



August 16, 2019

Kelly Stachowicz
Assistant City Manager
City Manager's Office, City of Davis
23 Russell Boulevard, Suite 1
Davis, CA 95616

RE: Response to Request for Proposals for the Pacifico Affordable Housing Development

Dear Ms. Stachowicz:

The John Stewart Company, Veterans Resource Centers of America, and Veterans Housing Development Corporation are very pleased to present this response to the Pacifico Affordable Housing Development RFP issued by the City of Davis on June 14, 2019. We have chosen to propose a project that will serve both the existing residents as well as veterans after understanding the site's constraints and opportunities, the need for housing for this special needs population, and the availability of funds. Our proposal for the 96-unit Pacifico provides a number of key public benefits:

- Housing for special needs groups called out in the City of Davis Housing Element, such as seniors, the disabled, and single-person households. Veterans of the U.S. Armed Forces, while not a distinct special needs class, often share many characteristics with these groups.
- An expanded range of veterans' services, delivered by Veterans Resource Centers of America, which will be available to the residents.
- Strong property management from the John Stewart Company, which manages over 33,000 units across the State of California and has a significant experience in the Davis/Sacramento area and with low-income single-person households and veterans in particular.
- A development plan that supports significant rehabilitation work on the buildings' interiors to build in another 15 years of useful life to the property.
- A financing plan that takes advantage of State and Federal sources to deliver the project without requiring any subsidy from the City of Davis.

We have assembled a team that is uniquely talented and able to deliver a reimagined Pacifico, complete with a robust suite of supportive services to ensure that residents of the Pacifico will achieve residential stability and thrive. This proposal is a joint venture between The John Stewart Company (JSCO), a leading developer and manager of affordable multifamily housing; the Veterans Resource Centers of America

(VRC), a Bay Area-based organization that offers behavioral health treatment, case management, workforce training, and other services to veterans and their families throughout Northern California; and the Veterans Housing Development Corporation (VHDC), a non-profit subsidiary of VRC that provides housing development services for veterans and their families.

Founded in 1978, the John Stewart Company is a full-service housing management, development, and consulting organization that manages over 430 properties and approximately 33,400 residential units. JSCo has experience in providing secure, service-oriented, well-maintained, and professionally managed housing that serves the interests of residents and owners alike. Reaching beyond the traditional management services of maintenance and budgeting, we strive to develop community environments that foster high levels of physical, social, and emotional well-being among residents.

Headquartered in Santa Rosa, Veterans Resource Centers currently operates 14 veteran services centers, which includes transitional housing facilities, dual diagnosis treatment programs, and employment and training programs in Eureka, Santa Rosa, and Sacramento, as well as in Arizona and Nevada. VRC's case managers work with residents to remove barriers to self-sufficiency and make positive life changes through treatment and education. Veterans Housing Development Corporation works in partnership with VRC to develop permanent supportive and transitional housing for veterans and their families.

JSCo and VRC/VHDC have the financial strength and necessary relationships with public and private lenders and investors to bring a project like the Pacifico to fruition, and the property management and service provision experience to ensure existing and new residents stabilize and thrive. You will note that our proposal assumes that plans for the Yolo County Adult Residential Treatment Facility will move forward, and that residents who currently live at the Pacific will remain there after the acquisition. Our sources and uses budget also include funds from HCD's Veterans Housing and Homelessness Prevention program, 4% Low Income Housing Tax Credits, tax-exempt bond financing, Federal Home Loan Bank Affordable Housing Program funds, and Veterans Affairs Supportive Housing (VASH) vouchers to support of the operation of the veteran units.

If selected, we look forward to working with the City of Davis, Yolo County, the existing residents, and the local community to ensure a final plan for the new Pacifico serves multiple public goods. Should you have any questions about this proposal, please feel free to reach out to me at (415) 345-4400 or mmiller@jsco.net.

Sincerely,



Margaret Miller
Vice President of Development

Pacifico Affordable Housing Development
Proposal from The John Stewart Company, Veterans
Housing Development Corporation, and Veterans
Resource Centers of America

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Section 1: Qualifications

1.1 Lead Applicant

The John Stewart Company
 1388 Sutter Street, 11th Floor
 San Francisco, CA 94109
 (415) 345-4400
 Margaret Miller, Vice President of Development
mmiller@jsco.net

1.2 Applicant Team and Qualifications

Lead Developer: The John Stewart Company
 Role: Co-Developer/Administrative General Partner
 Director: Jack Gardner, President & CEO
 Primary Contact: Margaret Miller, Vice President of Development
 Phone: (415) 345-4400
 Email: mmiller@jsco.net

Co-Developer: Veterans Housing Development Corporation
 Role: Co-Developer/Managing General Partner
 Director: Chris Johnson, President & CEO
 Primary Contact: Brad Long, Executive Director
 Phone: (530) 355-2818
 Email: blong@vetsresource.org

Property Manager: The John Stewart Company
 Role: Property Manager
 Director: Tracy Esposito, Vice President of Property Management
 Primary Contact: Tracy Esposito, Vice President of Property Management
 Phone: (916) 561-0323
 Email: tesposito@jsco.net

Service Provider: Veterans Resource Center
 Role: Partner overseeing service delivery & community engagement
 Director: Chris Johnson, President & CEO
 Primary Contact: Jason Henry, COO
 Phone: (916) 393-8387
 Email: jhenry@vetsresource.org

Jack D. Gardner, President & CEO, The John Stewart Company

Jack D. Gardner has been actively involved in the financing, development, and management of affordable housing since 1985 and has served as the President & CEO of The John Stewart Company (JSCo) since 2002. Under Mr. Gardner's leadership, JSCo has become one of the largest managers of affordable housing in the United States, with over 33,000 units under management, and one of the top developers of affordable housing in California, with over 1,000 units of affordable housing under construction or in predevelopment.

Mr. Gardner's professional background includes the public, non-profit, and private sectors. His experience includes serving as Senior Housing Development Analyst for the City of Santa Monica, Southern California Program Manager for the Low Income Investment Fund (for which he established a Southern California office in 1991), founding Executive Director of the Hollywood Community Housing Corporation (HCHC) in Los Angeles, Executive Director of Resources for Community Development in Berkeley, and Tax Credit Acquisitions Director for Edison Capital Housing Investments. Following the development of several innovative affordable housing projects, HCHC was named Non-Profit Developer of the Year by the Southern California Association of Non-Profit Housing (SCANPH) in 1995.

