

Response to Request for Qualifications

Development on Downtown Parking Plazas 1, 2 & 3

Submitted: March 31, 2025





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A.

Statement of Interest



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March 31, 2025

Tom Smith
City of Menlo Park
Planning Division
701 Laurel Street
Menlo Park, CA 94025

RE: Response to Request for Qualifications – Development on Downtown Parking Plazas 1, 2, and 3

Dear Mr. Smith,

Alliant Communities is pleased to submit the enclosed proposal in response to the City of Menlo Park's Request for Qualifications for the redevelopment of Downtown Parking Plazas 1, 2, and 3. We are eager to collaborate with you and your team to create a downtown development that reflects the City's vision and meets the community's needs.

At Alliant Communities, our mission is to strengthen neighborhoods and enrich lives by delivering high-quality, attainable, and affordable housing that fosters sustainable, inclusive communities. We achieve this by developing, managing, and owning multifamily and mixed-use projects that serve a broad range of income levels—spanning traditional affordable, workforce, mixed-income, and attainable housing beyond standard AMI definitions. Our developments provide homes for working families, individuals, seniors, veterans, and special-needs populations, including supportive housing to address homelessness and mental health challenges. These projects thoughtfully integrate parking, retail, services, and other complementary uses to enhance community vitality.

Our team comprises seasoned, socially conscious professionals averaging 25 years of experience. Collectively, our executives have developed over 1,000 affordable housing communities, providing homes for more than 400,000 families nationwide. We bring expertise in community engagement, political advocacy, design, entitlements, financing, and property management for both affordable and attainable housing. Our senior leadership has successfully conducted outreach in active and engaged California communities and secured nearly every available source of affordable housing funding.

A recent example of our work in Menlo Park is the 320 Sheridan Drive project, where we collaborated with many of the same team members included in this proposal. That effort involved extensive stakeholder engagement, political outreach, and securing \$1,000,000 from the City of Menlo Park and \$9,000,000 from San Mateo County. The project earned Planning Commission approval and unanimous City Council support following an appeal, demonstrating our ability to navigate complex processes and deliver results.

For this proposal, we've teamed up with KTG Y Architects, a firm boasting a 33-year track record of crafting sustainable, affordable, and mixed-use developments. Having delivered over 400,000 residential units across the country—including 10,000 affordable homes—KTG Y specializes in designing communities that cater to low-income families, seniors, veterans, the formerly homeless, and other special-needs populations. Their involvement brings critical strengths to the table: direct experience in Menlo Park (Elan Menlo Park, 777 Hamilton, Anton Menlo Park, and Marquis), cutting-edge residential design, proven expertise in blending housing with replacement parking in nearby areas like San Carlos and Oakland, and a knack for creating dynamic, well-integrated mixed-use spaces. KTG Y's established success bolsters our capacity to achieve Menlo Park's vision effectively.

Our team also includes key consultants who supported our Sheridan Apartments project: Kamangar Consulting for zoning and code compliance; Partner Energy for energy design and sustainable building solutions; R3 Studios for landscape architecture and public/private green spaces; Millenium Design for utility coordination; LT Strategic Communications for community engagement; and Cox, Castle & Nicholson for land use entitlements, leveraging their deep Menlo Park experience.

Our initial concept, included in this submission, delivers the City's requested 345 affordable housing units and 506 replacement parking spaces while adhering to all development standards. Beyond these requirements, our design enhances connectivity with accessible pathways, introduces green spaces for residential and public use, and remains adaptable to community feedback during the engagement process.

What sets our proposal apart is our flexibility. We are committed to working closely with the City and stakeholders to refine every aspect—height, density, design, parking, population mix, AMI levels, and more—to ensure the project aligns with community priorities. Our goal is to forge a partnership with the City and its many stakeholders to help enhance Downtown's vitality by boosting foot traffic for local businesses, creating gathering spaces for events, improving the pedestrian experience, and advancing green spaces and sustainable building practices to meet climate goals while addressing critical housing needs.

We believe our team's experience, qualifications, and dedication position us to deliver a transformative project with lasting impact. Thank you for considering our proposal. We look forward to deepening our partnership with the City of Menlo Park to create a development that meets community needs and contributes to its long-term success.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Steven Spielberg', written over a light blue horizontal line.

Steven Spielberg
Senior Vice President, Affordable Housing
Alliant Communities
26050 Mureau Road, Suite 101
Calabasas, CA 91302
310-991-4757
Steven.S@AlliantCD.com

B.

Developer Team Experience



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At Alliant Communities, we believe a home is where opportunities grow—it is the foundation of strong communities. Our team is dedicated to preserving, expanding, and enhancing affordable housing to create lasting benefits for residents and neighborhoods.

Since 2020, Alliant Communities has been a comprehensive real estate investment and development platform creating attainable and affordable housing. Our focus is to deliver as many attainable and affordable units in as many supply-constrained markets as possible by making full use of public and private specialty programs geared to encourage both attainable and affordable multifamily developments.

The principals of Alliant Communities have significant experience in the acquisition, development, financing, construction, and management of affordable and workforce housing communities throughout the United States. Alliant Communities is led by an experienced team with an average of 25 years of real estate experience, and its executives have collectively built a portfolio of over 1,000 affordable housing communities and have provided homes for over 400,000 families nationwide. The collective design, construction, leasing and management track records of the principles of Alliant is impressive and include numerous projects which successfully integrate multifamily residential housing with retail and office uses in mixed-use developments across the country.

Alliant's strong, existing relationships and experience in creative financing and capital structuring has put us on the cutting edge of identifying and closing complicated and unique development opportunities. Our Engineering and Design Team creates

updated, sustainable designs that promote safe and healthy accommodations for all of our developments. We build high quality and environmentally friendly properties that integrate well within each local neighborhood and community. We partner with local land use attorneys and experienced planning consultants to skillfully navigate the entitlement process. From site plans and project programming to issuance of permits, our expertise allows us to fulfill both stakeholder and community needs. And our experienced Asset Management team ensures our properties are operating at the highest achievable levels.

