


Making Communities a Better Place to Live, Work, and Grow



Es
Elements of Success
Local Alliance for Neighborhood Development
& Integrated Services



Qu
Quality
We value quality



Ef
Efficiency
We value efficiency



Te
Technology
We value technology



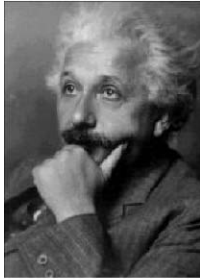
In
Integrity
We value integrity
over monetary gain



Ci
Improvement
We believe in continuous
improvement



Pe
People
We value people and
the human spirit



Ideas Are Assets



Inspiration Is Equity



Hustle Is Capital

Our mission is to make communities a better place to live, work, and grow— by improving the livability of the environment through sustainable development practices in the housing, retail, and cultural development.

Company Profile

LANDIS Development, LLC is an integrated eco-urban real estate development and services company dedicated to creating positive living environments. LANDIS develops high quality affordable and market rate rental housing. LANDIS specializes in urban infill mixed-use projects and the preservation and development of affordable housing for families and seniors. LANDIS Development, LLC also operates a Consulting Services division.

Our consulting division delivers value-added services in the areas of project planning, project management, entitlements, construction, land acquisition management, asset management, and financial and feasibility analysis. LANDIS Consulting works with a variety of clients including nonprofits, for-profits, and local governments.

Our primary focus is to "Provide Housing Solutions for the Cycle of Life" by developing housing for those just starting out in the housing market, for families, and those preparing for retirement. LANDIS aims to improve the livability of historically neglected communities by working with local groups to improve their neighborhood through comprehensive development.

The company was born out of the idea that the fabric of all communities is the variety and quality of its housing, it's retail services, and access to employment and cultural enjoyment.





LANDIS Development

We Strive to Create Sustainable Communities Where Individuals Can Live and Grow

The LANDIS development strategy has been shaped by the growing trend of the return of the “downtown,” new urbanism planning including the rise of transit-oriented developments, the increase of mixed-use projects, the coming of age of the echo boomer generation, and the striking number of the population reaching retirement age.

LANDIS Development focuses on developing and redeveloping affordable and workforce housing for individuals, families, and seniors within urban and suburban communities and environments that help to revitalize neighborhoods. With affordable housing as part of our core business, LANDIS’s development strategy includes:

- ❖ Developing new affordable housing facilities for individuals, families, and seniors utilizing 9% tax credits;
- ❖ Partnering with community based groups to develop affordable and special needs housing;

- ❖ Mixed-use projects;
- ❖ Creating walkable communities next to transit;
- ❖ Operating at the nexus of health & the built environment;
- ❖ Purchasing and rehabilitating HUD assisted facilities including HUD-236 properties, expiring use facilities, and at-risk properties;
- ❖ Acquiring existing apartment buildings that are candidates for increasing the affordable housing supply by utilizing tax exempt bonds and 4% tax credits;
- ❖ Acquiring state financed properties with expiring Section 8 Contracts;

The LANDIS team has a keen understanding of the real estate development process and understands taking measured risk to achieve local objectives.

The LANDIS management team has over 30 years of combined industry experience



LANDIS Development Experience

Our development experience demonstrates our ability to manage difficult projects from concept to close-out.

The principles of LANDIS have developed and/or preserved over 1,400 affordable and market rate housing units. LANDIS has experience in developing a range of development types involve urban and suburban settings. We excel at structuring and providing solutions to complex development challenges. We have developed master plans and award-winning affordable homes that not only mirror the character of the community but also display the quality of design and construction as market-rate housing.