Mr. Gardner is experienced in both the new construction and rehabilitation of residential properties, and his historic renovation projects have received the Governor's History Preservation Award, the Hollywood Legacy Award, the Los Angeles Conservancy Award, and the California Preservation Foundation's Affordable Housing Award. He is founding President of the Affordable Housing PAC, California's first affordable housing political action committee, co-chair of the San Francisco Planning and Urban Research (SPUR) Housing Policy Board, a member of both the Local Advisory Committee for Bay Area LISC and Lambda Alpha (an international honorary land economics society), and Chairman of the Board of the YMCA of the East Bay (where he was named Volunteer of the Year in 2000). He is an Emeritus Director of the California Housing Consortium (where he served as Secretary, Treasurer, and Vice-Chairperson) and former member of the Board of Directors of the Non-Profit Housing Association of Northern California (2013-2018), the Affordable Housing Advisory Council of the Federal Home Loan Bank of San Francisco (2005-2012), and the Editorial Advisory Board of *Affordable Housing Finance* magazine (2004-2011). In 2018, Mr. Gardner was recognized as a "Male Champion of Change" by the Organization of Women Architects and Design Professionals for "helping to disrupt entrenched workplace cultures" and, in 2019, he was inducted into the California Housing Consortium's Housing Hall of Fame in recognition of his "profound impact on California's affordable housing industry."

Mr. Gardner received a Bachelor of Arts in Political Economics from the University of California at Berkeley and a Master in Public Policy degree from the Kennedy School of Government at Harvard University.

Margaret Miller, Vice President of Development, The John Stewart Company

Margaret Miller joined The John Stewart Company in 2004 as a Project Manager and has been promoted over the past 15 years to now serve as JSCo's Vice President of Development. She has recently been made an equity partner/shareholder and a member of JSCo's Board of Directors, where she serves on the Board Finance Committee. As Vice President of Development, Ms. Miller oversees the full range of corporate activities related to developing affordable and mixed-income multifamily housing, including identifying and acquiring properties, business development, project design, obtaining entitlements and

environmental approvals, financial structuring, loan packaging, construction oversight, and regulatory compliance. In this capacity, she also supervises four full-time Project Managers and Assistant Project Managers, an Asset Manager, and an Administrative Assistant for the company.

Ms. Miller's experience includes a wide variety of tasks related to planning, community development, and real estate development. While earning her Master's Degree in Real Estate Development from Columbia University, Ms. Miller worked at Avalon Bay Communities, a national real estate developer, where she developed a proposal for a green residential building in Battery Park City and conducted market research to inform amenity and design decisions at the firm. Prior to moving to New York City, Ms. Miller formed and managed a real estate investment partnership that purchased residential properties in Idaho. Ms. Miller has also worked at an early stage company managing relationships and projects with Fortune 500 companies and university partners, a socially responsible venture capital fund in Boston, and was appointed by the Mayor of Portland, Oregon to serve on the Northwest Area Plan Committee to devise a strategic 20-year plan for the growth of Portland's Northwest Plan Area. Ms. Miller currently serves as the Vice-Chair of the Board of Directors of the San Francisco Housing Action Coalition.

Ms. Miller holds a Bachelor's Degree in American History with a Minor in Economics from Bowdoin College, a Master's Degree in Real Estate Development from Columbia University in New York, and was a fellow at the University of Pennsylvania Center of Urban Redevelopment Excellence.

Tracy Esposito, Vice President of Property Management, The John Stewart Company

Tracy Esposito has worked in the property management field since 1999. Ms. Esposito has worked with The John Stewart Company in its Sacramento office since 2005, rising from Regional Manager to Senior Regional Manager to Regional Director to Assistant Vice President, before being promoted to Vice President in charge of the region in 2018.

In her early work for JSCo, Ms. Esposito managed the company's South Sacramento portfolio, including properties owned by the Sacramento Housing and Redevelopment Agency (SHRA), Reiner Communities, and Ocwen Loan Servicing, LLC. Her portfolio included single family homes, homeowner associations, single room occupancy, and multifamily housing properties with multiple regulatory agreements and layered funding programs including private debt, HUD financing, CDBG, Low Income Housing Tax Credits, tax-increment and tax-exempt financing, Multifamily Housing Program (MHP) loans, and Project-Based Section 8 rental subsidies. Throughout her tenure with JSCo, Ms. Esposito has built strong relationships with SHRA, the Sacramento Housing Authority, local police departments and neighborhood service groups, multiple homeowner associations, and many elected officials.

In January 2018, Ms. Esposito was promoted to Vice President in charge of JSCo's Sacramento Regional Office. In this capacity, she is responsible for over 4,000 housing units in Sacramento, Yolo, Solano, and San Joaquin counties. She also oversees the region's in-house Accounting Department, Compliance Department, and all administrative staff.

Catherine Etzel, Senior Project Manager, The John Stewart Company

Catherine Etzel joined The John Stewart Company in 2013 as a Project Manager and has since been promoted to Senior Project Manager. In this capacity, Ms. Etzel manages the development activities for both new construction and rehabilitation projects in San Francisco and the City of Richmond. Her

responsibilities include managing the design and construction process, developing and tracking project scope and budgets, preparing funding applications, overseeing financial closings, and coordinating resident outreach, communication, and participation. Since joining JSCo, Ms. Etzel has worked primarily on the firm's Hunters View project, which is a multi-phase transformative public housing revitalization project located in San Francisco. She has also worked on public housing revitalization projects in other jurisdictions. Prior to joining JSCo, Ms. Etzel worked for BRIDGE Housing Corporation for nearly seven years, where she focused on new construction and rehabilitation development projects across the greater Bay Area. Ms. Etzel serves on the Non-Profit Housing Association of Northern California's Emerging Leaders Peer Network Steering Committee. She holds a Bachelor of Arts degree in U.S. History from Columbia University.

Julie Mendel, Assistant Project Manager, The John Stewart Company

Julie Mendel joined The John Stewart Company in 2019 as an Assistant Project Manager. In this role, she supports the day-to-day development activities of the multi-phase Hunters View project, as well as other rehabilitation projects. Prior to joining JSCo, Ms. Mendel was a Fellow in the Housing Policy Division of the California Department of Housing and Community Development, where she supported implementation of the 2017 Housing Package, and worked as a Graduate Student Researcher at the Turner Center for Housing Innovation, where she conducted research on the costs of housing funded by Low Income Housing Tax Credits. Ms. Mendel received a Bachelor of Arts in International Studies from the University of Washington in Seattle and a Master's Degree in City and Regional Planning from the University of California at Berkeley.