Our executives possess extensive experience in securing and leveraging nearly every affordable housing financing option available in California. They have successfully navigated projects in cities throughout the state known for rigorous design standards and highly involved community stakeholders. Our team is well-versed in utilizing 4% and 9% Low-Income Housing Tax Credits, State tax credits, and California Department of Housing and Community Development (HCD) programs such as the Affordable Housing and Sustainable Communities (AHSC) and Multifamily Housing Program (MHP), alongside local funding from sources like San Mateo County.

Additionally, we have a proven track record in municipalities like Santa Monica, West Hollywood, and Altadena, where we've adeptly managed comprehensive design review processes and collaborated with active, engaged residents. Most recently, our team secured entitlements from the Menlo Park Planning Commission and successfully defended an appeal before the City Council. This achievement followed a series of community meetings and extensive stakeholder engagement, including neighbors, councilmembers, and City staff, demonstrating our commitment to building consensus and delivering results in challenging environments.





Architect

KTGY is an award-winning design firm of architects, designers and planners that realize new possibilities through inspired design. Everything we do, from architecture and interior design to branded environments and urban design is based on a people-centric storytelling and design process that creates memorable experiences nationwide. Guided by our mission to bring innovative design to all people and places, we partner with our clients to envision spaces that make a positive impact on people and their communities. KTGY has a proven track record as an expert in affordable housing developments that enhance the quality of life for residents of all income levels. With an expansive portfolio of work serving residents including low, very low- and extremely low-income families and seniors, KTGY recognizes the unique design needs to best support each population subset. KTGY’s affordable housing experts are familiar with the unique design guidelines for all major funding sources and are experts in integrating local and funding requirements to create beautiful, functional communities, which fit seamlessly into the fabric of existing neighborhoods.

KTGY’s participation in this effort is important for several reasons, including completed residential projects in Menlo Park and expertise integrating housing with replacement parking. Built projects in Menlo Park include Elan Menlo Park, 777 Hamilton, Anton Menlo Park and Marquis. KTGY has also completed the redevelopment of former city parking lots into vibrant mixed-use projects in local jurisdictions such as San Carlos and Oakland, CA.

Entitlements

Kamangar Consulting, through its founder and principal Katia Kamangar, has a long and successful track record in the entitlement of residential and mixed-use real estate development in the Bay Area, including two recent Menlo Park projects, the Lane Woods community by SummerHill Homes and Sheridan Apartments, with Alliant Communities. In addition to her consulting practice, Katia is active in Bay Area affordable housing as a past Board member and Chair of the Finance Committee for Housing Trust Silicon Valley, and as a current Board member and Finance Committee member of Eden Housing.



Landscape Architect

R3 Studios, Inc., led by its principal Roman De Sota, is an accomplished landscape architecture firm that specializes in integrating the disciplines of art, architecture and landscape to extend conventional notions of landscape architecture to create sustainable, livable communities. R3 Studios, Inc. has been recognized for design that enhances cities and suburban communities while protecting the environment. R3 will lend its unique perspective to the project's public and private open space components with a sensitivity to sustainability and the needs of the downtown community. They, like many of the members included on this proposal, are part of the team that recently worked with Alliant to entitle its Sheridan Apartments development here in Menlo Park.



Land Use Attorney

Cox Castle, a full-service law firm known for delivering exceptional legal counsel in complex transactions, litigation, and regulatory matters, brings its accomplished Land Use team of over 30 attorneys to the development project. Their unparalleled expertise helps clients navigate the intricate and evolving processes that define California land use. With a deep understanding of both the legal framework and political considerations involved in project development, they serve as strategic legal advisors, guiding clients toward the successful realization of their development goals. The team played a key role in the 320 Sheridan project in Menlo Park.



Outreach

LT Strategic Communications will bring the communications and strategic outreach experience of Laura Teutschel to the project team. Teutschel and her team have worked on several high profile land use entitlement projects in San Mateo and Santa Clara Counties, as well as consulting with several cities, public agencies, and political campaigns; most recently for San Mateo County Supervisors Lisa Gauthier and Ray Mueller. From entitlements to construction, Teutschel's relationships with Menlo Park stakeholders and residents, coupled with her hands-on outreach style and skilled messaging was an important factor in Alliant's Sheridan Apartments development. Her firm will bring this same level of skill to the downtown Menlo Park development outreach and communications process.

Green Building

Partner Energy, a division of Partner Engineering and Science, Inc, is a nationwide provider of energy efficiency engineering, sustainability, and ESG+R consulting services. Partner’s sustainability consultants and certified commissioning professionals will ensure the proposed development can achieve its sustainability goals throughout the building’s lifecycle - planning, construction, and operations. They’ve worked on multiple projects in Menlo Park, including the Sheridan Apartments project with the Alliant team, 68 Willow Road townhomes, and Oak Gardens Veterans Housing.



Utility Coordination

Millennium Design & Consulting is a full-service Joint Utility and Streetlight/Site Lighting design and consulting team. They bring their broad experience and expertise to the team to provide site review and analysis, coordination for existing utilities, and planning and management for new utility services including new construction and public/private coordination. They are experienced with Bay Area utility providers, including Menlo Park projects, and are currently engaged on Alliant’s Sheridan Apartments development.





