

Proposal: Oxnard Union High School District

Workforce Housing Development Feasibility Study & Advisory Services

June 4, 2026



EDUCATION HOUSING PARTNERS

A THOMPSON | DORFMAN COMPANY

June 03, 2026

Oxnard Union High School District
Deanna Rantz, Director of Purchasing
1800 Solar Drive
Oxnard, CA 93030

Re: RFP #728: Workforce Housing Development Feasibility Study & Advisory Services

Dear Ms. Rantz, Members of the Board of Trustees, and Oxnard Union High School District Team:

Thank you for the opportunity to submit our proposal for Workforce Housing Development Feasibility Study and Advisory Services for the Oxnard Union High School District ("District"). Education Housing Partners, Inc. ("EHP") is pleased to be considered for this important assignment and welcomes the opportunity to assist the District in evaluating workforce housing as a strategic investment in employee recruitment, retention, and long-term organizational stability.

Workforce housing has become one of the most effective tools available to educational agencies seeking to address escalating housing costs and growing workforce challenges. However, successful implementation requires more than a housing concept—it requires a clear understanding of site opportunities, financial feasibility, regulatory pathways, community considerations, and implementation strategies.

Founded in 2004 as a California nonprofit public benefit corporation, EHP was established with a singular mission: helping public agencies navigate development decisions and identify practical, achievable solutions. Unlike traditional consulting firms, EHP is led by seasoned multifamily housing developers. Our principals, Bruce Dorfman and Will Thompson, each bring more than 40 years of experience developing residential communities throughout California and have collectively delivered more than 18,000 multifamily homes. This extensive development experience enables EHP to provide market-tested guidance grounded in real-world implementation—from initial concept through project delivery.

Over the past two decades, EHP has advised school districts throughout California on workforce housing initiatives and has played a key role in several of the state's most innovative educator housing developments. Notably, EHP served as the Design-Build contractor for Santa Clara Unified School District's Casa del Maestro Apartments, the first workforce housing community developed by and for a public school district in California. Since then, EHP has been retained by dozens of public agencies and school districts across the state, serving communities that are rural (Soledad and Humboldt), coastal (Santa Barbara, Monterey), mountain (Truckee, Mammoth Lakes) and urban (San Jose, Pasadena).

Our team has extensive experience navigating the evolving legislative framework that supports workforce housing development, including SB 330, SB 35, SB 6, AB 2295, and AB 1021. We have also assisted public agencies in evaluating and implementing a broad range of financing strategies, including Certificates of Participation (COPs), general obligation bonds, tax credit financing, and hybrid bond structures involving Joint Powers Authorities (JPAs) that leverage additional state and local funding resources. This breadth of expertise has helped public agencies attract and retain talented employees while creating nationally recognized models for publicly owned workforce housing.

To support this effort, EHP has assembled an exceptional project team that includes KoningEizenberg Architecture, a nationally recognized firm with extensive expertise in housing, educational facilities, and community-serving

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developments. Associate and Project Manager Rayne Laborde Ruiz played an instrumental role in authoring AB 2295 and worked closely with the California School Boards Association to conceptualize and launch the Education Workforce Housing Academy, in which Oxnard Union participated in 2024. Partner Nathan Bishop has served as a volunteer architect-partner with the Academy since its inception and previously prepared framework studies for the Rancho Campana site. Together, our team offers a powerful combination of expertise in workforce housing feasibility analysis, site planning, entitlement strategy, financial modeling, architectural planning, and project implementation, as well as valuable familiarity with Camarillo, Ventura County, and the broader regional housing market.

Our proposed scope of services is specifically designed to address the District's objectives and provide a clear foundation for informed decision-making. Key elements of the study include:

- Assessment of workforce housing demand and employee needs;
- Comprehensive site feasibility and development capacity analysis;
- Evaluation of regulatory and entitlement pathways, including applicable state housing legislation;
- Development of conceptual site planning alternatives;
- Construction cost estimating and financial modeling;
- Analysis of financing and implementation strategies;
- Community engagement and stakeholder considerations; and
- Clear recommendations regarding the preferred development strategy and next steps.

We anticipate completing the study and presenting final recommendations within approximately four to five months of authorization to proceed. Throughout the process, we will work closely with District leadership and staff to ensure the analysis remains aligned with the District's goals, priorities, and decision-making needs.

EHP approaches this engagement as an independent advisor whose sole objective is to advance the District's interests. Our commitment is to provide objective analysis, candid recommendations, and practical guidance that supports sound decision-making.

We appreciate your consideration and welcome the opportunity to discuss our qualifications and approach in greater detail.

Sincerely,



Bruce Dorfman
Chief Executive Officer
Education Housing Partners, Inc.



Pasadena Unified School District Employee Workforce Housing, EHP

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B. Firm Profile and Team Qualifications



EDUCATION HOUSING PARTNERS

Development Advisory & Consulting Services

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thompsondorfman.com/teacher-staff-housing/

EHP confirms it has the staffing capacity and senior availability to dedicate the personnel identified in this proposal to the OUHSD engagement, and to complete the services within the term contemplated by this proposal.