Chris A. Johnson, President & CEO, Veterans Resource Center

Chris Johnson has over 25 years of leadership in business strategy, brand development, fundraising, and communications in both the for-profit and non-profit sectors. He joined Veterans Resource Centers of America (VRC) in July 2019 after serving as Interim Executive Director of Evergreen Treatment Services, a Seattle-based non-profit that provides medication-assisted treatment and wraparound services for opioid dependence, as well as street-based outreach services to vulnerable, chronically homeless adults struggling with addiction.

From 2017 to 2019, Mr. Johnson was the Interim CEO of Mending Kids International, a global non-profit that provides critical life-saving and life-changing surgeries to children throughout the world. During his tenure, he led the development of a strategic plan for four of the agency's core programs across 64 countries and made a series of strategic and operational improvements that resulted in positive growth.

From 2011 to 2017, Mr. Johnson was the CEO of Woodcraft Rangers, a 95-year-old youth services agency based in Los Angeles that provides expanded learning programs to public and private schools. During his tenure as CEO, he led Woodcraft Rangers through a strategic planning process that increased the brand visibility of the organization, added half a million dollars in new revenue streams and thirteen new schools in one year, achieved 20 percent greater improvement on academic measurements compared to peer organizations, and led a governmental relations and advocacy effort that resulted in an additional \$50 million in the annual state budget for after-school programs.

Mr. Johnson has also served as Interim Division President for the National Kidney Foundation of Southern California and Southern Nevada, Regional CEO (from San Francisco to Los Angeles) and other

roles focused on communications and governmental relations for the American Red Cross, Vice President at Pollack Norman Advertising, and Founding Executive Director for the California Agriculture History Center.

Mr. Johnson is a native Californian and the son of a World War II and Korean War veteran who was stationed at the former Mather Air Force Base, near the eventual home of VRC's Mather Veterans Village in Rancho Cordova. Mr. Johnson holds a Bachelor of Arts from California State University at Sacramento.

Jason Henry, *Chief Operations Officer, Veterans Resource Centers*

Jason Henry is VRC's Chief Operations Officer and is based out of Sacramento. Mr. Henry began his career in 2011 as an Employment Training Specialist and quickly worked his way up the ranks from Housing Coordinator to Site Director to his current position as the Director of Operations, charged with the oversight of all of VRC's programs, services, grants, contracts, and facilities. A staunch advocate for veterans, Mr. Henry has worked diligently to build awareness of veteran issues and develop strong collaborations with community partners. Mr. Henry holds Bachelor's Degrees in both Business Administration and Economics.

Mr. Henry served in the United States Navy from 1993 to 1997 as a Damage Controlman and received numerous decorations during his service, including the National Defense Medal, Armed Forces Expeditionary Medal, Meritorious Unit Commendation Ribbon, Coast Guard Unit Commendation Ribbon, Sea Service Deployment Ribbon, Armed Forces Service Medal, NATO Medal, and Good Conduct Medal.

Brad Long, *Executive Director, Veterans Housing Development Corporation*

Brad Long is the Executive Director of Veterans Housing Development Corporation (VHDC), VRC's affiliate non-profit. Mr. Long previously oversaw the Eureka, Chico, and Redding operations of VRC. Prior to VRC, Mr. Long was Admissions Director at Skyway House Rehab Center in Chico. Mr. Long has a Bachelor of Science in Organizational Leadership from Azusa Pacific University and a Master of Arts in Theology from Claremont.

Mr. Long served in the United States Navy from 1985 to 1989 as a Radioman Petty Officer Second Class. During his time in the Navy, Mr. Long received the Meritorious Unit Commendation, Naval Expeditionary Award, Battle E Award, and Sea Service Award with two deployments. After leaving the Navy, Mr. Long worked in defense contracting and manufacturing before moving into the social services field. He is active in the community, where he serves on multiple boards and committees with the goal of streamlining and simplifying methods for delivering assistance to the neediest of our community members.

Mr. Long resides in Shingletown with his family, and in his free time likes to watch old movies, go sailing, and play backgammon with his stepson.

Burt McChesney, *Consulting Director, Veterans Housing Development Corporation*

Burt McChesney is a retired policy consultant and advocate. He previously served as Special Assistant to the Speaker of the California Assembly, as Chief Consultant to the Chair of the Assembly Democratic

Caucus, advisor to the Budget Conference Committee, chief consultant to the Assembly Elections, Reapportionment and Constitutional Amendments Committee, and as chief consultant to the Assembly Veterans Affairs Committee. After leaving the legislature, Mr. McChesney worked for the California Association of Realtors and other business clients. The son of an Air Force officer, Mr. McChesney served in the United States Army in Vietnam and Europe as a helicopter gunner and the Non-Commissioned Officer In Charge of flight operations.

Susan E. Bloch, *Legal Advisor, Veterans Housing Development Corporation*

Susan Bloch specializes in economic development and transactional real estate matters. Ms. Bloch represents public agencies and private and non-profit developers in transactions involving the acquisition, development, financing, leasing, and sale of residential, commercial, and industrial properties; and the development and implementation of affordable housing policies and programs.

Kent Trimble, *Development Advisor/Owners Rep, Veterans Housing Development Corporation*

Kent Trimble founded The Trimble Company in 1997 to develop urban mixed-use infill projects. Mr. Trimble graduated from Virginia Tech in 1986 with a Bachelor of Science in Civil Engineering, at which time he was commissioned in the United States Marine Corps. After serving as a Marine Corps officer, Mr. Trimble practiced as a consulting civil engineer. He is a Registered Civil Engineer in the State of California.

1.3 Relevant Project Experience

The John Stewart Company

The John Stewart Company was founded in 1978 with a commitment to providing high quality management for affordable housing in the Bay Area. Today, JSCo is a full-service housing management, development, and consulting organization employing over 1,400 people state-wide. JSCo's staff is as multi-faceted as the populations we serve, and we have been recognized by the State of California with an award for Excellence in the Workplace for the promotion of ethnic and cultural diversity. Our professional backgrounds are in areas as diverse as real estate, finance, education, sociology, land use planning, public policy, architecture, engineering, construction, accounting, and communication. This variety of experience, together with our commitment to providing service-oriented housing, exemplifies the unique perspective and breadth of services we bring to every project.

The John Stewart Company has experience with the complex process of multifamily real estate development, financing, construction, marketing, and management. We have the versatility and professional capacity to perform every task from initial feasibility through development and long-term property management. We have four offices across California (San Francisco, Sacramento, Scotts Valley, and Los Angeles) and our services include:

Development and Construction

JSCo provides project development and construction management services for our own developments as well as for a wide variety of outside clients and organizations. To date, JSCo has developed approximately 5,000 units of housing throughout California, the vast majority of which are affordable. More specifically, JSCo has worked on many acquisition/rehabilitation projects similar in nature to the Pacifico (i.e., single room occupancy rehab projects that serve special needs populations) and is currently developing an affordable project in Davis (Creekside). A detailed list of the firm's development projects is included in Attachment 1.