SHAWN HORWITZ

Co-Founder & Chairman

Shawn Horwitz co-founded The Alliant Company (TAC) in 1997 and later acquired sole ownership in 2019. TAC operated successfully for over two decades until its sale in 2021 to Walker and Dunlop Inc., one of the largest Agency Lenders in the United States. As the parent company to Alliant Capital, a leading syndicator of tax credits within the United States, TAC managed assets in excess of \$16 billion. Its diverse offerings included tax credit syndication for developing and financing affordable housing and distributed solar energy systems, multi-family development, management, and real estate ownership. During his tenure at TAC, Shawn played a pivotal role in developing over 14,000 LIHTC apartment units. With the sale of TAC, Shawn leveraged his extensive experience to establish Alliant Communities (AC).



BRIAN CORNELIUS

Senior Vice President of Design & Construction

Brian Cornelius heads construction and design for Alliant Communities. Brian spent 13 years with Los Angeles Developer Rick Caruso, managing the development of high-profile commercial mixed-use projects, including The Grove in LA and The Americana at Brand in Glendale, CA. Brian Cornelius has extensive design team management, including deep experience in architectural design, building engineering, construction management, entitlement and permitting processes, development accounting, value-engineering, and contract negotiations successfully completing over six million square feet of hospitality, commercial and residential projects valued at over \$3 billion during his 30-year career in real estate. Brian graduated magna cum laude from Yale College and earned a master's degree in architecture from Rice University. He holds an architecture license in the State of Ohio.



STEVEN SPIELBERG

Senior Vice President, Affordable Housing

Steven Spielberg is the Senior Vice President of Affordable Housing for Alliant Communities. In his role, he oversees all affordable housing operations, leading the teams involved with acquisition, entitlement, design, and construction of affordable housing . Mr. Spielberg has over 20-years of multifamily development experience. His previous background includes launching and growing EAH Housing's Southern California regional office, hiring and managing development staff, and overseeing the acquisition and development of all its initial affordable housing projects. He has also held positions with Step Up, AMCAL, and several other developers of multifamily affordable and market rate housing. Prior to his career in real estate development, Mr. Spielberg was a consultant for IBM's mid-market consulting group. Steven holds an M.B.A. from the Marshall School of Business at University of Southern California and a B.A. in Psychology from University of Missouri, Columbia.



ALLISON LEVY

Development Director, Affordable Housing

Allison Levy serves as the Development Director for Affordable Housing at Alliant Communities. In this role, she oversees the successful execution of affordable real estate development projects, guiding them from initial concept and financing through construction completion, lease-up, and project close-out. Ms. Levy has managed a diverse array of affordable housing projects, encompassing the preservation and rehabilitation of existing housing across eight states, as well as the new construction of senior, family, and permanent supportive housing in California. Her expertise extends to complex environmental mitigation and navigating various local, county, and state financing options. Over nearly a decade in affordable housing, she has been involved in the entitlement, financing, and construction of more than 4,200 affordable housing units. She earned her B.A. in American Culture Studies and History from Washington University in St. Louis and a J.D. from the University of Michigan, Ann Arbor. She is also a licensed attorney in the State of New York.

Three Developer Projects



As a recently established development company, Alliant has not yet completed three projects; however, we currently have three communities under construction, all of which are progressing on schedule. Our team has a proven track record of delivering high-quality developments and is focused on successfully bringing these projects to completion. In addition to our current projects under construction, we have a robust pipeline of developments in progress. These projects are in various stages of planning and design, demonstrating our commitment to sustained growth and our ability to deliver innovative, high-quality developments in the near future.



ARDENT ON VAN NUYS

14431 Vose St., Van Nuys, CA

Units: 332
Building Size: 302,336 SF
Start Date: 10/2024
% Completed: 20%
Completion Date: 11/2026
TDC: \$160,000,000

Financing Sources: [REDACTED]

Local Contacts
[REDACTED]

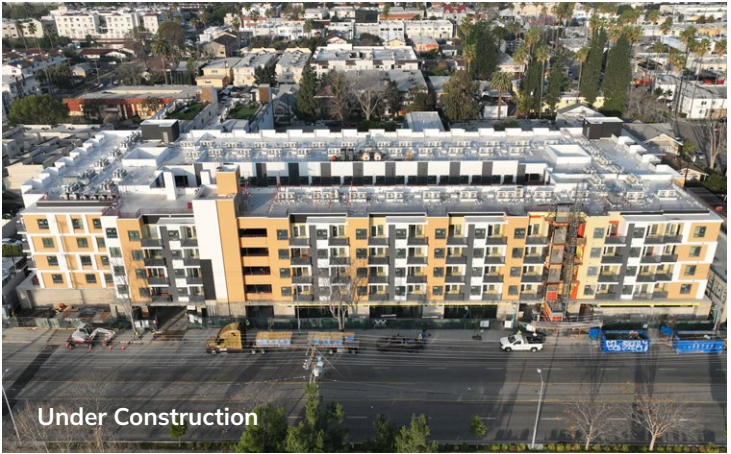


SYNC ON CANOGA

7019, 7033 & 7047 Canoga Ave, Canoga Park, CA

Units: 220
Building Size: 190,523 SF
Start Date: 04/2023
% Completed: 77%
Completion Date: 06/2025
TDC: \$94,900,000

Financing Sources: [REDACTED]



Local Contacts
[REDACTED]

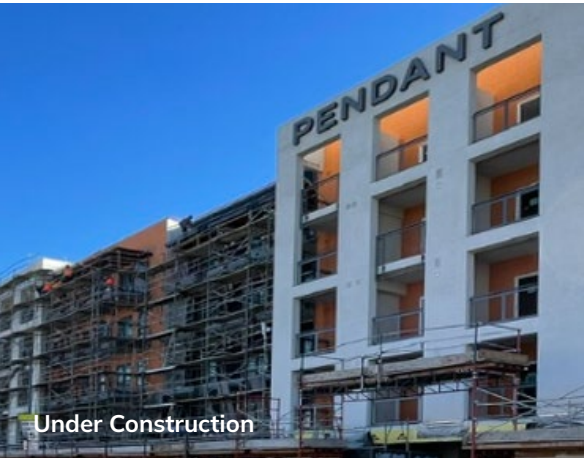


PENDANT ON TOPANGA

7322-7340 Topanga Canyon Blvd, Canoga Park, CA

Units: 149
Building Size: 150,458 SF
Start Date: 04/2025
% Completed: 74%
Completion Date: 06/2025
TDC: \$70,000,000