FIRM OVERVIEW

Education Housing Partners, Inc. ("EHP") is a California nonprofit public benefit corporation that provides development advisory and consulting services exclusively to public agencies seeking to develop workforce housing to help recruit and retain their employees. EHP was created by the principals of Thompson | Dorfman Partners, LLC ("TDP"), one of California's most experienced multifamily development firms, to deliver private-sector development expertise to public agencies on a nonprofit, fee-for-service basis. Initial rents are set at the level necessary to cover operating expenses, reserves, and debt service. In EHP's completed school district projects, rents set on this basis typically range from 60%-70% percent of comparable market rents — significant savings for District employees, delivered through a self-funding project that does not draw on the District's general fund.

EHP is not a conventional consulting firm. Because EHP's principals have personally entitled, financed, built, and operated apartment communities, the District receives advisory services grounded in real development experience — including with faculty/staff housing communities currently in operation for public-agency employees. EHP takes no equity ownership in the projects it advises and earns no development profit; its role is to serve as the District's advisor and advocate.

FIRM SIZE

EHP is a senior-led advisory team in which the firm's senior leadership is personally and directly engaged on every project, from regular meetings with District staff to the preparation of deliverables and the management of the project consultant team. Additionally, EHP will draw on the full resources, relationships, and capabilities of its affiliated development company, TDP, as each project requires. The combined platform offers the depth of an experienced development firm with the responsiveness and accountability of a focused advisory team.



Casa del Maestro Educator Housing, EHP

FIRM HISTORY

TDP was formed in 1999 as a developer of urban, infill, and mixed-use multifamily housing in California's high-growth markets. The firm's principals, Bruce Dorfman and Will Thompson, are veterans of the California housing industry with backgrounds spanning institutional development, REITs, and large master-planned communities. The firm's work with public school districts began in 2000 when approached by Santa Clara Unified School District (SCUSD) with an acute problem the District was facing. During the dot-com boom, SCUSD watched its teacher attrition rate climb roughly 300 percent as local housing costs outpaced what educators could afford—at the very moment the District needed to hire aggressively to meet the State's Class-Size Reduction mandate. SCUSD ultimately engaged the firm's principals through an Design/Build RFP process to develop a solution: Casa del Maestro, the first faculty housing community built for a public school district in the State of California. Built on a surplus middle school campus and financed entirely through Certificates of Participation, Casa del Maestro delivered market-quality apartments to teachers at well below-market rents. The project proved to be an enormous success for the District – in 2007, the District determined that teachers who did not live in the community were nearly three times more likely to leave SCUSD's employ than those who did. The community earned the Urban Land Institute's Jack Kemp Workforce Housing Models of Excellence Award, and its success led the District to retain the TDP again to deliver a second phase of additional units.

Recognizing that districts throughout California faced the same housing-driven recruitment and retention pressures, the principals established EHP in 2004 and incorporated it as a California nonprofit public benefit corporation in 2008, with the express purpose to bring their market-rate development expertise to public agencies on a nonprofit basis. Since then, EHP has worked exclusively with public agencies—primarily school districts and community colleges—to evaluate, plan, and deliver workforce and faculty/staff housing at significantly below-market rents on publicly owned land.

40+ years of California multifamily development experience among the firm's principals

~20,000 homes delivered across more than 85 residential and mixed-use communities

\$6+ billion in residential and mixed-use real estate developed, owned, and managed

dozens of public-agency housing engagements since 2000, when EHP began advising and managing workforce and faculty/staff housing for California public agencies



Truckee Education Housing, EHP

AREAS OF EXPERTISE

EHP delivers a complete, lifecycle development advisory platform that can be tailored to the specific needs of a school district client. For the OUHSD feasibility study and advisory engagement, EHP's expertise spans the following areas, each of which relates directly to the RFP scope of services:

- **Entitlements and Regulatory Strategy** — Zoning and general plan analysis; CEQA pathway evaluation; State housing streamlining legislation including the use of AB 2295/1021, SB 35, State Density Bonus Law, and others.
- **Site Feasibility and Due Diligence** — Title and easements review; environmental and geotechnical analysis; access constraints; civil/stormwater and infrastructure capacity assessment.
- **Design Management** — Site planning, housing program and unit mix, amenities and specifications; selection, contracting, and coordination of architecture and engineering teams.
- **Market and Demand Analysis** — Rental market and comparable analysis; employee housing demand assessment; and affordability-gap analysis for District employees.
- **Financial Modeling and Analysis** — Development pro forma underwriting; hard cost, soft cost, and operating budgets; debt-service capacity; scenario analysis across different funding approaches and affordability levels.
- **Funding and Capital Strategy** — Evaluation of potential State, County, and local philanthropic funding sources including tax-exempt bonds, grants, soft loans, or tax credits, and their implications on project affordability, operations, and other requirements.
- **Public-Private Partnerships** — Experience structuring and negotiating public-private partnerships and aligning interests on complex, publicly owned sites.
- **Construction and Delivery Oversight** — General-contractor selection, negotiation, and oversight; coordination of turnover.
- **Operations and Asset Management** — long-term operation and stewardship of completed communities currently serving public employees.
- **Community and Stakeholder Engagement** — Community outreach strategy; outreach to neighbors, community groups and other stakeholders; comprehensive communications materials; professional presentations to District leadership and the Board of Trustees.
- **Procurement and Consultant Management** — Assembling, contracting, and directing the project consultant team on the District's behalf, with transparent billing and progress reporting.