As a developer and construction manager, JSCo draws on its broad range of internal and external expertise – including property managers, developers, architects, and contractors – to provide comprehensive services throughout the budget, design, development, construction, lease up, and operations processes.

Management

Comprehensive housing management is the foundation of JSCo's diversified housing services. As the largest manager of affordable housing in California, JSCo has a portfolio that contains 430 properties and approximately 33,400 residential units, which house over 65,000 Californians. Please see Section 1.5 for a list of representative properties that JSCo manages in Davis and Sacramento. JSCo has experience in affordable and market-rate family housing, special needs housing, veterans housing, senior housing, cooperatives, marketing and lease up, specialized program development, and common interest developments. Our goal is to provide secure, service-oriented, well-maintained, and professionally managed housing that serves the interests of residents and owners alike. Reaching beyond the traditional management services of maintenance and budgeting, we strive to create community environments that foster high levels of physical, social, and emotional well-being among residents. At the same time, we also provide owners and sponsors with financial efficiency,

accountability, and value-added benefits. Additionally, we are fully equipped with internal compliance staff to ensure that we are meeting all of the regulatory and financing requirements that are tied to the complicated affordable housing projects that we manage.

Marketing and Lease Up

JSCo's approach to marketing and lease up utilizes a range of targeted advertising and promotional activities designed to effectively reach qualified applicants. We also establish community outreach and community building programs to attract qualified potential residents.

Our screening procedures are careful and thorough. We perform background checks, call references, and conduct family interviews. We verify income and assure compliance with housing assistance programs, when applicable.

Our familiarity with the requirements of the many federal and state housing program and occupancy guidelines, such as HUD, CHFA, HCD and the Low Income Housing Tax Credit program, assures full compliance with Regulatory Agreements and Fair Housing requirements.

Maintenance

After a project is developed, JSCo has the internal capacity and capability to ensure long-term success for the project. Our construction, asset, and property management teams collaborate to develop comprehensive maintenance programs for each project we own to ensure every property is well-maintained. Extensive preventative maintenance procedures keep equipment and systems in top operating condition. Every property is required to have an Operations Manual containing emergency information and procedures, utility location and shut-off maps, and identification, location, and servicing information for building equipment systems.

Asset Management

JSCo has an asset management team that oversees the firm's portfolio of owned assets. The asset managers work closely with property management, development, and construction services staff to ensure that each project is meeting its original social, community, and financial goals and that it is maintained in the highest quality manner possible.

Veterans Resource Centers

Veterans Resource Centers of America (VRC) offers community-based services to veterans of all eras and their families throughout Northern California, Northern Nevada, and Northern Arizona. Headquartered in Santa Rosa, VRC addresses the complex realities of veterans facing personal crises and the lack of supportive services to help them. VRC has worked diligently to put in place innovative programs to effectively fill these gaps in available assistance programs.

VRC currently operates 14 veteran service centers, which include transitional housing facilities and dual diagnosis treatment and employment and training programs in Eureka, Santa Rosa, and Sacramento, as well as a housing program for female veterans and their children in Sacramento. VRC also operates service centers in Chico, Menlo Park, Monterey, Redding, and Santa Cruz, California, as well as in Reno and Carson City, Nevada, and Bullhead City, Flagstaff, and Prescott, Arizona. The organization has also built three schools and operates a rural health care program in Vietnam.

VRC was one of the first grantees of the U.S. Department of Veterans Affairs' (VA) Supportive Services for Veterans and Families Program (SSVF). The VA recognizes VRC's SSVF service delivery model as extremely effective and has invited VRC to present at national and regional conferences as an example to all SSVF grantees across the country. VRC's models for the Health Care for Homeless Veterans program and the Homeless Veterans Reintegration Program have also been held up as best practices for service delivery by the VA.

VRC's primary objective is to help our residents remove barriers to self-sufficiency. This is the cornerstone of a successful transition from homelessness or housing instability to economic independence. VRC's programs help participants identify and mitigate barriers to unemployment, or, if not returning to the workforce, obtain pension or service-connected disability funds. VRC's programs also empower veterans to make necessary positive changes in their lives through treatment, education, and case management.

VRC employs a diverse, professional, and talented staff in order to serve our clients in a respectful and positive way. VRC's staff ranges from case managers, business consultants, and drug and alcohol counselors to program support staff, teachers, and mental health therapists.

Veterans Housing Development Corporation

In recognition of the increasing need for appropriate, affordable housing for veterans, Veterans Resource Center created the Veterans Housing Development Corporation (VHDC) in 2013 as a non-profit subsidiary to provide housing development and related services for veterans and their families. VHDC is currently focused on developing veteran housing projects in communities in Northern California in coordination with VRC's service centers.

VHDC's mission in partnership with Veterans Resource Centers is to develop affordable housing for veterans and their families. VHDC's projects offer much more than just bricks and mortar. At VHDC, we build homes and communities. Our onsite support staff is there to provide behavioral health treatment, case management, workforce training and job placement, and a range of other services to our veterans.

VHDC's completed projects include:

- Mather Veterans Village (MVV) Phase 1, a 50-unit permanent supportive housing project completed in April 2016 and
- MVV Phase 2, a 56-unit permanent supportive housing project completed in July 2019.

In addition to the permanent supportive housing at MVV, VHDC is developing a 60-unit transitional housing project due for completion in December 2019 at the Mather site. VHDC is also constructing a 50-unit permanent supportive housing project in Eureka and recently broke ground on another permanent supportive housing project with 60-units in Windsor, CA. VHDC also has projects in development in Chico, Shasta Lake City, Stockton, and Oroville, CA. All of VHDC's projects have been awarded funding from California HCD's Veterans Housing and Homelessness Program. Other funding sources successfully tapped include The Home Depot Foundation, CalHFA, AHP, Exchange Bank, and other lenders, local municipalities, and philanthropies.

1.4 Financial Capacity and Project Budget

JSCo and VRC/VHDC have the financial strength and necessary relationships with public and private lenders and investors to bring a project like the Pacifico to fruition. Between JSCo and VRC/VHDC, nearly every financial resource available for low-income housing has been successfully tapped on prior projects, and we collectively have both the ability to access the most competitive and best-priced financing possible, and the proven skillset to close on those financial resources.

JSCo has a very strong balance sheet, as evidenced by the audited financials included in this packet in Attachment 2. (VRC/VHDC's audited financials are also included in Attachment 3.) As a result of this strong balance sheet and our team's proven experience to successfully take on complex projects such as the Pacifico, we have the ability to secure funding at the most favorable terms and to make any and all guarantees required to secure those funds.