Financing Sources: [REDACTED]



Local Contacts
[REDACTED]

Relevant Team Projects



MENLO PARK EXPERIENCE

Alliant Communities, along with the majority of the team featured in this proposal recently collaborated on the design, entitlement, and community engagement efforts for Sheridan Apartments, located at 320 Sheridan Drive, Menlo Park. Kamangar Consulting, LT Communications, R3 Studios, Partner Energy, and Millenium partnered closely with Alliant during these initial phases, and we remain committed to working as a cohesive unit to progress our development plans, with construction slated to begin this winter. Joined by KTGy, our team is eager to leverage our collective expertise and insights to further the City’s redevelopment objectives and benefit the broader Menlo Park community.

SHERIDAN APARTMENTS

320 Sheridan, Menlo Park, CA
Alliant

Units: 88
Building Size: 87,724 SF
Start Date: 01/2026
% Completed: 0%
Completion Date: 09/2027
TDC: \$55,400,000

Financing Sources: [REDACTED]

Local Contact
[REDACTED]



SMALL TOWN CONTEXT

The project team engaged local residents and city stakeholders throughout the design process, ensuring the townhomes blend seamlessly with the neighborhood’s scale and character. Each building is uniquely positioned to maintain privacy for existing neighbors, and efforts were made to preserve as many mature trees as possible, reflecting a strong commitment to both community and environmental sensitivity.

MARQUIS

133 Encinal Avenue, Menlo Park, CA
KTGY

Units: 24
% Completed: 100%
Completion Date: 2017

KTGY designed 24 LEED Silver-certified townhomes at 133 Encinal Avenue, on a 1.74-acre site within the El Camino Real/Downtown Specific Plan, formerly the Rogers Garden site. The development features four three-bedroom and 20 four-bedroom units.



EXISTING RETAIL/COMMERCIAL

Allison Levy (Alliant) oversaw the transformation of an open parking lot into a new four-story, 100% affordable family residential community. The project also included enhancements to the existing storefronts and sidewalks, as well as the addition of a plaza and mini park space designed to serve both commercial tenants and community events. This initiative required extensive outreach to business tenants to ensure uninterrupted access during construction, as well as to foster a clear understanding of the construction process and timelines.

LA PLACITA CINCO

2239 West 5th St., Santa Ana, CA
Allison Levy (Alliant) - While at prior firm

Units: 51
Building Size: 90,280 SF
Start Date: 6/1/2019
% Completed: 100%
Completion Date: 12/2021
TDC: \$38,300,000

Financing Sources: [REDACTED]

Local Contact
[REDACTED]



NEIGHBORHOOD SCALE

Steven Spielberg (Alliant) conducted community outreach, entitled, and oversaw the development of Magnolia Villas, a high density 100% affordable development in downtown Santa Monica. The project took advantage of density bonuses to maximize the number of new affordable units while transitioning in scale between nearby mid-rise mixed use and single story residential contexts to secure approval from Santa Monica’s Architectural Review Board.

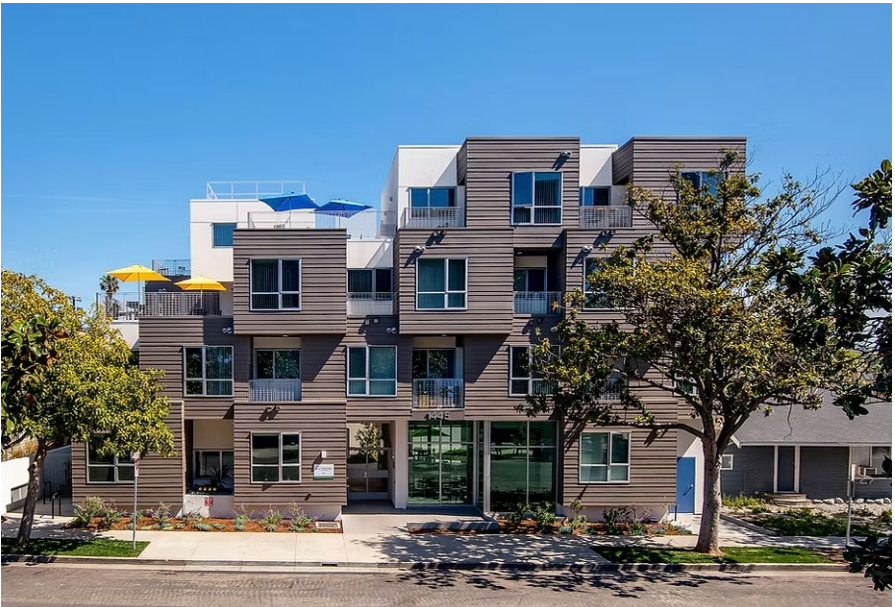
MAGNOLIA VILLAS

1445 10th Street, Santa Monica, CA
Steven Spielberg (Alliant) - While at prior firm

Units: 40
Building Size: 42,587 SF
Start Date: 2020
% Completed: 100%
Completion Date: 2021
TDC: \$23,800,000

Financing Sources: [REDACTED]

Local Contact
[REDACTED]



AFFORDABLE HOUSING EXPERTISE

Our experts are passionate about identifying and meeting the needs of people around the country. We excel at navigating the complexities of affordable development and construction, conceptualizing thoughtful and inclusive designs that help our clients securing funding and get developments off the ground. Rooted in a desire to make a positive impact on people’s lives, our extensive affordable portfolio spans all typologies and regions. Our client base consists of both nonprofit and for-profit developers, with each having the goal of growing and improving the supply of affordable housing.