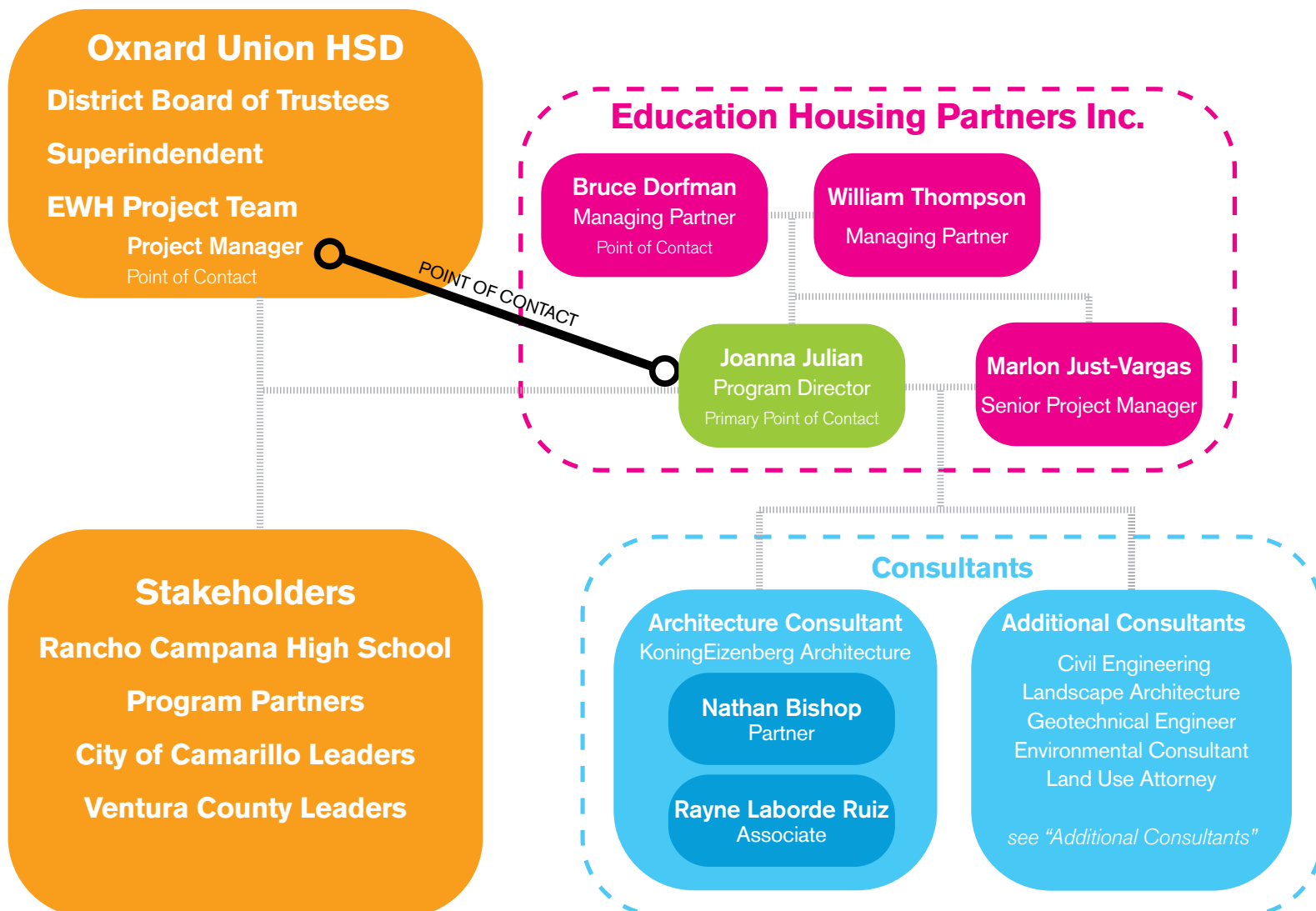
EHP applies the same rigor to a public-agency side that it applies to its market-rate developments. That distinguishes EHP from advisors who have not entitled, permitted, bid, built, and operated housing communities, and it provides the District with guidance it can implement with confidence in process, schedule, budget, design, and economics.