Landis seeks to gain distinction through five primary areas:

- ❖ Project Management
- ❖ Use of Technology
- ❖ Employing Green Building Techniques and Materials
- ❖ Financial Structuring
- ❖ Resident Training & Engagement

The following projects are representative samples of LANDIS's development experience

Valencia Gardens - HOPE VI

Type

Rental, 3,500 sq. ft. Commercial

Units

260 Units

Financing

HOPE VI, Tax-Exempt Bonds, Tax Credits, State Multi-Family Housing Program Funds, San Francisco Redevelopment Agency

Development Costs

\$63.6 Million

Description

Located in San Francisco's Mission District, the new family development replaces 246 dilapidated and blighted public housing units with 260 new mixed income flats and townhouse units with multi-purpose facilities. The revitalization also includes a new ancillary senior housing site with 60 new apartments and a new senior center.

Year Completed

2006

**Project completed with previous employer*



San Francisco, California

LANDIS has a substantial track record working with government agencies, development partners and community groups

Rich Sorro Commons

Type

Rental, 9,000 sq. ft. Commercial

Units

100 Units

Financing

Tax-Exempt Bonds, Tax Credits, San Francisco
Redevelopment Agency

Development Costs

\$21.5 Million

Description

Located within the Mission Bay district of San Francisco, Rich Sorro Commons is one of the first multi-family rental developments in this newly created district. The development is an award-winning mixed-use and mixed-income project includes 100-units of 1, 2, and 3 bedroom townhouses and flats. The project also includes a day-care center, a computer center, a 1,000 square foot multi-purpose community facility, and over 9,000 square feet of retail space with several national retailers including Quizno's and The Ice Creamery.

Year Completed

2002

**Project completed with previous employer*



San Francisco, California

LANDIS has experience in developing a range of development types in both urban and suburban settings