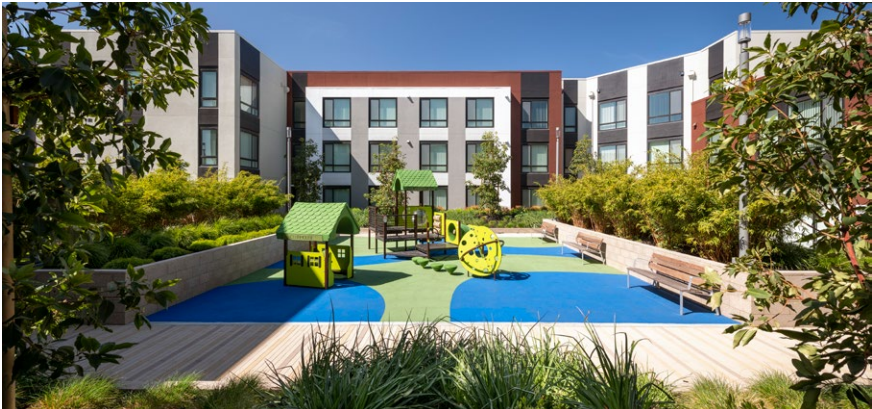
THE STARLING

170 Coronado Avenue, Alameda, CA
KTGY

Units: 70
Building Size: 127,200 SF
Start Date: 2020
% Completed: 100%
Completion Date: 2021
TDC: \$58,000,000

Financing Sources: [REDACTED]

Local Contact
[REDACTED]



The Starling at Alameda Point is a family affordable project in Alameda, CA. While paying homage to the site’s history, this new development creates a meaningful sense of community through central courtyards, plentiful outdoor seating and an adjacent park and playground.



REPLACEMENT PARKING INTEGRATED WITHIN DOWNTOWN RESIDENTIAL

KTGY designed a transformative residential project in downtown San Carlos, Wheeler Plaza, which redeveloped a former city parking lot into a vibrant mixed-use development. The design preserves essential back-of-house retail services within the existing city fabric while introducing new residential units and retail spaces. The project also ensures continued pedestrian connectivity throughout the site, offering a seamless flow between the new development and the surrounding area, all while providing 254 replacement parking stalls for the city.

WHEELER PLAZA

657 Walnut Street, San Carlos, CA
KTGY

Units: 109
Building Size: 218,968 SF
Start Date: 2016
% Completed: 100%
Completion Date: 2020

Local Contact
[REDACTED]



Wheeler Plaza is a mixed-use development in the downtown area of San Carlos, CA. The two-story podium structure accommodates 254 public parking spaces and 192 residential parking spaces.

PUBLIC GREEN SPACE

Allison Levy (Alliant) converted an existing public alleyway into a new publicly accessible paseo park, including necessary encroachment permits, easements, utility coordination with the city and adjacent property owners through design and construction, with new landscaping and irrigation, lighting, and accessibility features.

CITRUS CROSSING

900 E Broadway, Glendale, CA
Allison Levy (Alliant) - While at prior firm

Units: 127
Building Size: 142,550 SF
Start Date: 2022
% Completed: 100%
Completion Date: 2024
TDC: \$62,000,000

Financing Sources: [REDACTED]

Local Contact
[REDACTED]



In addition to new senior affordable housing, the Citrus Crossing project converted an adjacent public alley into an inviting public paseo, meeting the challenge of rerouted utilities and back-of-house maintenance needs for neighboring buildings

C.

Project Concept



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Development Approach, Site Selection Considerations

Our approach to the development of these sites is grounded in our understanding of the critical need for affordable housing while preserving and enhancing the strong sense of community among current downtown businesses, residents, and visitors. Our vision is a development that not only meets the City’s requirements, but provides a lasting, positive impact on the downtown community. To do so, each site will be thoughtfully designed to reflect the following key goals:

- 1. **Provide critical housing** to Menlo Park downtown
- 2. Continue to support downtown businesses by **replacing public parking stalls**
- 3. **Seamlessly integrate** new development into the existing context
- 4. Provide public **green spaces** to further enhance the vitality of downtown
- 5. Promote **sustainable** building strategies for new development

Our team thoroughly analyzed each site, identifying both opportunities and challenges within the existing context. These insights directly shaped this initial vision for the future residential population, massing, and parking strategies for each location to deliver the desired density and replacement parking in compliance with all applicable development standards and requirements. While all sites will include residential parking, we recognize that Sites 1 and 3 offer the greatest potential to incorporate city replacement parking.

The site details below are a starting point for discussion. Our team is flexible and able to pivot to best meet the diverse needs of the community and the City of Menlo Park.

Populations and Affordability Levels

Site 1:
Population: Family
Unit Count: 171
Unit Mix: Studios, 1-Beds, 2-Beds, 3-Beds
Affordability: 100% affordable with a mix of income levels
Total Parking: 355 stalls
Replacement Parking: 255 stalls
Residential Parking: 100 stalls

Site 2:
Population: Senior
Unit Count: 60
Unit Mix: Studios, 1-Beds, 2-Beds
Affordability: 100% affordable with a mix of income levels
Total Parking: 30 stalls
Replacement Parking: 0 stalls
Residential Parking: 30 stalls

Site 3:
Population: Family
Unit Count: 114
Unit Mix: Studios, 1-Beds, 2-Beds, 3-Beds
Affordability: 100% affordable with a mix of income levels
Total Parking: 311 stalls
Replacement Parking: 251 stalls
Residential Parking: 60 stalls

Typical Level



Integrating Housing and Public Parking

Each site will be thoughtfully integrated into its surroundings, with a keen awareness of existing commercial needs. Our approach to architectural massing anticipates providing a transition whereby new buildings would step down towards the street, preserving a pedestrian-scale presence along the sites' main frontages.