ORGANIZATION CHART

The following organizational chart identifies the key team EHP and KoningEizenberg team members assigned to the OUHSD engagement and the additional project consultant disciplines EHP will assemble and manage on the District's behalf.

ADDITIONAL CONSULTANTS

Drawing on decades of development experience throughout California, EHP maintains relationships with qualified design and technical consultants and assembles a discipline-specific consultant team tailored to each engagement. On the District's behalf, EHP interviews, recommends, contracts, and directs these consultants, reviews and approves their requests for payment, and manages their work to budget and schedule. In addition to architecture, anticipated disciplines for the OUHSD engagement include landscape architecture; civil; geotechnical engineering; environmental consulting; traffic and infrastructure analysis; survey and title; and land use counsel. The specific consultants engaged will be determined in consultation with the District, and may depend on what site information or prior studies the District may have available for the Rancho Campana High School campus and the adjacent agricultural site.



KEY TEAM MEMBERS - EHP

EHP's engagement will be led by the firm's principals and senior project staff. Mr. Dorfman and Ms. Julian will serve as the District's primary points of contact, with Ms. Julian leading day-to-day project work and Mr. Just-Vargas managing project operations, schedule, and budget. Brief profiles follow.

Bruce Dorfman **Managing Partner**

Education

BS, College of Engineering: University of Michigan
MBA, UCLA

Affiliations

Urban Land Institute (Full Member)
ULI Multifamily Housing Council (Member)
Lambda Alpha International (Member)

Bruce Dorfman is a co-founder of Thompson | Dorfman Partners, LLC, a Mill Valley, California– based real estate development firm established in 1999 that specializes in urban infill multifamily housing in core markets across California. He is also a co-founder of Education Housing Partners, Inc. (EHP), a California nonprofit public benefit corporation dedicated exclusively to developing workforce housing for public school districts and related agencies. Since being selected by the Santa Clara Unified School District in 2000 as the design-build developer for the award-winning Casa del Maestro community, EHP has been a pioneer in the development of workforce housing for educators and public employees.

Previously, Mr. Dorfman served as Senior Vice President at The Irvine Company, where he helped establish its “off ranch” apartment division, and led site acquisition and development activities to create a portfolio of more than 5,000 apartment homes in San Diego, West Los Angeles, and Silicon Valley. Prior to that, he held senior positions with Trammell Crow Residential's Northern California division and with Piedmont Realty Advisors, an institutional real estate investment advisor. Earlier in his career, he held positions with Wells Fargo Bank's Real Estate Industries Group and Bechtel Power Corporation operating plants division.

William W. Thompson **Managing Partner**

Education

BA, Claremont McKenna College
MBA, Harvard Business School
Lieutenant, U.S. Coast Guard

Affiliations

Urban Land Institute (Assoc. Member)
Lambda Alpha International (Member)
NatureBridge Yosemite (Director)

Will Thompson co-founded both TDP and EHP and leads the implementation of corporate strategy alongside the firm's development activities. Mr. Thompson led TDP's venture with Trammell Crow Residential where he served as Senior Managing Director of TCR's Northern California division, co-managing more than \$1 billion of multifamily and mixed-use development in core Bay Area markets. He was previously with TCR from 1984 through 1995 as Northern California Division Partner, developing more than 4,500 units across 20 projects in the Sacramento and Bay Area markets.

As Executive Vice President of Irvine Apartment Communities, Mr. Thompson directed the REIT's California division and built a development pipeline exceeding \$1 billion across San Diego, West Los Angeles, and Silicon Valley. Earlier, as Executive Vice President of Regis Homes Company, he oversaw Northern California development and apartment investments across four western states, and he has held management positions with Citicorp Real Estate and the James W. Rouse Company.

Joanna Julian
Program Director

Education

*BA, University of California, Berkeley
MEM, Yale School of the Environment*

Affiliations

Urban Land Institute (Assoc. Member)

Joanna Julian is the Program Director with TDP and EHP, responsible for managing entitlements and project approvals, supervising and coordinating all aspects of project work, overseeing design and consultant teams, and pro forma underwriting; she also supports business development and financing activities. She will serve as a primary point of contact for the District and as the day-to-day project lead.

Ms. Julian was previously a Development Associate with TCR, where she managed architecture and engineering teams for ground-up multifamily developments in the Bay Area and supported new business pursuits, market research, due diligence, and financial underwriting. She has also worked for Westlake Urban on multifamily entitlement projects throughout the Bay Area and began her career at BlackRock providing asset management for multifamily, retail, and mixed-use properties across the western United States.

Marlon Just-Vargas
Senior Project Manager

Education

*BS, University of Puerto Rico
Mayagüez; MS, Stanford University*

Affiliations

*Project Management Institute
(Member)*

Marlon Just-Vargas is a Senior Project Manager with TDP and EHP, responsible for overseeing day-to-day project operations, managing project schedules and budgets, managing design and consultant teams, and contract administration.

