can coordinate with the local real estate community to stay informed as to qualified buyers that may be in the market. If needed, Tierra West will educate the brokerage community, mortgage brokers, lenders, and escrow officers as to the affordable housing requirements, qualifications, and underwriting to assure that buyers will be able to meet the standards required by any restrictions that may be put in place by the NSP and other funding sources.

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Tierra West is also able to assist in putting together estimates of rehabilitation costs with approved contractors, and estimating sales prices with approved brokers, so that the funding gap can be determined based upon “real world” local costs.

Tierra West is also able to assist City staff in the consideration of a Community Land Trust to hold title to land that the Agency plans to retain fee title interest in. Such properties may be ground leased to potential homebuyers or developers for occupancy, in the cases where there is a legal structure on the property, or for land banking in the case where the Agency plans to hold off for a short time on the redevelopment of the property.

Tierra West can implement a First Time Homebuyer’s or Down Payment Assistance Program on behalf of the Agency as required. Tierra West has set up and manages similar programs on behalf of a number of clients.

Tierra West can provide services in real estate lending, construction management, and project management that will assist staff to successfully implement the NSP program. As mentioned earlier, Tierra West is experienced in underwriting and placing loans on behalf of redevelopment agency clients providing silent second loans to first time homebuyers, and to developers developing affordable apartments under the low income housing tax credit and other programs. As private sector real estate agents, Tierra West staff have also negotiated and put in place loans with financial institutions as part of market rate real estate transactions. Tierra West staff, in prior positions, has also acted as general contractors and construction managers on construction projects, and are therefore experienced in supervising and coordinating construction projects.

Tierra West will provide such other services as determined by staff and within the expertise of the firm to manage the NSP.

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The Tierra West Team

Tierra West is thoroughly competent and capable of satisfactorily performing the Scope of Work required by the NSP. Staff members have purchased and sold properties, have purchase properties at trustees sales, have purchased, rehabilitated, and sold foreclosed properties, have managed construction, have placed financing on properties, have worked with and coordinated with local brokers and contractors to meet the needs of its clients, have been actively involved in placing affordability restrictions on both for-sale and for-rent projects.

The firm currently consists of ten (10) experienced professionals:

| | |
|--------------------------------------|--|
| John Yonai, Principal | Tim Mulrenan, Principal |
| Michael Garcia, Principal | Rose Acosta, Principal |
| Walt D. Lauderdale, Senior Associate | Louis Morales, Senior Associate |
| Zoe Urrutia, Senior Analyst | Regan Candelario, Senior Associate |
| Liliana Monge, Analyst | Alexandra Bassanetti, Real Estate Technician |

Tierra West anticipates building a local network of service providers to extend its own local capacity, create local jobs, and provide for rapid, local, responsiveness to the needs of potential buyers, investors, lenders, and other parties.

The contact person at Tierra West with regards to NSP work is Tim Mulrenan

The address of the firm is:

Tierra West Advisors, Inc.
2616 East 3rd Street
Los Angeles, CA 90033

Telephone number is: (323) 265-4400. Tim Mulrenan's extension is 222.

The fax number for the firm is (323) 261-8676

The email address for Tim Mulrenan is tmulrenan@tierrawestadvisors.com

The firm is a private sector, for profit, subchapter C California Corporation.



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SERVICES OFFERED BY TIERRA WEST

The range of services provided by the firm includes the following:

- Real estate economic analysis / Economic development plans and strategies
- Housing Program development and implementation
- Planning – current and advanced planning, and assisting private clients through entitlement
- Financial Consulting – bond issuance consultant reports
- Real estate acquisition
- Governmental Services – classification/compensation surveys and analysis, Parks Master Plan analysis
- Interim management and project management staffing
- Redevelopment plan amendments and adoptions
- Reporting requirements – 5 Year Implementation Plans, 10 year Housing Compliance Plans, annual Statements of Indebtedness, State Controller’s report, monitoring Deed Restrictions and annual City budgets.

The clientele of the firm includes redevelopment agencies, cities, counties, and housing authorities on the public sector side, where the firm can assist on planning, management, and implementation services required to advance their respective missions. On the private sector side, Tierra West advises developers, property owners, and investors with interests in concluding agreements with the public sector that would involve the acquisition of entitlements, or the provision of public assistance to facilitate the development of projects that would provide public benefits.