| Gateway 101, Phase III

Type

Rental, Market-Rate, Commercial

Units

408 Units

Financing

East Palo Alto Redevelopment Agency, Private Debt & Equity

Development Costs

Valued at over \$150 Million

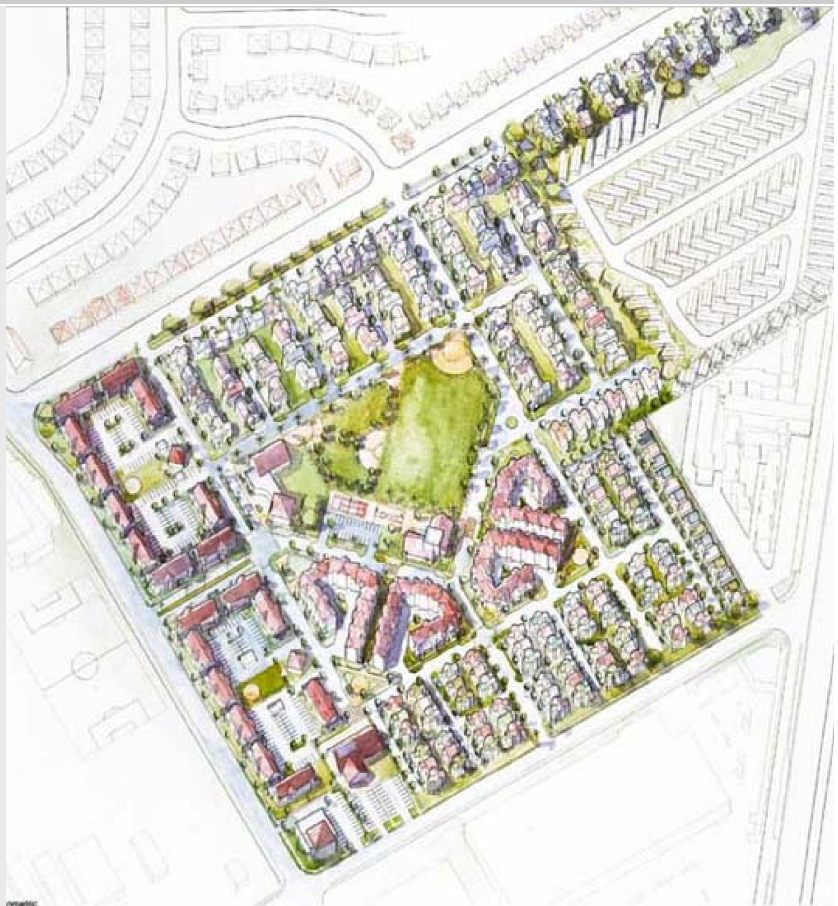
Description

This Master Plan for a mixed-income community located on 35 acres in East Palo Alto serves as the blueprint for the site's revitalization. Community, client and City Council workshops emphasize community consensus building. The project is composed of 408 units of affordable and market rate housing units, including: single family, townhouses and apartments; a community park, a 10,000 sq. ft. day care facility, a 7,500 sq. ft. community center and commercial and retail space

Year Completed

1998

**Project completed with previous employer*



| East Palo Alto, California

| We aim to accurately assess each project's unique requirements and implement the best approach

Providence Senior Housing

Type

Rental, 2,500 sq. ft. Commercial

Units

50 Units

Financing

HUD 202, San Francisco Redevelopment Agency, AHP

Development Costs

\$18.5 Million

Description

Providence Senior Housing involves the new construction of senior rental housing for very-low and low-income households. The housing units will have one bedroom with full kitchen and bath. The development will include a community room, computer room and a courtyard garden.

Year Completed

Curre 

**Project completed with previous employer*



San Francisco, California

LANDIS aims to improve the livability of historically neglected communities

Philosophy

Our Vision

Our vision is to be the preferred community development partner - creating better healthier places to live, work, and grow and helping people improve their quality of life. We do this by:

- ❖ Providing innovative, end-to-end development services and solutions that are integrated and scalable.
- ❖ Partnering with community based groups and embracing the participation of residents and stakeholders
- ❖ Providing world-class, leading-edge project management services unsurpassed in the industry



Working Together

LANDIS is a living example of successful partnerships. The company was started in 2006 by one young man with over 17 years of experience working in some of the most regulated cities in the US. His leadership attracted some of the top talent in the industry including a key alliance with Northern Real Estate, a world-class development consulting firm based in Oakland, California. Together, the company delivers over thirty years of real estate development experience and a proven track of record of leadership from concept to close-out.

"Business is all about relationships - internal relationships within an organization and outside of the firm and into the community. When you work with LANDIS you are buying into that philosophy."

Kenneth Jones, Principal
LANDIS, LLC



LANDIS Consulting Services

We Bring Development Experience to the Development Consulting Business

Concept Development & Strategy Formulation

- ❖ Affordable & Market Rate Housing
- ❖ Special Needs Housing: Senior and Residential Care Facilities
- ❖ Urban Studies & Economic Development Policy
- ❖ Urban Retail & Mixed-use Development Strategies
- ❖ Adaptive Reuse and Redevelopment

Financial Analysis & Advisory Services

- ❖ Financial Modeling
- ❖ Discounted Cash Flow
- ❖ Net Present Value & IRR Projections
- ❖ Sensitivity & Risk Analysis

Project Feasibility – Site, Market, Financial

- ❖ Site Evaluation & Feasibility
- ❖ Zoning Code Analysis
- ❖ Project Concept Development
- ❖ Alternative Use Strategies
- ❖ Market Feasibility Studies
- ❖ Investment Analysis

Project Management

- ❖ Securing Entitlements & Permits
- ❖ Site Selection & Acquisition Strategies
- ❖ Negotiation & Deal Structuring
- ❖ Lender Financial Packaging
- ❖ Development Team Selection & Coordination
- ❖ Contract Negotiations & Administration
- ❖ Budget Management & Scheduling
- ❖ Best Practices Evaluation & Implementation
- ❖ Post Project Evaluation & Lessons Learned Analysis
- ❖ Resident Training & Engagement

Construction Management

- ❖ Conceptual Cost Estimates
- ❖ Schedule and Cost Management
- ❖ Value Engineering
- ❖ Contractor Supervision During Construction

Asset Management

- ❖ Asset Redevelopment Strategies
- ❖ Asset Disposition Strategies
- ❖ Asset Refinancing Strategies

LANDIS is a world-class fully integrated real estate development and services company



LANDIS Consulting Experience

Leveraging our practical experience in real estate development, urban economics and finance, our team gets involved in all facets of real estate development - from concept to close. LANDIS can make a substantial contribution to your development team by providing project feasibility analysis, financial analysis, and project management.