Mr. Just-Vargas was previously a Senior Associate / Senior Project Manager with Marx|Okubo Associates, Inc., where he represented real estate developers and investors and provided construction project management services on commercial, residential, and industrial projects in California and Nevada. He advised institutional investors and non-profit owners on risk control and scope-of-work priorities to meet budget, schedule, and program requirements. He has also worked for SummerHill Homes on single- and multifamily projects in the Bay Area from entitlement through land development.



Pico Branch Library, KoningEisenberg

KONINGEISENBERG ARCHITECTURE

Architect

POINT OF CONTACT

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Santa Monica, CA 90404

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4,200 homes designed
and built across a portfolio of
affordable, workforce, market-rate,
and single-family housing

250+ awards for
excellence in design, sustainability,
urbanism, and historic preservation

45 years of Southern
California-based affordable
housing experience and
community collaboration

FIRM OVERVIEW

KoningEisenberg's process is collaborative and structured to help institutions, cities, and developers realize their vision. Architectural expression emerges from understanding how things are built and occupied and is rooted in an inherent pragmatism driven by tight budgets and commitment to environmentally responsive design. This approach converts constraints into creative design strategies that are institutionally transformative across housing, community and educational settings.

We take an iterative and options-based approach to capacity studies and concept design to rapidly explore the full scope of development options. Our expertise in affordable housing includes explorations across infill settings, new urban and suburban neighborhoods, and catalytic boulevard sites; and across pro-formas ranging from inclusionary market rate housing to 100% affordable to combinations of rental and for-sale, both at low and below market rates. In all contexts and financial models, we prioritize building neighborhood, often working with communities and across complex programs. In addition to designing and building over 4,200 units across Southern California, our decades of research and advocacy around affordable housing have helped both developers and cities to push for meaningful and equitable change around unit design, building standards, and zoning parameters.

Founded in 1981, woman-owned KoningEisenberg draws on the active participation of Principals Julie Eisenberg, Hank Koning, Brian Lane, and Nathan Bishop supported by a design and technical team of twenty who are similarly invested in humanist values and an environmental agenda. The result is an influential body of work that has been extensively published in the US and abroad, and earned over 250 awards for excellence in design, sustainability, and historic preservation.

KEY TEAM MEMBERS - KoningEizenberg

Nathan Bishop, AIA, LEED AP Partner

Education

BS, Northeastern
M. Architecture, Harvard University

Affiliations

AIA Los Angeles (Board, Member)
LA Forum for Architecture & Urban Design (Board, Member)

As Design Partner-in-Charge, Nathan Bishop AIA, LEED AP oversees the firm's major projects with a focus on social inclusivity, climate change, and resetting relationships between buildings and shared public space. Across a variety of project types, from affordable multi-family housing to community placemaking, Nathan has expanded the firm's design capacity and integrated new technologies into design and practice. He teaches and lectures in design, architectural history and theory, and cultural studies, and has served on the Board of Directors for AIA Los Angeles. Nathan has served as a volunteer architect partner for Local Education Agencies participating in the California School Board Association Education Workforce Housing Academy since its inception in 2022.

Key Project Experience

- The Green Workforce Housing, Los Angeles, CA
- Santa Monica Vermont Affordable Housing, Los Angeles, CA
- Malibu High School, Los Angeles, CA
- Woodlawn Social Affordable Housing, Chicago, CA
- The Arroyo Affordable Housing, Santa Monica, CA
- University of Melbourne Student Precinct & Pavilion, Melbourne, AUS
- Ashland Apartments, Santa Monica, CA
- Belmar Apartments & Ocean Avenue South, Santa Monica, CA
- Geffen Academy at UCLA, Los Angeles, CA

Rayne Laborde Ruiz Associate

Education

BA, New York University
M. Architecture, UCLA
M. Urban Planning, UCLA

Affiliations

Uni. Southern California (Faculty)
Hollywood Community Housing Corporation (Board Member)
Southern California Association of Non-Profit Housing (Member)

Jointly trained as an architectural designer and urban planner, Rayne Laborde Ruiz has collaborated with KoningEizenberg since 2015 to lead research and community outreach, particularly around master planning. This experience is bolstered by her tenure as Associate Director of cityLAB-UCLA, where she pushed state-wide policy change for education workforce housing (including AB 2295) and worked with the California School Board Association to structure, launch, and lead the Education Workforce Housing Academy in 2022. Rayne's focus on crafting active public spaces and challenging conventional spatial programming on both housing and institutional projects emphasize neighborly connection on the scales of the building and the city. She sits on the board of Hollywood Community Housing Corporation, teaches housing and urban design studios at USC, and lectures widely on affordable housing, community planning, and design as a lever for social change.