Potential financial partners for the proposed project include the following:

Debt

- Citibank
- Freddie Mac
- Bank of America
- Wells Fargo
- Jones Lang LaSalle

Equity

- Enterprise Community Partners
- Wells Fargo
- Bank of America
- Raymond James
- Aegon

Government

- California Department of Housing & Community Development (HCD) (VHHP, AHSC, MHP, IIG)
- California Tax Credit Allocation Committee (Low Income Housing Tax Credits)
- California Debt Limit Allocation Committee (tax-exempt bonds)
- U.S Department of Housing & Urban Development (VASH, Section 8, RAD, capital financing)
- CalHFA (debt)

JSCo and VRC/VHDC have successfully worked with all of these lenders and investors multiple times on prior projects. Both firms have also worked on completed transactions that combine sources of financing from several parties.

JSCo and VRC/VHDC have long histories of owning, operating, and servicing the projects we have developed. Both firms initiate projects that we intend to stay involved with for the long term, and this eye for the future means that sound assumptions are made from the outset that will ensure projects can be operated successfully for many years to come.

As part of the evaluation for the Pacifico, we have developed an initial pro-forma (that includes a project budget) that is attached here as Attachment 4. This pro-forma is initial and it includes many assumptions. If selected, JSCo and VRC/VHDC's first course of action would be to discuss the pro-forma, and the assumptions that have been made, with both the City of Davis and Yolo County so that a more detailed plan that meets all constituents' goals can be developed and taken forward. JSCo and VRC/VHDC believe that strong partnership with local jurisdictions from the outset is critical to ensuring every project's long-term success.

Please note the following assumptions while reviewing the pro-forma in Attachment 4:

- We assume that plans for the Yolo County Adult Residential Treatment Facility (ART) will move forward and that 16 units on two floors of one of the currently vacant buildings will be used to house adults with mental health needs. We have included the \$1 million designated by Yolo County in the RFP as both a source and a use in our development budget, as we assume we would "own" the building and units as part of the project acquisition and would lease these 16 units back to Yolo County, who would operate the units as part of the ART. Note that while these 16 units are incorporated into our project development budget (in the form of the \$1 million provided by Yolo County to cover the costs associated with rehabbing these units), we have not included them in the unit count in the pro-forma as we do not currently intend to place tax credits on those units. While we have made some assumptions regarding these units for the purposes of our proforma, we are open to how to best structure this component of the project.
- We assume that the residents who currently live at the Pacifico will remain there after the acquisition and that they would income-qualify for tax credit units. The balance of the units are assumed to serve veterans, and we intend to pursue VASH vouchers to subsidize the operation of these units.
- Capital financing sources include 4% Low Income Housing Tax Credits, tax-exempt bond financing, funds from HCD's Veterans Housing and Homelessness Prevention program (VHHP), and Federal Home Loan Bank Affordable Housing Program (AHP) funds.
- [REDACTED]
- We assume that the land will be conveyed under a long-term ground lease and that the improvements would be conveyed in fee. For more details, please see Section 3.

1.5 Similar Properties and Projects In Development & Management

JSCo Development Experience

A complete list of JSCo’s development experience is included as Attachment 1. Notable projects that are similar in nature to the Pacifico include:

- Shasta Hotel, an 80-unit acquisition/rehabilitation Single Room Occupancy project for formerly homeless residents located in Sacramento, CA;
- Creekside, 73-unit new construction affordable housing project located in Davis, CA;
- Woodhaven, a 104-unit affordable senior acquisition/rehabilitation project located in Sacramento, CA; and
- Heritage Commons Phases I-III, a combined 154 units of new construction affordable senior housing located in Dixon, CA.

JSCo Property Management Experience

We have not included the list of JSCo’s over 400 projects under management, and instead have identified below a number of projects under management that demonstrate our breadth of experience with serving special needs populations and the geography. A complete list of our properties under management is available upon request.

PROPERTY NAME	UNITS	AFFORDABILITY	ADDRESS	CITY, STATE, ZIP
The Studios at Hotel Berry	105	20% - 50% AMI	729 L Street	Sacramento, CA 95814
Phoenix Park I	178	40% - 60% AMI	4400 Shining Star Dr	Sacramento, CA 95823
Phoenix Park II	182	40% - 60% AMI	4400 Shining Star Dr	Sacramento, CA 95823
Shasta Hotel	80	50% - 60% AMI	1017 10 th St	Sacramento, CA 95823
Woodhaven	104	40% - 60% AMI	3731 Rio Linda Blvd	Sacramento, CA 95838
Heritage Commons I	60	30% - 50% AMI	191 Heritage Ln	Dixon, CA 95620
Heritage Commons II	54	30% - 50% AMI	191 Heritage Ln	Dixon, CA 95620
Saybrook Apartments	60	50% - 60% AMI	4390 47 th Ave	Sacramento, CA 95824
Cesar Chavez Plaza	53	25% - 60% AMI	1220 Olive Dr	Davis, CA 95616
Eleanor Roosevelt Circle	60	30% - 60% AMI	675 Cantrill Dr	Davis, CA 95618
Rochdale Grange	44	30% - 60% AMI	2090 East Heritage Pkwy	Woodland, CA 95776

VHDC Development Experience

A complete list of VHDC’s development experience is included as Attachment 5. Notable projects include:

- Mather Veterans Village Phases I & II, a combined 100 units of permanent supportive housing located at the old Mather Air Force Base;
- Sacramento Veterans Resource Center, a 47-bed transitional housing program for homeless and at-risk veterans; and
- Windsor Veterans Village, a 60-unit community for low-income veterans and their families in Windsor, CA, targeted for completed in December 2020.

VRC Service Experience

Veterans Resource Centers' current service contracts include:

- Transitional Housing: Serving 46 clients in Sacramento and 36 clients in Eureka.
- Substance Abuse and Mental Health Treatment: Serving 10 clients in Sacramento, 17 clients in Santa Rosa, 15 clients in Eureka, and 20 clients in Reno, NV.
- Rapid Rehousing and Homelessness Prevention: Serving 1,400 clients across California, 475 clients across Arizona, and 450 clients across Nevada.

Section 2: Project Proposal

2.1 Written Narrative

The John Stewart Company (JSCo), Veterans Housing Development Corporation (VHDC), and Veterans Resource Centers (VRC) propose to rehabilitate the Pacifico as a 96-unit Single Room Occupancy, 100% affordable housing community serving primarily disabled, senior, and at-risk veterans. This proposal responds to the site's constraints and opportunities, addresses the need for veteran housing in the City of Davis and Yolo County, and capitalizes on JSCo, VHDC, and VRC's strong experience as a developer/property manager, developer of veterans' housing, and service provider, respectively, to reimagine the Pacifico as a safe, well-maintained, and service-oriented piece of the City's affordable housing stock.