At LANDIS, we understand that development is not just about bricks and mortar. It has a long-term impact on the living fabric of a community. Therefore, we take a holistic, community-based approach to development, where the community is involved in the development and benefits from supportive services that may be incorporated into a project. We have found that development that is undertaken with the participation of residence and stakeholders is more likely to be embraced by the community and therefore, more likely to enjoy long-term success and sustainability.

Pleasanton Redevelopment

Client

Christian Church Homes of Northern California

Type of Project

Project Manager
Housing Consultant

Description

LANDIS Development helped Christian Church Homes of Northern California, a specialist in the development of senior housing and management, secure a contract with the City of Pleasanton to evaluate the development options for two existing senior facilities and housing communities. One facility is a 50-unit public housing senior complex on 3.45 acres boarded by a Public Park, and the other community is a 40-unit HUD-236 senior community on 1.95 acres. The assignment was to identify the opportunities and constraints of a variety of development options, with the goal of creating a new senior campus and developing up to 150 units of new senior housing. LANDIS is the lead project manager/consultant.

Year Completed

2010



5.4 Acre senior housing community

We foster a holistic, community based approach to development

Delaware Family Housing

Type of Project

Affordable & Market Family Rental

Units

60 Affordable and 60 Market Rate Units

Financing

Tax Credits, Union Bank Term Loan, City of San Mateo, San Mateo County, HOME, CDBG, MHSA

Description

LANDIS provided project management and coordination services to MidPen Housing, the developer/sponsor of this mixed-income project in San Mateo, CA. The development offers 1, 2, and 3 bedroom units. Formerly the site of the San Mateo Police Department, the site has close proximity to a host of amenities including shopping centers, grocery stores, schools, and the Rail Corridor. Other amenities include a community center with offices, a computer lab, and a children's playground.

Year Completed

2013



Century Village, Fremont, CA

Type of Project

Acquisition and rehabilitation of two and three-story garden apartments and town-homes

Units

100 affordable and market rate units

Financing

Tax Credits, Union Bank Term Loan, City of San Mateo, San Mateo County, HOME, CDBG, MHSA

Description

Originally purchased by MidPen Housing in 1972, the project involved the refinancing and rehabilitating of the project utilizing the now expired New Issue Bond Program. On a very tight timeline, LANDIS provided financing, permit, design, and construction coordination to get the project financed and closed within approximately 90 days.



Kenneth has been a life saver for us and is most definitely our go-to consultant for project management expertise. He jumped in at a critical juncture on a very complex project that had to not only be financed but also closed in a very short time frame. Kenneth got the job done and he did so in a way that was highly collaborative, efficient and professional.

Jan M. Lindenthal
VP of Real Estate Development
MidPen Housing, Inc.

Atlantic Beach Master Plan Atlantic Beach, SC

Type of Project

Mixed-use/development scenario analysis for Atlantic Beach Master Plan

Units

5,000 units and over 500,000 sq. ft. of Commercial

Financing

Proposed financing included TIF, Infrastructure Bonds, low-income housing tax credits, Department of Transportation, Department of Energy, Dept. of Health and Human Services HUD, private foundation support, and County.

Description

In conjunction with the City of Atlantic Beach, SC and the University of North Carolina Business School, this project involved analyzing potential development and financing scenarios for the Atlantic Beach Master Plan. LANDIS was part of an interdisciplinary team including a group of University of North Carolina MBA students engaged to develop the plan and create an overall theme for the Master Plan including the concepts of New Urbanism, green building, sustainability, entertainment, and walkable community.