Tierra West provides a variety of real estate and financial related activities including, real estate economic analyses, acquisition, developer negotiations, economic development strategies, redevelopment plan amendments and adoptions, 5 year implementation plans and 10 year housing compliance plans, Statement of Indebtedness and other reporting requirements, fiscal consulting analysis for bond issues and budgets, and related planning services to our clients. Many of our clients are established public or quasi public agencies that are attempting to be more effective in asset utilization to assist in revitalizing specific areas to provide employment opportunities, affordable housing opportunities, create aesthetically pleasing and community sensitive developments, that assist in generating additional revenues. Tierra West’s differentiates itself from other consulting firms by focusing on implementation skills that extend through the complete project cycle: acquiring property, issuing Request for Proposals (RFP’s), selecting developers, negotiating development agreements, reviewing



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developer financial projections and preparing proformas for project economics. The following are the services offered by Tierra West.

IMPLEMENTATION AGREEMENTS

Development Planning and Analysis

Tierra West is available to provide development planning and analysis for specific project undertakings. Typically, this would involve preparation of a Design for Development for adoption by the City that sets the basic parameters for proposed development. The options available to the City for development of a specific site can be analyzed to determine the optimal outcome and a recommended project.

Development Pro Forma Analysis/Negotiation

Tierra West is available to provide project financial proformas for potential redevelopment projects to assist the City in determining the financial viability of a project and determine the degree of participation which may be required by the City. Tierra West is also available to assist with developer negotiations as needed.

Agreement Preparation

Tierra West is available to assist City staff and legal counsel in the drafting of agreements (typically, Disposition and Development Agreements or Owner Participation Agreements). These agreements outline the responsibilities of both the proposed owner/developer and the City.

Agreement Processing

Tierra West is available to prepare the back-up materials, agenda staff report, and summary report (required by redevelopment law) and assure that proper noticing and hearings are held in conformance with law.

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AFFORDABLE HOUSING PROJECTS

Comprehensive Strategy

Tierra West is available to assist with the preparation of a comprehensive affordable housing strategy. This could be done in coordination with the updating of the Five-Year Implementation Plan.

Specific Project/Site Identification

Assist the City identify specific requirements to rehabilitate and develop new affordable housing as well as specific projects and sites that could be utilized for this purpose.

Developer Selection/Negotiation

Tierra West is available to assist in the developer selection process, as well as in negotiating terms and agreements for future housing development.

Financing

Tierra West has a background in developing various financing alternatives, making use of low to moderate housing set-aside funds, tax allocation bonds, tax credit opportunities, and other revenue bond formats to assure the most efficient and effective way of leveraging City funds for the development of housing.

REAL ESTATE SERVICES

Property Management

If needed, Tierra West is available to provide property management services for City-owned properties. Typically, Tierra West has provided interim management services when either the property will be held for only a short time, or when time is needed to select a long-term, permanent management Company.

Property Acquisition/Negotiation

Implementation programs frequently require property acquisition and negotiation services. Tierra West is available as needed to provide such services. All services will be provided in conformance with State guidelines regulating the acquisition of properties by public entities.

Relocation

From time to time, relocation services have been required, and although Tierra West does not directly provide these services, Tierra West has contracted with, and overseen the work of other specialty relocation consultants and can continue to provide this service.



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PUBLIC AGENCY ADMINISTRATION

Agenda Materials

Tierra West will draft resolutions, reports, notices, plans, agenda staff reports, and back-up materials as requested by City staff.

Meetings

Tierra West staff is available to attend meetings of the City Council or Board of Directors of the Redevelopment Agency, Planning Commission, project advisory committees, and meetings with property owners and residents, when necessary. Tierra West has a track record of developing good working relationships with both affected citizens and with staff members.

General Administrative Services

Tierra West is available to assist the City with all other administrative matters on an as-needed basis. These services could include assisting with City filing document control systems, providing specialized services related to real estate appraisals, acquisition negotiations, relocation, market analysis, detailed development analysis or goodwill appraisals. Tierra West may not directly provide all of these services but could assist by identifying those consultants who have experience in the necessary areas of expertise and coordinating the provision of their services.

REPORTING REQUIREMENTS

Annual Budget and Work Program

Redevelopment Law (HSC Section 33606) requires all Redevelopment Agencies to prepare an annual budget that includes the proposed expenditures, proposed indebtedness, anticipated revenues, and a work program for the coming year, and an analysis of prior year accomplishments. Tierra West will utilize information from the City budget to prepare the annual budget to comply with Redevelopment Law.