The 2013-2021 City of Davis Housing Element identified critical housing needs for low- and very low-income special needs households, identifying specifically single-person households, elderly households, and persons with disabilities. Veterans of the U.S. Armed Forces, while not a distinct special needs class per State law, often share many characteristics with these groups. Veteran homelessness remains a leading and foundational problem, and is often intertwined with substance use disorders, suicide, general mental health issues, and involvement in the justice system. Without stable housing and access to supportive services, many homeless veterans cycle from one emergency system to the next – from shelters to public and VA hospitals, psychiatric institutions, detox centers, and back to the streets. The 2017 Yolo County Point-In-Time Count notes that over half of veterans experiencing homelessness in the County were unsheltered, underscoring the need for housing for this population. Based upon our knowledge of the populations served in similar projects, the anticipated residents will likely include a large proportion of disabled veterans and seniors, and all will be very low or extremely low income. Reorienting the Pacifico to serve veterans will advance the City's goals of providing housing for special needs groups such as seniors, the disabled, and single-person households. Following a "Housing First" model, this new Pacifico will help veterans who have experienced homelessness to move forward with their lives by offering them housing and support services.

The project will leverage funding sources outside the City of Davis, namely funding from the Veterans Housing and Homelessness Prevention (VHHP) program from the California Department of Housing and Community Development, Federal Home Loan Bank Affordable Housing Program (AHP), 4% Low Income Housing Tax Credits, tax-exempt bond financing, and Veterans Affairs Supportive Housing (VASH) rent vouchers from the U.S. Department of Housing and Urban Development. In order to support this financing structure, [REDACTED]

[REDACTED]. As indicated in Section 1.4, we also project \$1 million in capital contributed from Yolo County (as contemplated in the RFP) to support the 16 units they have proposed to lease and operate as part of the Adult Residential Treatment Facility (ART).

While no physical changes are proposed for the site's exterior, we expect significant rehabilitation work to be done on the buildings' interiors, and anticipate undertaking work to address mold and plumbing issues, build in another 15 years of useful life to the properties, and potentially reconfigure some walls to allow for some larger bedroom sizes and in-unit amenities such as a sink and refrigerator. If selected,

we will establish a full scope of rehabilitation work; however, [REDACTED]. We also intend to rely on our strong property management and service provision experience, both in the Davis/Sacramento area and with low-income single-person households and veterans in particular, to proactively address concerns with the existing neighborhood and to ensure Pacifico residents receive the care and support necessary to achieve residential stability and thrive. With regards to property management, JSCo's size and existing operations in the Davis/Sacramento area offer opportunities to achieve operating efficiencies via shared staff at a reimagined Pacifico.

VRC is prepared to provide critical services for veteran residents that enhance and enrich lives, including employment and training opportunities, behavioral health treatment, intensive case management, peer support, adult education opportunities, daily living and anger management classes, and family reunification services. The goal will be to provide a true continuum of care or as close to it on the site, one that addresses all seven dimensions of wellness: physical, intellectual, emotional, social, occupational, spiritual, and environmental. VRC will address residents' physical wellness by offering medical services provided by the Department of Veterans' Affairs and other local providers, as well as classes on nutrition and exercise, smoking cessation supports, and drug and alcohol treatment. Intellectual wellness, or the opportunity for veterans to open their minds to new ideas and experiences without fear and distrust, will help these residents to make better personal decisions, learn new concepts, and seek challenges in pursuit of a lifelong learning opportunity. Soft skills, cooking, and Tai Chi classes – along with access to adult learning opportunities at the UC Davis campus or other educational facilities – will help promote veteran residents' intellectual wellness and assist in socialization.

Emotional wellness – or the ability to understand ourselves and cope with the challenges life can bring – is especially challenging for many veterans, particularly those who have experienced extremely stressful or combat situations. In order to support residents in channeling their emotions into positive outcomes, VRC will provide anger management classes, substance abuse or dual diagnosis treatment, peer supports, and group psycho-education and treatment. Yoga, Tai Chi, martial arts, and art and music activities will be available to veteran residents to support mindfulness and spiritual wellness. VRC will also strive to create a healthy, supportive, and social veteran and resident community at the new Pacifico, one that supports veterans' ability to establish and maintain positive relationships with family, friends, colleagues, and neighbors. Occupational wellness services will include career aptitude testing, military skills conversion, and classes in resume writing, interviewing, and computer skills. Veteran residents will also be encouraged to volunteer in the neighborhood and community. Many veterans in VRC programs adopt roles such as community event organizers, community garden coordinators, and peer supporters, enhancing their environmental wellness.

Finally, as previously noted, the proposed budget outlined in Section 1.4 and in Attachment 4 assumes 16 of the 96 units are part of Yolo County's proposed Adult Residential Facility, so this proposal requires no modifications to the County's initial proposal. As indicated in Section 1.4, we also project \$1 million in capital contributed from Yolo County to support the rehabilitation work for the proposed ART. We understand from the RFP that this \$1 million in funding is what was already contemplated, so we are not suggesting that any additional funds would be required from the City of Davis or Yolo County at this time. If selected, JSCo and VRC/VHDC look forward to additional conversations with the City, County, and existing neighborhood to ensure the final plan for the Pacifico serves multiple public goods.