From a use and design standpoint, our team will carefully consider the relationship between the new structures and their surroundings. We aim to create a comfortable flow between the new built environment and the public realm. At the ground level, non- residential uses would be placed, including active amenity and operations uses. This ground level storefront feel will provide active, accessible spaces that encourage interaction and contribute to the vibrancy of downtown.

Our team's approach is also highly sensitive to the existing use of these parking areas, and we are committed to preserving and enhancing existing pedestrian and vehicular access points, as outlined in the RFQ, while ensuring that the development evolves through collaboration, allowing for input that ensures both functionality and harmony with the surrounding environment. Our conceptual design approach is adaptable to feedback from stakeholders, while maintaining essential separations for vehicular access, trash collection, loading, and fire access.

The careful consideration of open space is as integral to the design as the structures themselves. The development team will work to allocate space for publicly accessible green spaces, informed by the City's El Camino Real/Downtown Specific Plan. Particular attention has been given to Site 2 along its Chestnut Street frontage, and Site 3, along Crane Street, for the provision of enhanced public/private green spaces. These spaces will contribute to the vitality of downtown and will be designed and programmed for the entire community to enjoy

Sustainability

Sustainability is woven into each aspect of the development and is an important pillar to enhance the sites' transit oriented, pedestrian-scale downtown location. While maintaining parking is important, the development will encourage active transportation with bike parking. The green spaces envisioned for these projects will encourage people to enjoy time in downtown Menlo Park, a benefit available to both the existing and many new residents. Our team member, Partner Energy, will ensure that sustainability is included in every aspect of the project and will do so from the very inception of design.

Building designs will incorporate California Green Building Standards, a minimum LEED Silver certification equivalent, zero-waste management plan and an active transportation plan. Each project site will prioritize sustainability, incorporating efficient design elements that minimize environmental impact while offering high-quality, livable spaces for residents. New structures will strive to be all-electric, with features such as solar panels, energy star appliances, enrollment in EPA Energy Star Building Portfolio. Another important sustainability consideration is water efficiency, and these projects will plan to include features such as low-flow plumbing fixtures, drought-tolerant landscaping, purple piping, and future greywater use. Residential and City parking will include electric vehicular chargers, bike parking will be provided for residents and the public that support a broader vision to support a transportation system that is accessible and efficient for everyone, promoting healthier lifestyles, reducing traffic congestion and helping to lower environmental impacts.



Project Concept



Cultural and physical fabric of downtown Menlo Park



Street Scene



Summer Concert



Draggers



Train Station



Farmers Market



Santa Cruz Ave



Santa Cruz Ave



Farmers Market



Neelan Park



Farmers Market

Construction Timeline and Schedule

The development team plans to collectively entitle all three sites, with permitting occurring in three separate packages, phased to align with the City’s preferred sequencing. We recognize the importance of considering the needs of adjacent businesses and will collaborate with stakeholders to ensure offsite improvements are carefully phased. To minimize disruption and streamline the process, the team recommends a six-month stagger between the start of construction on each site, and we will work closely with the City to align with their sequencing preferences. While anticipated construction timelines will vary for each site, the development team will continually refine the duration estimates as the projects progress. The estimated construction timelines for each site are as follows:

	2025		2026 - 2027	2028 - 2030	
Site 1 171 Units 355 Parking	RFQ/ RFP	Outreach & Entitlements	Permitting / Financing <i>AHSC Award TCAC Award</i>	Construction (24-28 mos) <i>New Parking Garage Available</i>	Complete
Site 3 114 Units 311 Parking	RFQ/ RFP	Outreach & Entitlements	Permitting / Financing <i>AHSC Award TCAC Award</i>	Construction (20-24 mos) <i>New Parking Garage Available</i>	Complete
Site 2 60 Units 30 Parking	RFQ/ RFP	Outreach & Entitlements	Permitting / Financing <i>TCAC Award</i>	Construction (18-22 mos)	Comp.

Development and Parking Phasing Strategy

Understanding that construction phasing will impact city parking, the development team is committed to collaborating closely with city stakeholders to carefully plan and minimize disruptions. Our primary goal is to ensure the construction process proceeds smoothly while minimizing any impacts to local businesses and their parking needs. Sites 1 and 3 offer the most viable opportunities for replacing city parking, with the potential to integrate public parking into the lowest levels of the garage, which could be made available for public use even before residential occupancy. Since Site 2 does not anticipate city replacement parking, the development team proposes constructing Site 2 last to preserve as much existing public parking as possible throughout the construction phases. This approach is designed to minimize disruption to parking availability, while ensuring the project moves forward without compromising the needs of the community and local businesses.

D.

Financial Capacity & Approach



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Financial Capacity and Approach



The financing strategy for this project leverages the Alliant team's extensive expertise in securing and managing a wide range of affordable housing funding sources. The leadership at Alliant brings years of experience in successfully completing projects with highly competitive funding sources, including the Affordable Housing and Sustainable Communities (AHSC) program, Federal 9%, 4% and State tax credits, as well as other sources of soft debt including the County of San Mateo.

Given the project's strategic location near transit, it is an ideal candidate for the AHSC program, which supports both affordable housing development and investments in public transit infrastructure, alongside efforts to reduce greenhouse gas emissions. Alliant's team is highly proficient in navigating the AHSC application process from submission through to project completion.