Year Completed

2010



Kenneth has a depth of knowledge and experience in developing sustainable communities and was a valuable member of our team. His prior master planning and affordable housing experience helped to guide our efforts and refine our concepts to be more comprehensive. He is very passionate about this work, a good problem solver, and a pleasure to work with.

James H. Johnson, Jr.
Kenan Distinguished Professor Entrepreneurship and Strategy
Kenan-Flagler Business School
Director, Urban Investment Strategies Center
University of North Carolina at Chapel Hill

Tree House Apartments Palo Alto, CA

Type of Project

Affordable rental

Units

35 studio and one bedroom units

Financing

Stanford Affordable Housing Trust, Bank of America, City of Palo, Housing Trust of Santa Clara County

Description

Tree House Apartments is a new construction, affordable multifamily apartment community located in Palo Alto, California, approximately 2 miles from Palo Alto's downtown core and one block East of El Camino Real. Project amenities will include onsite parking spaces, bicycle storage, a landscaped courtyard, trash compactor, coin operated laundry facility, a community room with a kitchen and computer room. The project will be constructed using sustainable building materials and will also incorporate a number of 'green' features designed to ensure its long-term energy-efficiency and sustainability. Tree House exceeds minimum Green Point rated requirements. LANDIS provided project and construction management services including design, permit, and financing coordination.

Year Completed

2011



"Kenneth is a go to consultant. He is great with putting together tax credit applications and really helped us out when our last project was at a defining moment. He is level-headed and works very well with people even in stressful situations."

Candice Gonzalez
Executive Director,
Palo Alto Housing Corporation

Hill Elmhurst Senior Housing, Oakland, CA

Type of Project

Affordable senior rental

Units

64 one-bedroom units

Financing

(Proposed) HUD 202, City of Oakland,
Low-income housing tax credits

Description

LANIDS served as the development consultant for this ground breaking senior development in Central East Oakland. As part of the Hill Elmhurst Master Plan, the senior development was slated to serve as a catalyst for the rest of the project. The project received a \$6 million award from the City of Oakland, but was unsuccessful in obtaining a HUD 202 award.



Buttes Christian Manor

Type of Project

Independent Senior Living

Units

100 Units

Location

Marysville, CA

Project

Refinance of expiring HUD-202 mortgage with new HUD mortgage to allow HUD-required repairs and rehabilitation of owner elected upgrades

Value

\$4.9 MILLION

Description

As one of the earlier pre-1983 HUD-202 financed senior facilities, Buttes Christian Manor was a prime candidate for refinancing. Although well maintained, the property was suffering from obsolescence given its age. With favorable capital markets and low interest rates, the owner, Christian Church Homes, took this opportunity to refinance the facility with new HUD financing to make required repairs and also a variety of upgrades. LANDIS helped CCH evaluate the refinancing options, identify the required repairs, select a lender, and served as the Project Manager for the refinancing. LANDIS coordinated the legal, financing, property management, and construction teams. LANDIS worked directly with the lender, PNC Multi-Family Capital, to obtain the HUD 221d(3) Financing Commitment and coordinate the closing.

Completion

Fall 2007



El Bethel Terrace

Type of Project

Independent Senior Living

Units

100 Units

Location

San Francisco CA

Project

Refinance of expiring HUD-202 mortgage with new HUD mortgage, rehabilitation of owner elected repairs.

Value

\$5.5 MILLION

Description

Sponsored by the El Bethel Missionary Baptist Church of San Francisco, and currently owned by El Bethel Terrace, Inc., El Bethel Terrace was developed to serve the senior African-American population in the Fillmore District. The facility was originally financed nearly 30 years ago under the HUD 202 Program. The facility currently has a long-term Section 8 contract in place. The aging facility was in need of moderate repairs and upgrades. Coordinating with Christian Church Homes, the property manager, LANDIS worked with the Board of El Bethel Terrace over several months to explore refinancing options and benefits, and explain and get them comfortable with the refinancing process. LANDIS served as the primary coordinator and Project Manager for the refinancing process. LANDIS coordinated the legal, financing, property management, construction teams. LANDIS worked directly with the lender Lancaster Pollard to obtain the HUD financing Commitment.