Key Experience

- Education Workforce Housing Academy, CA (Project Manager & Lecturer, with California School Boards Association + cityLAB)
- The Village at Blind Children's Center Affordable Housing/Education Master Plan & Feasibility Study, Los Angeles, CA
- Sequoyah School Master Plan & Feasibility Study, Los Angeles, CA
- Education Workforce Housing in California: Developing the 21st Century Campus (with cityLAB)
- Geffen Academy at UCLA, Los Angeles, CA
- Ute Mountain Ute Tribe Housing & Open Space Master Plan, Towaoc, CO
- The Arroyo Affordable Housing, Santa Monica, CA





C. Relevant Project Experience

Pasadena Unified Workforce Housing
Oak Hill Apartments

San Jose Unified Feasibility Study
Santa Monica Vermont Apartments
San Mateo CCD Workforce Housing

see "H. References" for client references

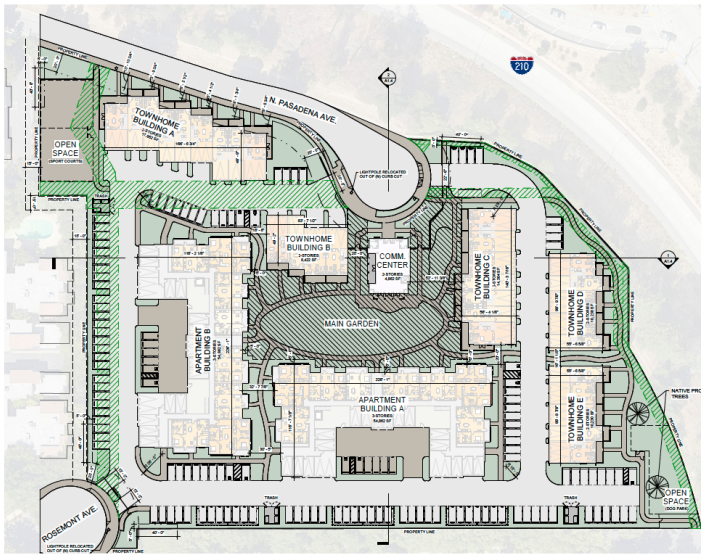
Pasadena Unified School District Employee Workforce Housing

Pasadena, CA

Pasadena Unified School District retained EHP to evaluate feasibility and advance the development of employee workforce housing at the former school site. EHP led a multi-scheme feasibility assessment of the site – analyzing physical, economic, and political feasibility – and confirmed that the District's goal of entitling and constructing high-quality housing at below-market rents is achievable.

On behalf of the District, EHP assembled and managed the design and development team to complete due diligence, massing and unit-mix programming, and preliminary economic analyses, schedules, and budgets. EHP is coordinating the project through complex local entitlements, utilizing Assembly Bill 2295 and CEQA streamlining to accelerate the approval timeline and reduce cost.





The community is organized around a central open space, with three-story apartment buildings and two-story townhomes set back from neighboring property lines. Resident amenities include a community center/clubhouse, a main garden, a children's playground, a sport court, a dog run, and a BBQ area. Parking is provided at approximately two spaces per unit (about one per bedroom), plus guest parking.

Financing Concept, Management, & Economic Analysis

The project will be funded with general obligation bond proceeds from Measure R, approved by Pasadena voters in 2024 to fund employee workforce housing and other District facilities. No PUSD operational or general fund dollars are allocated to the project. The housing will be owned by the District and operated by a professional third-party property management company, so District staff bear no day-to-day management responsibility.

The project is currently estimated to cost approximately \$85M (roughly \$770,000 per unit), inclusive of all soft costs, hard costs, and a 10% project contingency. Rents are analyzed at approximately 70% of market. Because the housing is District-owned and occupied by school employees, operating expenses are substantially lower than comparable market-rate apartments. The project is anticipated to generate positive cash flow that will cover building operations and produce ongoing revenue for other District operations.



Public Benefits

Quality housing at below-market rents helps PUSD recruit and retain teachers and staff, shorten commutes, and reduce the recurring cost of turnover, training, and recruitment. The community also provides critically needed housing for employees displaced by the Eaton Fire.



TEACHER HOUSING

CLIENT Pasadena Unified School District **PROGRAM** 110 below-market units (80 apts + 30 townhomes) on 5 ac site

STATUS Predevelopment/Entitlement; Construction est. 2027 **BUDGET** \$85M (est)

TEAM Education Housing Partners Inc., SVA Architects, IMA Design

Oak Hill Apartments

faculty/staff housing development | unincorporated Marin County

Oak Hill Apartments is proposed to be developed on approximately 8.3 acres of unused state property in the unincorporated area of San Quentin as a result of Executive Order (N-06-19) executed by Governor Gavin Newsom to identify State-owned sites to address the California housing crisis. The 100 percent affordable housing community would include the construction of two buildings containing up to 250 new units—135 apartments to be built by Education Housing Partners (EHP) for low- to moderate-income teachers and staff of local school districts and County employees, and 115 apartments developed by Eden Housing available to extremely low to low-income families.





EHP provided preliminary financial feasibility, completion of due diligence, selection of the design team, unit mix and programming recommendations, coordinated the design (architectural + infrastructure), entitlement, and EIR process, and is currently overseeing the permitting of the community. Due to the State's ownership of the site, the State is the lead agency on entitlements, CEQA, and permitting facilitating a streamlined review process.