For financing purposes, the strategy is to structure each building as a separate tax-credit financed project. This approach maximizes the tax credit benefits while providing more effective support for the public parking component by distributing costs across the various sites. Additionally, Alliant's team has significant experience with development and operating subsidies designed to facilitate the inclusion of special needs housing, ensuring comprehensive financial solutions for all aspects of the project.

The development team will additionally leverage the City's land contribution for increased competitiveness. As a strategy to decrease construction costs and increase competitiveness, upon selection, our team may request to pay the fair market value of the lease up front but to have the City loan us those funds via a residual receipts note.

Alliant Communities is extremely well capitalized with approximately \$55M of invested capital. Since its inception in 2020, Alliant has closed on \$50M of properties to develop approximately \$1B worth of affordable housing projects in the United States. The initial three acquisitions are all currently under construction with \$250M in construction bond financing, however, the first two will be completed in 2Q 2025, and the third project in Q4 2026. All pre-development soft costs incurred to date have been funded internally by Alliant's chairman, Shawn Horwitz. Alliant is projected to generate approximately \$30MM in developer fees and cash flow over the next 3 years as the projects begin to operate.



Financial References

Current Alliant financial partner references include:

Age Group	Should Take Action (%)	Should Not Take Action (%)
18-29	85	15
30-49	85	15
50-69	85	15
70+	85	15
Total	85	15

[illegible]

Age Group	Should Take Action (%)	Should Not Take Action (%)
18-29	85	15
30-49	85	15
50-69	85	15
70+	85	15
Total	85	15

[illegible]

The Alliant team has longstanding relationships with a variety of private and public lenders, including the following financial references:

Response	Percentage
Yes	45%
No	55%

[illegible]

Age Group	Should Take Action (%)	Should Not Take Action (%)
18-29	88%	12%
30-49	85%	15%
50-69	82%	18%
70+	78%	22%

[illegible][illegible][illegible]

Age Group	Should Take Action (%)	Should Not Take Action (%)
18-29	85	15
30-49	85	15
50-69	85	15
70+	85	15

E.

Community Engagement



330 Distel Circle community engagement in Los Altos, CA

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Our team's proven track record of success in previous projects, coupled with our extensive experience managing complex and at times contentious developments, positions us to effectively implement a comprehensive community outreach strategy. We are committed to ensuring that the voices of Menlo Park residents are heard, included, and actively engaged throughout the development process for these sites.

The development team has a strong history of community engagement across multiple jurisdictions and project types, working together to solicit feedback and refine project details to meet community needs and ensure a project's success. Areas of expertise include messaging and community outreach strategy in both the entitlement and construction phases of high profile housing and commercial development projects; hosting dynamic public meetings to solicit input and feedback; in incorporating what can at times be competing or conflicting needs into a cohesive, functional, and aesthetically pleasing design. Alliant Communities and outreach consultant LT Strategic Communications recently partnered on the Sheridan Apartments project, and look forward to building on the relationships built and lessons learned throughout this recent Menlo Park experience.

Our team will take a proactive approach to working with local businesses and residents, ensuring there are multiple opportunities early on for concerned residents and supporters to voice their concerns, wishes and suggestions for project amenities and considerations. It is then incumbent on our team to remain responsive, available and mindful of this feedback through open dialogue, and clear communication about how this feedback is integrated into the development's concept and design. This will be done by hosting community meetings throughout the application and entitlement process in the community, as well as any necessary online forums. Our team will engage existing individual and group stakeholders through its existing relationships in Menlo Park and within local and regional housing, transportation and environmental constituencies.

Strong advocacy and personal, local connections throughout Menlo Park, including the downtown business community, will be the ongoing priority. With an understanding that development often involves competing priorities, our goal is to provide a development that meets the needs of the city and its many diverse stakeholders, and which, ultimately, all members of the community can support.

Specific experience in downtown/business districts include KTGy and LT Strategic Communications experience in the Wheeler Plaza project, a mixed use project in the heart of downtown San Carlos. In Santa Monica, after winning an RFP to develop 150 affordable units over parking and ground floor retail, Alliant team members held community outreach meetings with multiple neighborhood groups, concerned citizens, local business associations, City staff and elected officials. Alliant team members also managed the transition of an old strip shopping center through the addition of new affordable housing, retail renovations, and the addition of public art and open space for community events. Our development team is particularly sensitive to and experienced in navigating the often-competing priorities of increased housing and density with protection of the scale and feel of an existing neighborhood - a bridge we have successfully crossed in communities across California, from Fullerton to Santa Monica to San Carlos to West Hollywood.



320 Sheridan, Menlo Park, CA.

Through our experience, we know the critical importance of keeping open lines of communication throughout the construction process. LT Strategic Communications was the long-term outreach lead during the construction phase of multiple new construction developments adjacent to downtown business and residential neighborhoods, including Cityline in Sunnyvale and Wheeler Plaza in San Carlos. Our team will ensure regular updates as well as specific project alerts are provided in a number of ways to ensure all community members have access to accurate, up-to-date information. Typically, these will include a project website, opt-in email communications, and sharing information with impacted residents and downtown businesses, both in-person and digitally, through social media content featuring regular video of project progress.

Communication will be developed to meet the specific timing, needs, and interests of the specific community, taking special efforts to ensure all are informed. We plan to employ a community-focused approach to break through any potential communication barriers - including delivery methods and translation, as needed. When construction is underway, we are also particularly sensitive to ensuring the safety of all interested parties so requests for information or updates does not impact the on-site construction team and their critical focus on site safety.



Example: Mailed and Emailed Invitation to a Community meeting, LT Strategic Communications



Example: Mailed and Emailed Invitation to a Community meeting, LT Strategic Communications

Try the below QR Code to see how it works!