ATTACHMENT 1

The John Stewart Company Development Experience

John Stewart Company - Developments
As of August 9, 2019

Project Name	Project Location	Project Type	Year Built/ Rehabbed	Total Units/Space	Affordable Units	Total Costs (in millions)	Subsidy Financing	JSCo Role	Currently Own
88 Broadway/735 Davis	88 Broadway San Francisco, CA	Family/ Senior	Pre-Dev	178	178	\$126M	CITY, TCAC, BONDS	Co-GP	Yes
Cannery Place Apartments (T9)	426 N. 7th Street Sacramento, CA 95811	Family/Rental	2015	180	180	\$38.6M	BONDS, SHRA, TCAC, HCD/CITY	Co-GP	Yes
California Corridor Phase I SFHA RAD	Three Sites San Francisco, CA	Family/Rental	2017	257	257	\$40M	BONDS, RAD, TAX CREDITS	Co-Gp	Yes
California Corridor Phase II SFHA RAD	Three Sites San Francisco, CA	Family/Rental	Under Construction	246	246	\$40M	BONDS, RAD, TAX CREDITS	Co-Gp	Yes
Casa Feliz	525 9th Street San Jose, CA 95112	SRO/Rental	2009	60	60	\$16M	TCAC CITY, MHP,AHP	Co-GP	Yes
Clifford Manor	240 Clifford Drive Watsonville, CA 95076	Family/Coop	2019	100	100	\$19.4M	HUD	Development Consultant	No
Crescent Manor SRO	2990 Fifth Street Davis, CA 95617	Family/Rental	2019	73	73	\$25M	TCAC, CALHFA HCD AHSC, CITY	Co-GP	Yes
Cypress Springs Apartments	467 Turk Street San Francisco, CA 94102	Family/Rental	1970	91	90	\$3.3M	HUD	Lead-GP	No
Del Norte Place	7850 Cypress Avenue Riverside, CA 92505	Family/Rental	2006-07	101	100	\$25.9M	TCAC, CITY, RDA, AHP	Co-GP	Yes
Fulton & Gough	11720 San Pablo Avenue El Cerrito, CA 94708	Family/Rental	1992	135 20K SF Retail	27	\$17.5M	BONDS, RDA	Lead-GP	No
Heritage Commons Phase I	Fulton & Gough San Francisco, CA 94102	Market Rental	NA	69 5K SF Retail	8	\$28M	Debt, Equity	Co-GP	No
Heritage Commons Phase II	191 Heritage Lane Dixon, CA 95620	Senior/Rental	2013	60	60	\$12M	TCAC, BONDS, RDA, STATE	Co-GP	Yes
Heritage Commons Phase III	191 Heritage Lane Dixon, CA 95620	Senior/Rental	2016	54	54	\$12M	TCAC, BONDS, RDA, STATE	Co-GP	Yes
Hunters Point East West SFHA RAD	191 Heritage Lane Dixon, CA 95620	Senior/Rental	2020	40	40	\$17.9M	TCAC, BONDS	Co-GP	No
Hunters View Phase I	Oakdale Avenue San Francisco, CA 94124	Family/Rental	2017	213	213	\$118M	BONDS, RAD, TAX CREDITS	Co-GP	Yes
Hunters View Phases IIA	227-229 West Point Road San Francisco, CA 94124	Family/Rental	2013	107	107	\$80M	CITY, STATE, FEDERAL, TCAC	Co-GP	Yes
Hunters View Phases Block 10	227-229 West Point Road San Francisco, CA 94124	Family/Rental	2017	107	107	\$80M	CITY, STATE, FEDERAL, TCAC	Co-GP	Yes
Hunters View Phases III	227-229 West Point Road San Francisco, CA 94124	Family/Rental Home Owner	Pre-Dev	72	72	\$45M	CITY, STATE, FEDERAL, TCAC	Co-GP	Yes
Jackie Robinson Apartments	227-229 West Point Road San Francisco, CA 94124	Family/Rental	Pre-Dev	100	100	\$100M	CITY, STATE, FEDERAL, TCAC	Lead-GP	NA
John Burton Advocates for Youth Housing Complex	1340 Hudson Avenue San Francisco, CA 94124	Family/Rental	1971	130	129	\$5.5M	HUD	Co-GP	No
Land Park Woods	820 Presidio San Francisco, CA 94115	TAY/Family Rental	2017	50	50	\$21M	CITY, HY-MHP, TCAC	Co-GP	Yes
Larkspur Isle	2814 5th Street Sacramento, CA 95818	Family/Rental	1997	75	74	\$3.5M	TCAC, SHRA, AHP	Lead-GP	Yes
Las Casitas	Larkspur Plaza Drive Larkspur, CA 94939	Family/Rental	1981	28	27	\$2.8M	Private Equity & Debt	Lead-GP	No
Marina Tower	26409 Gading Road Hayward, CA 94544	Family/Rental	1983	61	60	\$3M	OTHER	Lead-GP	No
Marina Tower Annex	575 Sacramento St. Vallejo, CA 94590	Senior/Rental	2006	155	154	\$27.7M	BONDS, CITY, TCAC	Co-GP	Yes
Mercy Family Plaza	575 Sacramento St. Vallejo, CA 94590	Senior/Rental	2001	57	57	\$4.8M	BONDS, CITY, TCAC	Co-GP	Yes
Monte Alban Apts.	1501 - 1599 Hayes Street San Francisco, CA	Family/Rental	1991	36	35	\$6.2M	TCAC, STATE, CITY	Lead-GP	No
Nihonmachi Terrace	1324 Santee Drive San Jose, CA 95122	Family/Rental	1969/2007	192	190	\$25.7M	BONDS, TCAC, OTHER	Lead-GP	Yes
North Beach Place	1615 Sutter Street San Francisco, CA	Family/Senior Rental	2010	245	244	\$38M	BONDS, TCAC	Co-GP	Yes
Oak Village Apts.	445 Bay Street San Francisco, CA 94133	Family/Rental	2004	341 19K SF Retail	340	\$106.5M	TCAC, HOPE VI, AHP, CITY	Co-GP	Yes
Olive Court	780 13th Street Oakland, CA 94612	Family/Rental	1987	117	116	\$1.8M	HUD	Lead-GP	No
Piper Court	917 3rd Street Davis, CA 95617	Family/Rental	1986	27	26	\$2M	Private Equity & Debt	Co-GP	No
Pullman Point	191 Piper Court Fairfax, CA 94930	Family/Rental	1986	27	26	\$1.5M	Private Equity & Debt	Co-GP	No
Royal Adah	2989 Pullman Blvd. Richmond, CA 94804	Family/Rental	2005	199	198	\$27M	TCAC, OTHER	Lead-GP	Yes
Shasta Hotel	1240 Fillmore Street San Francisco, CA 94115	Family/Rental	2019	142	142	\$35.7M	HUD	Development Consultant	No
Shiloh Arms	1017 10th Street Sacramento, CA	SRO/Rental	Pre-Dev	80	80		TCAC	Co-GP	Yes
St. John's Apts.	4009 23rd Avenue Sacramento, CA 95820	Family/Rental	1980	106	105	\$3M	HUD	Lead-GP	No
The Villages at Treasure Island	121 W. MacDonald Richmond, CA 94801	Family/Rental	1979	158	157	\$7.5M	HUD	Lead-GP	No
Triangle Court/Friendship Manor	Treasure/yerba Buena Islands San Francisco, CA	Family/Rental	1999	638	0	\$11M	Private Equity & Debt	Lead-GP	No
Turk Street Apts.	Stege Avenue Richmond, CA	Family/Senior Rental	2017	156	156	\$31.6M	TCAC, CITY, Tax Exempt Bonds	Co-GP	Yes
Village East Apts.	381 Turk Street San Francisco, CA 94102	Family/Rental	1982	32	31	\$2M	CITY, SECTION 8	Lead-GP	No
Westbrook SFHA RAD	2501 E. Lafayette St. Stockton, CA 95205	Family/Rental	2017	190	189	\$5M	HUD	Lead-GP	Yes
Working Artists Ventura	Oakdale Avenue San Francisco, CA 94124	Family/Rental	Under Construction	226	226	\$120M	BONDS, RAD, TAX CREDITS	Co-GP	Yes
Woodhaven Senior	35 West Thompson Blvd Ventura, CA 93001	Family/Rental Condos	2009	69 13 6K SF Retail	69	\$42.4M	TCAC,CITY RDA,AHP	Lead-GP*	Yes
	3731 Rio Linda Blvd. Sacramento, CA 95838	Senior/Rental	2016	104	103	\$3M	TCAC, CalHFA	Lead-GP	Yes