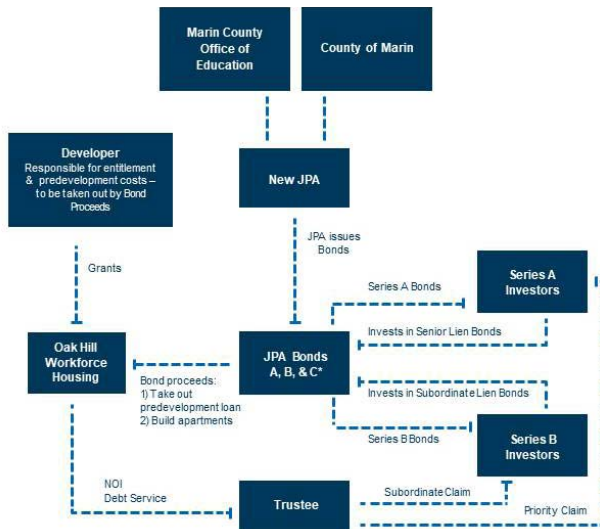
The faculty/staff and employee housing will offer one, two and three-bedroom for-rent apartment homes. The site design responds to the environment by gently terracing homes to maximize Bay and hillside views. The community will feature sustainable design, drought-tolerant landscaping, and high-quality finishes. Amenities will include structured parking, a clubhouse with a lounge and business center, a fitness center, as well as outdoor areas for socializing, playing, and reflecting.

Financing Concept & Economic Analysis

EHP has developed an innovative financial structure for capitalizing the proposed development based on a model that has been used for other public purposes, but will be adapted for this teacher/staff housing community. While EHP led the project through predevelopment, entitlements/CEQA, and now permitting, the project will be owned by a Joint Powers Authority (JPA) called the Marin County Public Financing Authority, formed by MCOE and the County of Marin in 2023. The JPA will issue tax-exempt bonds to finance construction of the project. The total development budget is estimated to be \$124 million. Following permitting, EHP will secure a guaranteed maximum price contract from a third-party general contractor. Once the project is constructed, initial rents will be set at the level necessary to cover operating expenses, reserves, and debt service, and are anticipated to be ~70% of market rate for a comparable product.

Public Benefits

This project will provide discounted housing to Marin school district employees and employees of the County of Marin to help recruiting and reduce attrition; secondary benefits to MCOE and the districts include residual cash flow from the project and operating expense savings due to lower hiring and training costs.



CLIENT Marin County Office of Education **PROGRAM** 135 units on 8.3 ac site **STATUS** In Construction **LOCATION** unincorporated Marin County near San Quentin, CA **BUDGET** \$124M (est) **TEAM** Education Housing Partners Inc., SVA Architects, Inc., RHAA Landscape Architects + Planners, Marin County Public Financing Authority

San Jose Unified Faculty/Staff Housing Feasibility Study

a feasibility assessment on four sites | San Jose, CA

EHP was retained to develop a Business Plan for the reuse of four surplus sites owned by the San Jose Unified School District (SJUSD) to develop faculty/staff housing. On behalf of the District, EHP retained and managed a design team to perform physical due diligence on the sites, directed the design of massing studies for a variety of rental housing programs (unit mix and sizes), and provided preliminary economic analysis, project schedules and development budgets. A preferred plan for each site that met the District's objectives was chosen for detailed economic analysis. The preferred plan had to (1) be contextual with the neighborhood surrounding each subject property, (2) provide a functional replacement of open space, if it was impacted on a specific campus, (3) incorporate a mix of unit types (both within the individual projects and across the portfolio) that would accommodate the breadth of household sizes of the District's employees, and (4) be of comparable quality to competitive market-rate rental communities in Silicon Valley.





For each of the four preferred plans, EHP directed the development of conceptual architectural and engineering plans that detail the site planning and massing, building typology and illustrative elevations, unit program and specifications, parking, landscape and open space design, and preliminary civil engineering and evaluation of off-site improvements necessary to support the proposed project.

Several of the analyzed sites are in established single-family neighborhoods. Due to this condition, significant efforts were taken to blend the higher-density program into the existing built environment by incorporating lower density townhome product that offered a contextual elevation as well as a large floor plan unit that was desirable to a targeted cohort.

Financing Concept & Economic Analysis

With the information outlined above, EHP analyzed project costs and economics. To assist this effort, three general contractors were engaged to prepare hard cost budget estimates for each of the sites based on a prevailing wage scale. These budgets were analyzed for completeness and consistency to determine a range of probable cost for each associated project.

The resulting hard and soft cost budgets were used to determine the revenue necessary to achieve financial stability. These revenues are referred to as the “break-even revenues,” which are the revenues necessary to cover operating expenses, reserves, and debt service. In addition, EHP identified and performed a rental analysis of multifamily competitors in the submarket to contextualize the break-even revenues versus market rents.