State Controller's Report

If needed, Tierra West will assist staff in preparing this required report, particularly the Housing and Community Development portion of the report.

Statement of Indebtedness

Tierra West is available, if needed, to assist with the preparation of this document, although likely this has been, and will continue to be done by the City finance department.

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Monitoring Deed Restrictions

Redevelopment Law requires the Agency to expand and improve the supply of affordable housing and to record deed restrictions to assure continued income level compliance. Tierra West is available to monitor these deed restrictions on an ongoing basis.

SPECIAL PROJECT ACTIVITIES

Economic Development Strategies

Economic Development Strategic Plans are important for addressing public infrastructure deficiencies, land use issues, business retention/attractions programs, streetscape programs and other projects that could be impacting business growth within the city.

Cost Benefit Analysis/Economic Impact Analyses

Tierra West is available to aid the City in analyzing the costs and benefits of specific development proposals targeting specific users, and to help create an economic development program which is beneficial to the local tax base. Implementation of redevelopment plans should be accomplished in such a way as to promote economic stability and future revenue flow to the City and other taxing entities. With periodic slowdowns in real estate market activities, it is necessary for redevelopment agencies to take a lead role in promoting local economic development.

Specific Project Activities

As necessary, Tierra West is available to analyze specific projects, develop schedules and budgets, and prepare necessary documentation.

REDEVELOPMENT PLANNING

Feasibility Studies

Redevelopment project area formation is an expensive and time consuming process. Before initiating a plan adoption, amendment or merger, we work with our clients to conduct a preliminary analysis of the financial, legal and political implications.

Property Tax Increment Revenue Projections

Tierra West Advisors prepares tax increment revenue projections that outline anticipated housing set aside deposits, taxing agency payments, administrative costs, non-housing project funds and bonding capacity.

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Redevelopment Plan Adoptions, Amendments and Mergers

Tierra West Advisors brings several years of experience adopting, amending and merging redevelopment plans to implement community development, housing rehabilitation, commercial revitalization, hazardous material remediation and other programmatic goals.

Project Area Committee and Community Outreach

Stakeholder support for redevelopment is more essential today than ever before. Tierra West Advisors can coordinate, participate or lead community workshops with residents, property owners and businesses.

Implementation and Housing Plans

Tierra West Advisors prepares a wide variety of planning documents required by Redevelopment Law including five year implementation plans, replacement housing plans, housing compliance plans, annual reports and relocation plans.

CLIENT REFERENCES

The following is a list of current references from cities and redevelopment agencies that have commissioned the principals of Tierra West for assistance with fiscal consulting for bond issue, acquisition services, project economics, DDA drafting/negotiations, Reuse Analyses and Summary Reports, loan agreements, planning, housing developments, or other redevelopment services.

City of Huntington Beach

Assigned Staff: John Yonai, Timothy Mulrenan, and Michael Garcia
Contact Person: Stanley Smalewitz, Economic Development Director
City of Huntington Beach
(714) 536-5909

City of Azusa

Assigned Staff: Tim Mulrenan, Mike Garcia, and John Yonai
Contact Person: Kurt Christiansen, Director of Community & Economic Development
Francis M. DeLach, City Manager
City of Azusa
(626) 812-5236



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City of Arroyo Grande

Assigned Staff: Timothy Mulrenan, Michael Garcia, and Regan Candelario
Contact Person: Steven Adams, City Manager
City of Arroyo Grande
P.O. Box 550
Arroyo Grande, 93421
(805) 473-5400

City of Bell Gardens

Assigned Staff: John Yonai, Timothy Mulrenan, Michael Garcia and Regan Candelario
Contact Person: Carmen Morales, Community Development Director
Steve Simonian, City Manager
7100 S. Garfield Avenue
Bell Gardens, CA 90201
(562) 806-7725

City of Murrieta/Redevelopment Agency

Assigned Staff: Michael Garcia
Contact Person: Bruce Coleman, Economic Development Director
Mary Lanier, Planning and Redevelopment Director
26442 Beckman Court
Murrieta, CA 92562
(951) 461-6021

City of Glendale/Redevelopment Agency

Assigned Staff: Timothy Mulrenan, and John Yonai
Contact Person: Madelyn Blake, Director of Housing
Peter Zovak, Housing Development
141 North Glendale Avenue, Suite 202
Glendale, California 91206
(818) 548-3706

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City of Commerce/Community Development Commission