TOTAL UNITS DEVELOPED/UNDER DEVELOPMENT

5,897

ATTACHMENT 5
Veterans Housing Development Corporation Development
Experience

Veterans Housing Development Corporation (VHDC)

Development Experience

Projects In Progress

Mathers Veterans Village Phase III

In Rancho Cordova, VRC and VHDC have partnered with the City of Sacramento and Mercy Housing to build, in three phases, 100 units of permanent supportive housing and 60 units of transitional housing on the old Mather Air Force base. Phase III of Mathers Veterans Village will consist of 60 units of transitional housing and is targeted for completion in December 2019. Amenities and services include a community room with a kitchen and lounge area, onsite parking, laundry facilities, and a computer lab.

Windsor Veterans Village

Windsor Veterans Village will consist of 60 one- and two-bedroom residential units, including one onsite manager's unit, serving veterans and their families with income levels between 30% and 50% of AMI. Construction began in July 2019 and completion is targeted for summer 2020. Amenities will include a community room; a computer room; laundry facilities; service offices including case management, behavioral health treatment, employment training, and job placement; a community garden; covered parking; and an outdoor recreational space. Funding comes from HCD's Veterans Housing and Homelessness Prevention Program, Sonoma County, the Town of Windsor, 4% tax credits and a tax-exempt bond, The Home Depot Foundation, and other private sources. Tenants will be provided with rent support from the Veterans Affairs Supportive Housing (VASH) program, the Sonoma County Community Development Commission, and the Santa Rosa Housing Authority.

Eureka Veterans Village

Located across the street from VRC's North Coast Veterans Resource Center, Eureka Veterans Village will provide 25 permanent supportive housing apartments for homeless veterans and 25 apartments for other community members experiencing homelessness. All residents will have incomes below 50% of AMI in Humboldt County, which has the largest homeless population per capital in California. Services will include case management, behavioral health treatment, employment training, and job placement. Amenities will include a rooftop community garden and patio, Energy Star appliances, and wiring for internet and cable television. Funding comes from HCD's VHHP program, 9% tax credits, and rent supports from the VASH program and Humboldt County. Construction began in early 2019.

Chico Veterans Village

Chico Veterans Village will consist of three two-story apartment buildings with a total of 52 one- and two-bedroom units serving veterans and their families between 30% and 50% of AMI. The facility will also include offices for case management, behavioral health treatment, employment training, and job placement. Amenities will include a community building, a computer room, a laundry room, a covered outdoor patio and barbeque area, a basketball court, raised planter beds for a community garden, and covered parking. Funding for the project comes from HCD's VHHP program, 9% tax credits, and rent supports from the VASH program and the Butte County Housing Authority.

Shasta Lake Veterans Village

Shasta Lake Veterans Village will consist of a three-story apartment building with a total of 30 one-bedroom units serving veterans with incomes between 30% and 50% of AMI. Construction began in May 2019 and is targeted to end in early 2020. Amenities will include a community room; a computer room; laundry facilities; and offices for services including case management, behavioral health treatment, employment training, and job placement. The project is within walking distance to shopping and restaurants and also boasts nearby access to some of the best fishing, hiking, and bike trails in Northern California. Funding comes from HCD's VHHP program, the City of Shasta Lake, Shasta County,

Cornerstone Bank and the Home Depot Foundation. Rent supports are funded by the VASH program and the Shasta County Housing Authority.

Completed Projects

Mathers Veterans Village Phases I & II

In Rancho Cordova, VRC and VHDC have partnered with the City of Sacramento and Mercy Housing to build, in three phases, 100 units of permanent supportive housing and 60 units of transitional housing on the old Mather Air Force base. Phase I, which consists of 44 one-bedroom units and six two-bedroom units with energy-efficiency appliances and fixtures, was completed on April 1, 2016. Phase II consists of 56 units and was completed in July 2019. Amenities and services include a community room with a kitchen and lounge area, onsite parking, laundry facilities, and a computer lab.

Sacramento Veterans Resource Center

This facility is a 47-bed transitional housing program for homeless and at-risk veterans. Residents are men and women with multiple barriers keeping them from sustaining permanent housing. These veterans have serious PTSD, behavioral health issues involving drugs and alcohol, and other mental and physical disabilities. Women and their children are housed in an adjacent duplex home. Residents commit to sobriety and to participation in a comprehensive treatment program.

Oberg Center (Sacramento)

The Oberg Center is a state-licensed, 10-bed dual diagnosis behavioral health facility for veterans in need of social model drug or alcohol recovery services. This facility offers veterans intensive, short-term treatment to resolve their immediate needs, helps them regain sobriety and stability, and prepares them for longer-term care at a VRC transitional facility or a VA program.

Park Marina (Redding)

This facility is a six-unit, 12-bed sober living home for very low-income veterans that opened in 2016. Residents are committed to a sobriety and healing program that enables them to reclaim productive lives, rebuild bridges to family and friends, and maintain permanent housing.

4th Street House (Eureka)

This 36-bed transitional housing facility offers comprehensive supportive services. After a lengthy renovation, the facility became fully staffed and operational in March 2011.

E Street House (Eureka)

This 15-bed transitional housing facility, located in an old Victorian home purchased by VHDC in 2005, offers comprehensive supportive services, including dual-diagnosis treatment for mental health as well as substance abuse issues. While in the program, veterans engage in groups and classes, individual therapy, and weekly case management.

Hearn House (Santa Rosa)

Hearn House provides comprehensive treatment and housing for male veterans with a history of mental illness and/or substance abuse. Veterans reside in the program at this 17-bed facility for up to six months while they receive intensive case management, individual therapy, and group therapy to address life barriers in a quiet and meditative environment. Meals and utilities are provided.