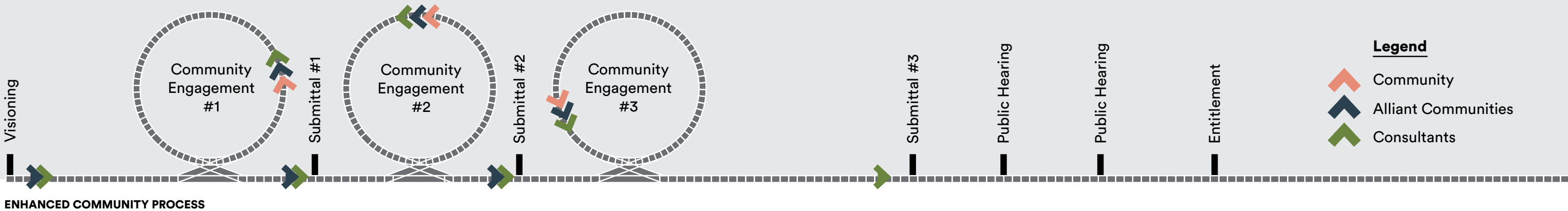


Wheeler Plaza Parking Video

Community Engagement:

Alliant Communities embraces a dynamic community engagement process and operates in three capacities:

- 1. Facilitators:** we work to obtain diverse community viewpoints. Our goal for each project is to create an equitable community participation process by giving everyone a voice, especially those who are typically hesitant to attend or speak in traditional town hall community outreach formats. Alliant has a toolbox of methods to gather these diverse viewpoints and utilizes varying communication methods through virtual and in-person meetings. Our team often employs the following tools, with translators available:
 - a. Workshops
 - b. Surveys and polls
 - c. Mapping
 - d. Individual and small group discussions
- 2. Researchers:** we thoroughly explore the site to identify its distinct opportunities and limitations. Our design teams collect detailed insights into the physical and social context by examining site conditions, surrounding areas, and historical background. This process is enriched by engaging with community members—listening to their perspectives, documenting their input, and integrating these findings into a comprehensive understanding of the site.
- 3. Synthesizers:** our responsibility as synthesizers includes learning from the community and incorporating feedback into what is allowed by regulation and what is financially feasible. This openness to community influence allows for tangible design solutions that balance the project opportunities and constraints. An engaged community outreach process, employed early and often, can provide insightful input to positively impact the design process and solution.



F.

Property Management Experience



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Property Management Experience



Management Approach

Alliant Communities approaches property management and maintenance with the perspective of both a developer and a long term owner. From the start, our team takes a proactive approach to ensure projects are designed to meet operational needs - from engaging consultants to ensure proper access for trash collection and exterior building maintenance, to providing onsite maintenance rooms, trash facilities, and use of materials that can be well supported over the project's lifetime. As the project transitions from construction to operations, a comprehensive systems walk-through is conducted from the contractor to the management team to ensure full access to all manuals and warranties, and a full understanding of building systems.

Our team also understands the importance of a strong property management team in ensuring the long-term operational success of a development, and approaches its selection of management company not as just a steward of the building, but as a neighbor and member of the community. In addition to ensuring that property management has the requisite skills to navigate the various regulatory requirements for leasing and operating an affordable housing development, our management team will have an understanding of the Menlo Park and be an engaged participant in the downtown community. We anticipate each building will have its own designated manager, who will reside on site, as well as the support of Bay Area colleagues. Alliant Communities has relationships with several management companies, including Solari Enterprises, who will be managing it's 320 Sheridan project, and will work with the City and community to ensure ongoing management are met.

Resident Services

Alliant Communities will contract with an experienced services provider for the provision of resident services, to be provided free of charge to tenants and designed to meet the needs of the particular population. For seniors and families, this generally includes a variety of adult education classes and health and wellness programs. Adult education classes may include financial literacy, computer training, home-buyer education, GED, resume building, ESL, nutrition, exercise, health information/awareness, art, parenting, on-site food cultivation and preparation, and smoking cessation. Health and Wellness Programs may include physical activity programs, crisis intervention, practical counseling & emotional support, eviction prevention, Support navigating government and insurance entitlements, and physical and mental health assessment. Specific programs will be selected and designed to support the actual tenants on site, with the services team coordinating with property management during the leasing process to engage and acquaint themselves with the residents and their specific needs to provide both on-site programs for support and connections to available community resources.

For special needs populations, the Alliant team is experienced in ensuring that providers meet all necessary credentialing and are able to provide flexible, individualized support plans for residents that support tenant engagement and housing retention. These would include case management, peer support, mental health care, substance use services, support obtaining necessary physical health care, benefits support, and housing retention skills.

The project will be designed to provide all necessary on-site amenity spaces to accommodate these programs, such as a Fitness Room, Computer Lab, services team offices, and a well-appointed Community Room, along with outdoor gathering and activity spaces as well. Participation in services programs by tenants will be voluntary, and provided at no charge to tenants.

Long-Term Success

The Alliant team has consistently demonstrated a strong commitment to long-term project upkeep and sustainability through its proactive maintenance strategies and focus on sustainable practices. By prioritizing quality and resilience in its operations, Alliant ensures that each project not only meets initial goals but remains efficient and effective over time. Our approach includes ongoing operational assessments and updates, and a dedication to long-term operational efficiency and sustainability.

Mixed-Use Experience

We anticipate the non-residential components to be limited to the replacement public parking and public open spaces - walkways and a pocket park. The Alliant team has experience not only in residential development, but retail, office, and mixed use, most recently its Ardent on Van Nuys project, which pairs 332 residential units with 3,900 square feet of ground-floor retail space. Team members were also instrumental in the development process converting an existing public alleyway into a privately owned and operated, but publicly accessible, paseo park adjacent to a new 100% affordable senior property. Alliant knows how to expertly collaborate with existing landlords and neighbors, local governments, and other constituents to ensure value creation amongst all stakeholders.



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