Assigned Staff: John Yonai, Timothy Mulrenan, Michael Garcia and Regan Candelario
Contact Person: Heriberto Valdes, Manager
Robert Zarrilli, Community Development Director
City of Commerce
(323) 722-4805

City of Los Angeles/Community Redevelopment Agency

Assigned Staff: John Yonai and Timothy Mulrenan
Contact Person: Michelle Banks - Ordone
4401 Crenshaw Blvd., Suite 201
Los Angeles, CA, 90043

City of Lynwood

Assigned Staff: John Yonai, Timothy Mulrenan, and Zoe Urrutia
Contact Person: Lorry Hempe
11330 Bullis Road
Lynwood, CA 90262
(310) 603-0220

City of El Segundo

Assigned Staff: Louis Morales and John Yonai
Contact Person: Gary Chicots
350 Main Street
El Segundo, CA 90245
(310) 524-2300

Other current include the Cities of Artesia, Big Bear Lake, Commerce, Desert Hot Springs, Huntington Beach, Riverside, Pasadena, Pomona, Rancho Cordova, Rancho Palos Verdes, and Redlands.

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The partners of Tierra West Advisors have provided consultant services to a variety of clients including, but not limited to:

CITIES

Baldwin Park, Bell, Bell Gardens, Brea, Burbank, California City, Carson, Covina, Culver City, Diamond Bar, El Cajon, El Monte, El Segundo, Fontana, Fresno, Huntington Park, Inglewood, Irwindale, La Puente, La Quinta, La Verne, La Puente, Long Beach, Lawndale, Lake Forest, Los Angeles, Lynwood, Maywood, Montclair, Monterey Park, Palm Desert, Palm Springs, Pasadena, Perris, Pittsburg, Sacramento, San Diego, San Gabriel, San Jacinto, San Marcos, San Pablo, Santa Monica, Simi Valley, Sonoma, Sparks – Nevada, Stockton, Upland, Westminster, West Covina, West Hollywood, and Yorba Linda.

COUNTY/REGIONAL AGENCIES

County of Los Angeles, Orange County Development Agency, and Orange County Fire Authority, Inland Valley Development Agency, and the Pasadena Blue Line Construction Authority

PRIVATE ENTITIES

Bahan, LLC, Del Rey Properties, The Hennessey Group, Limoneira Company, Mar Ventures, Picerne Properties, Signature Properties, Churchill Pacific and BF Roddco.

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JOHN YONAI / Principal

John Yonai has provided coordination and administration of real estate and redevelopment consulting projects ranging from multiple property acquisitions, analysis of large commercial and mixed use residential projects, functioning as interim Community Development Director for cities, coordinating housing rehabilitation projects and drafting of DDAs and OPAs. Mr. Yonai's recent project experience includes the Cities of Bell Gardens, Commerce, El Cajon, Huntington Beach, La Quinta, Los Angeles, Monterey Park, Pittsburg, San Jacinto, and Upland.

Education

Graduate School of Management, Real Estate Finance
University of California, Los Angeles

Bachelor of Science, Business and Finance
Loyola-Marymount University

Affiliations

Urban Land Institute (ULI)
International Council of Shopping Center Owners (ICSC)
National Association of Housing and Redevelopment Officials-So. California
Chapter Instructor (NAHRO)
California Redevelopment Association –Redevelopment Institute Instructor
(CRA)
National Association of Corporate Real Estate Executives
California Association of Realtors (CAR)
California Restaurant Association (CRA)
California Licensed Real Estate Broker - Current

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TIMOTHY MULRENAN / Principal

Tim Mulrenan typically provides market, real estate and financial analysis, property acquisition and disposition, transaction negotiation, and general project management services. Mr. Mulrenan has provided project management, market and real estate analyses for the Cities of Arroyo Grande, Bell Gardens, Burbank, Cathedral City, Commerce, County of Orange, El Cajon, Fontana, Glendale, Huntington Beach, Lawndale, La Quinta and Los Angeles.

Education

Bachelor of Arts
Rutgers University

Master of Business Administration – Real Estate and Entrepreneurial Ventures
Rutgers University

Professional Affiliations

Urban Land Institute
International Council of Shopping Centers
National Association of Realtors
California Association of Realtors
California Redevelopment Association

Professional Certifications

Licensed Real Estate Broker
State of California

Licensed General Contractor
State of California

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MICHAEL GARCIA / Principal

Michael Garcia has provided coordination of real estate and redevelopment consulting projects including redevelopment plan adoptions and amendments, bond financing consultant reports, multiple property acquisitions, analysis of large commercial and mixed use residential projects, providing housing rehabilitation coordination, and the drafting of DDAs and OPAs. Mr. Garcia's recent program experience includes the Cities of Bell Gardens, Burbank, Commerce, El Cajon, Huntington Beach, La Quinta, Los Angeles, Monterey Park, Pinole, Pittsburg, Rohnert Park, San Jacinto, San Pablo, Stockton, and Upland. Mr. Garcia is bilingual.