Completion

Fall 2009



Flower Park Plaza

Type of Project

Independent Senior Living

Units

199 Units

Location

Santa Ana, CA

Project

Refinance and rehabilitation of a California Housing Finance Agency at-risk senior facility. The project was refinanced with tax credits, residual receipts, and a new CalHFA mortgage.

Value

\$26.1 MILLION

Description

In 2005, the Owner, Forest City Properties, notified Christian Church Homes, that they did not intend to renew the 20-year Section 8 Contract, which was due to expire within 2 years. Recognizing the need to preserve the deep affordability for these low-income elderly households, CCH assembled a team and a financing package to preserve this well located facility. LANDIS assisted Christian Church Homes' Project Management staff to close the financing and complete this complex transaction by providing technical assistance in a variety of areas. LANDIS served as the primary Consultant to assist with the refinancing process and was responsible for assisting with all aspects of the project including legal, financing, design, timeline, and construction. LANDIS worked directly with the CCH and their project team.

Completion

Fall 2009



Westlake Christian Terrace West

Type of Project

Independent Senior Living

Units

200 Units

Location

Oakland, CA

Project

Refinance of expiring HUD-236 mortgage with new HUD mortgage, rehabilitation of owner elected repairs.

Value

\$5.4 MILLION

Description

Working with Christian Church Homes, the Owner and manager of the 200-unit HUD-236 facility, LANDIS served as the primary coordinator and Project Manager for the refinancing of this 30-year old senior facility. On behalf of CCH, LANDIS coordinated the legal, financing, property management, construction, and architectural team. LANDIS worked directly with PNC Multi-Family Capital to complete and obtain the HUD 221d(3) Financing Commitment.

Completion

Summer 2007

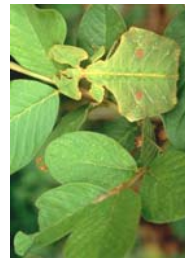


LANDIS Advantage

Adapting to Your Environment Is the Key to Success

LANDIS is a project leader from concept to close. We employ formal project management techniques including earned value analysis, lesson learned sessions, and knowledge management that provide on-going feedback to the development and services operations. In addition, we employ the concept of continuous improvement to all of our endeavors. Our core strengths are project management, financial analysis, entitlements, resident and neighborhood relations, technology, and multifamily residential development

What's more, at LANDIS we know that we're only as good as our word, and we always strive to make our words translate into action. We embrace diversity, we thrive on opportunity, and we believe that our enthusiasm, personable approach to business, and integrity come to light in our successful relationships. LANDIS staff has worked in some of the most regulated cities in the US ranging from Baltimore to Los Angeles. The company has its roots in Northern California and has worked in a variety of communities including, San Francisco, Oakland, Fremont, Richmond, East Palo Alto, and Contra Costa County.



Landis Development, LLC

Partial List of Consulting Projects & Development Experience

Recent New Construction Projects

- ❖ Delaware Family Housing – 60 Units
San Mateo, CA
Client: MidPen Housing
2013
- ❖ Maybell Senior Housing – 60 Units Senior Housing
Palo Alto, CA
Client: MidPen Housing
2013
- ❖ Filbert Townhomes – 40 Units Family Housing
Richmond, CA
Client: CHDC
2013
- ❖ Century Village – 100 Unit Family Project
Fremont, CA
Client: MidPen
2012
- ❖ Tree House Apartments – 35 Unit SRO
Palo Alto, CA
Client: Palo Alto Housing Corp.
2010/2011
- ❖ Harrison Street Senior Housing
73 Units Senior Housing
Oakland, CA
Client: Christian Church Homes
2009/2010
- ❖ Parcel C – 100 Units of Senior Housing
San Francisco, CA
2005/2006
Client: MHDC (former employer)
- ❖ Valencia Gardens – 260 Unit Hope VI Project
San Francisco, CA
Client: MHDC (former employer)
2005/2006
- ❖ Rich Sorro Commons
100 Units Family & Special Needs
San Francisco, CA
Client: MHDC (former employer)
2000
- ❖ Peninsula Park Apartments: 120 Units
Market Rate & Affordable
East Palo Alto, CA
Client: Bridge Housing/EPA CAN DO
2002
- ❖ 3rd Street Senior Housing
45 Units of Senior Housing
San Francisco, CA
Client: MHDC (former employer)
2001