Education

Master of Public Administration – Urban Planning and Management
California State University, Fullerton

Bachelor of Arts – Political Science
University of California, Irvine

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LOUIS MORALES / Senior Associate

Louis Morales has provided interim staff support for local jurisdictions at the management level in the fields of redevelopment, economic development, and planning for local jurisdictions. Mr. Morales has served in the capacity of Planning Manager, Redevelopment Manager, Community and Economic Development Director, and Deputy Executive Director of a Redevelopment Agency for a local municipality and has over twenty years experience working in city government with extensive knowledge of city budgeting and public policy. Mr. Morales has coordinated real estate property acquisition, conducted special studies, and negotiated retail, housing, and mixed use projects. In addition, Mr. Morales has experienced with housing programs funded through the Department of Housing and Urban Development (HUD), HOME and CDBG. Mr. Morales is also well versed in the Planning and entitlement process and undertakes the CEQA process for projects on behalf of client cities. Mr. Morales' recent experience includes the Cities of Azusa, Commerce, Downey, and El Segundo.

Education

Bachelor of Science in Urban & Regional Planning
California Polytechnic University, Pomona

Public Administration - General Studies
California State University, Long Beach

Associate of Arts / Architecture
ELAC

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WALT D. LAUDERDALE, JR. / Senior Associate

Walt D. Lauderdale Jr. has coordinated real estate and redevelopment consulting projects including redevelopment plan adoptions and amendments, bond financing fiscal consultant reports, property acquisitions, and analysis of residential, commercial, industrial and mixed-use projects and providing housing rehabilitation coordination. Mr. Lauderdale has provided fiscal consultant services, research, document preparation, schedule monitoring, data analysis, redevelopment consulting, developer negotiation or deal structuring services for the cities of San Pablo, National City, San Carlos, Cathedral City, the Claremont Unified School District, and the Westminster Unified School District.

Education

Bachelors of Science in Urban Planning
California Polytechnic University at Pomona

Professional Affiliations

Former Transportation Advisory Commissioner
City of Pasadena

Former Pasadena Neighborhood Housing Services

California Redevelopment Association Member

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REGAN CANDELARIO / Associate

Regan Candelario has specific experience in redevelopment, economic development, downtown development, community outreach and housing. The community outreach and stakeholder identification for both residential and business leaders is a highlight of Mr. Candelario's experience. Additionally, Mr. Candelario provides redevelopment reporting assistance, housing policy and program development services, and real estate analysis for clients on the Central Coast as well as interim services for clients throughout Southern California.

Education

Master of Public Administration with a concentration in Urban Affairs
Graduate Center for Public Policy and Administration
California State University, Long Beach

Bachelor of Arts in Liberal Studies/ Geography
California State University, Long Beach

Professional Affiliations

City County Communication & Marketing Association (3cma)
Community Development Resource Network
NAHRO / CRA / DASH

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ZOE URRUTIA / Senior Analyst

Zoe Urrutia has participated in many aspects of real estate and redevelopment consulting projects, in particular affordable housing projects, providing analysis for home ownership projects, housing authority studies, inclusionary housing nexus studies, and designing down payment assistance programs. In addition, Ms. Urrutia has provided assistance in coordinating redevelopment projects including, plan amendments, implementation plans, and has prepared Housing and Community Development Department annual reports. Ms. Urrutia's most recent project experience includes the cities of Arroyo Grande, Azusa, Bell Gardens, Commerce, Hesperia, Glendale, Rancho Palos Verdes, and Upland.

Education

Master of Arts, Public Policy
Claremont Graduate University

Bachelor of Arts
Political Science and International Development Studies
University of California, Los Angeles

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INSURANCE COVERAGE

Commercial General Liability – Each Occurrence \$2,000,000, General Aggregate \$4,000,000

Automobile – Combined Single Limit - \$2,000,000

Workers Compensation and Employers Liability – Each Accident \$1,000,000

Commercial Errors & Omissions – per claim & Aggregate \$2,000,00