Preservation/Acquisition Rehab

- ❖ Flower Park
200 Unit Senior Housing Preservation Project
CalHFA Refinance/Bonds/4% Tax Credits
Development Budget - \$26 Million
Completed 2006
- ❖ The Buttes
100 Unit Senior Housing Preservation Rehabilitation
HUD 223f Loan
Completed 2007
- ❖ Peoples Community Credit Union
Local Credit Union
Oakland, CA
1500 Sq. Ft. Tenants Improvements
- ❖ Westlake Christian Terrace West
100 Unit Senior Housing Preservation
HUD 221d3 Refinance
Rehab Budget \$6 Million 2007
- ❖ El Bethel Terrace
200 Unit Senior Housing Preservation
HUD 221 d3 Refinance
Rehab Budget \$5.5 Million
Completed 2008
- ❖ Sojourner Truth – 83 Unit Energy Retrofit
Oakland, CA
2011/2012

Planning Projects & Feasibility Analysis

- ❖ Market Street Commons
200 Units Affordable & Market Rate
New Construction
West Grand & Market
- ❖ Hill Elmhurst Plaza
400 Unit Market Rate/Affordable
Oakland, CA
Client: SUDA/Christian Church Homes
2008/2009
- ❖ Senior Housing Master Plan – 120 Units
Pleasanton, CA
Client: City of Pleasanton
2009
- ❖ Atlantic Beach Master Plan
Atlantic Beach, SC
Client: University of South Carolina MBA Program
2009/2010
- ❖ Gateway 101 Master Plan
5 Acre Master Plan Proposal
East Palo Alto, CA
Client: City of East Palo Alto
(completed with former employer)
2000-2002

Management Profile

PLAN * EXECUTE * MANAGE * LEAD

Kenneth Jones, Principal

Kenneth Jones, Managing Partner, provides overall leadership and assistance in strategic and long-range planning, and securing, structuring, and negotiating projects. Mr. Jones has been involved in all phases of residential real estate development for over 20 -years. Mr. Jones has either planned, developed, or consulted on over 1,400 units valued at over \$200,000,000. Prior to starting LANDIS, Mr. Jones served as Director of Real Estate development and interim executive director of Mission Housing Development. As Director of Real Estate development Mr. Jones supervised and directed project, construction, and architectural staff of 7 in all phases of project development from feasibility to rent-up. Mr. Jones was responsible for successfully completing several new projects and coordinating the completion of over 500 units of housing. As an Executive Director of two community-based non-profit organizations, Mr. Jones has been responsible for developing and implementing fiscal, program, and management policies.

Mr. Jones is an accomplished senior-level developer and project manager with a proven ability to lead project teams, solve complex problems, and efficiently manage the development process in order to deliver projects that support business and financial objectives. Mr. Jones is well-versed in real estate finance having structured a number of complex transactions involving tax exempt bonds, both, public and private placements, interest rate SWAP hedge strategies, tax increment financing, and syndications. Mr. Jones has a Bachelors Degree in Business Administration with a emphasis in finance and real estate from the University of California, Berkeley, is a Certified Asset Manager, a candidate for the Certified Commercial Investment Manager designation, and holds completed graduate courses in accounting, finance, and management

Jai Jennifer, VP of Real Estate Consulting

Jai Jennifer, Vice President, oversees services division and has over 10 years experience in commercial and for-sale development consulting and

financial analysis. Mr. Jennifer has held numerous positions with several for-profit entities including Keyser Marston Associates and Capital Vision Equities. Mr. Jennifer specializes in Transit-Oriented Developments and has provided consulting services to a variety of clients on TODs, commercial, and retail projects.

Mr. Jennifer is an exceptionally well-trained real estate analysts with more than four years of post-graduate training in real estate finance, development and urban policy. He possesses more than 10 years of experience in real estate research, project feasibility, planning and coordination. In addition to his housing development experience, Mr. Jennifer has performed site feasibility, financial analysis, and market feasibility for several office, industrial, retail, and mixed-use projects. Most notably, he has served as financial consultant to the Port of Oakland where he performed a portfolio evaluation for the Commercial Real Estate Division, which included the Jack London Square waterfront. He also served as the financial consultant to the acquisitions department of the developer of over 300,000 square feet of mixed-use development near the Staples Center in Los Angeles.

Mr. Jennifer has a Masters of Business Administration from the University of California at Berkeley, with a concentration in Real Estate Development and an undergraduate degree from the University of Delaware.

Winthrop F. Marshall, Partner

Winthrop F. Marshall, is a partner of Landis Development Services. Mr. Marshall brings over 35 years of progressively responsible service to the Senior Services Sector. As Vice President Finance & CFO of CCH, Mr. Marshall assisted in the growth of CCH from 20 to 60 facilities, overseeing, guiding and negotiating all financial aspects of this organization.

Prior to the 23 year history at CCH, Mr. Marshall was the controller of the most affluent senior community in the Bay Area, where he established all accounting and financial systems for this start-up CCRC community.

Management Profile

PLAN * EXECUTE * MANAGE * LEAD

Winthrop F. Marshall, (cont)

Mr. Marshall is also President and CEO of Grace Senior Services, a recently created property management company, with the focus of providing management but emphasizing services to both residents and the greater community as well.

Mr. Marshall is a well connected and respected senior service professional, having served on Local, State and National Boards in the capacity of Treasurer, Vice-Chair and in 2011 became the first person of color to Chair the Board of LeadingAge, a national association of 6,000 not-for-profit senior services organizations. During Mr. Marshall's tenure as Chair, he led the organization through a

name change, from American Association of Homes and Services for the Aging (AAHSA) to LeadingAge, enhanced and increased national advocacy participation and worked diligently to create opportunities for new fellows to have broader exposure within the association.

Through these professional and organizational opportunities, Mr. Marshall gained expertise in financial issues, but also in strategic and scenario planning, and communicating sensitive subjects in a manner that leads to consensus building.

Mr. Marshall has a Bachelor of Science in Business Administration, Accounting Option, and a MBA, Finance Options, from Cal State Hayward.



Corporate Headquarters

Landis Development, LLC Northern California

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Representative Clients

PRIVATE SECTOR

ADCO

Aegis Realty Partners

Age Song Senior Communities, Inc.

AMCAL Multi-Housing, Inc.

Brion & Associates

Charles Hill Realty

Clark Realty Capital

Conley Consulting Group

Creative Housing Associates

Davis Developments

Lesser Enterprises

Revitalization Associates - JER Hudson Housing

Capital

SRM Associates

STAPLES Center / LA Arena Company

Telesis West

WDG Ventures

University of North Carolina

PUBLIC AGENCIES

City of Oakland - CEDA

City of Rio Vista

City of Vallejo

City of South San Francisco

Richmond Redevelopment Agency

San Francisco Mayor's Office of

Economic Development

San Francisco Mayor's Office of

Community Development

San Francisco Redevelopment Agency

Township of Irvington, New Jersey

Oakland Base Reuse Authority (OBRA)

NON-PROFIT SECTOR

Alliance for West Oakland

Bay Area Council

Community Capital Investment Initiative

Caring Restoration Homes

Christian Church Homes of Northern California

Lotus Agriculture & Technology Academy

MidPen Housing

OCCUR

Palo Alto Housing Corp.

Community Housing Development