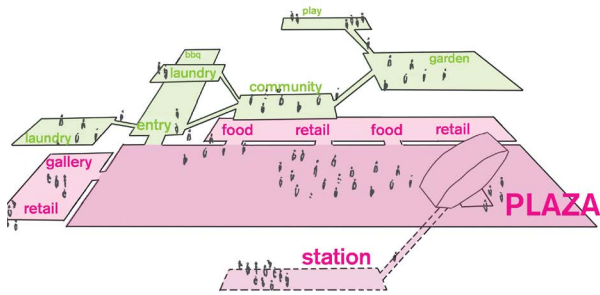
CLIENT San Jose Unified School District **PROGRAM** 4 site studies: Bouret: 73 units + 48 townhomes on 8.7 ac; Hillsdale: 325 units on 4 ac; Broadway: 120 units + 32 townhomes on 4.6 ac; Lenzen: 75 units on .6 ac **STATUS** Feasibility **LOCATION** San Jose, CA **BUDGET** Bouret: \$80-111M; Hillsdale: \$167-237M; Broadway: \$89-135M; Lenzen: \$49-64M **TEAM** Education Housing Partners Inc., KTG Architecture + Planning, The Guzzardo Partnership, BKF Engineers



Santa Monica Vermont

A Metro Joint Development Affordable Housing Project | Los Angeles,

CA

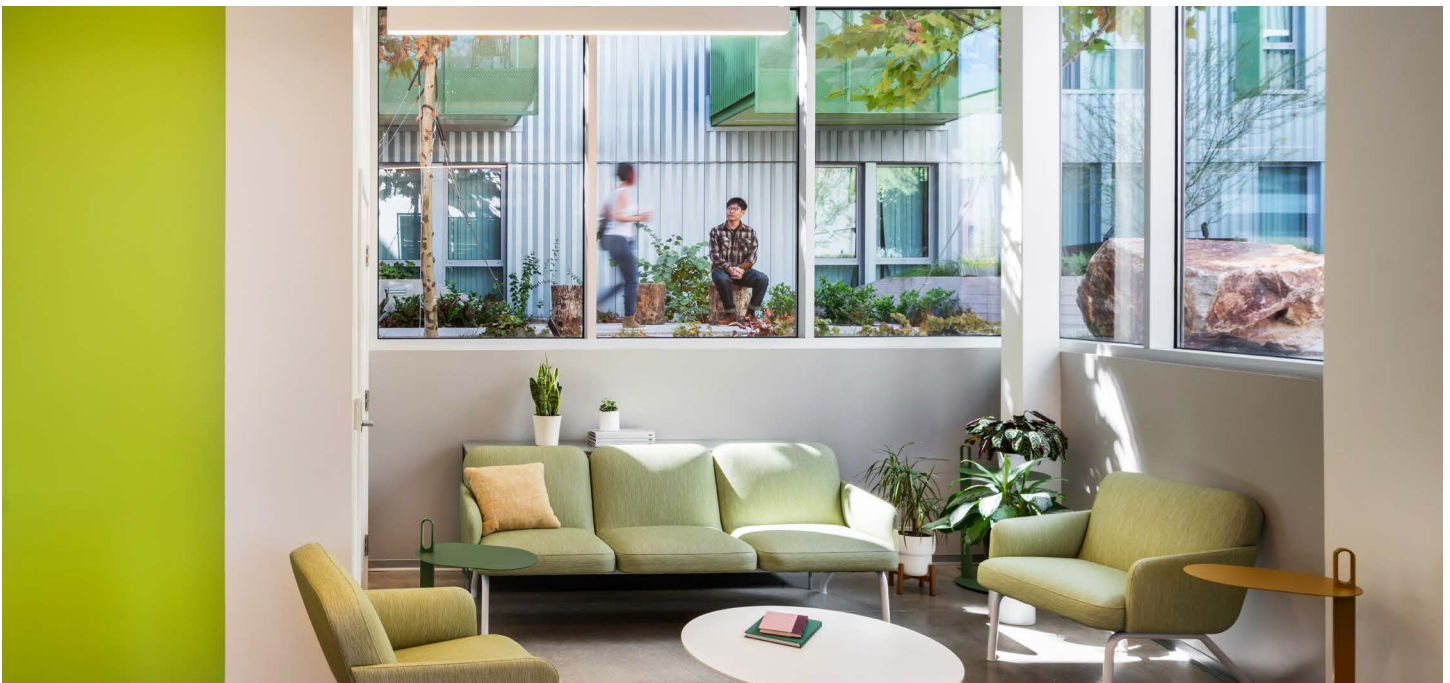


New affordable family housing and neighborhood retail transform underutilized real estate around the barren Vermont/Santa Monica subway plaza into a community hub that strengthens relationships between home, neighborhood, and transit. The housing's landscaped terraces, balconies, and bridges connect residential social life to public life below and strengthen both.

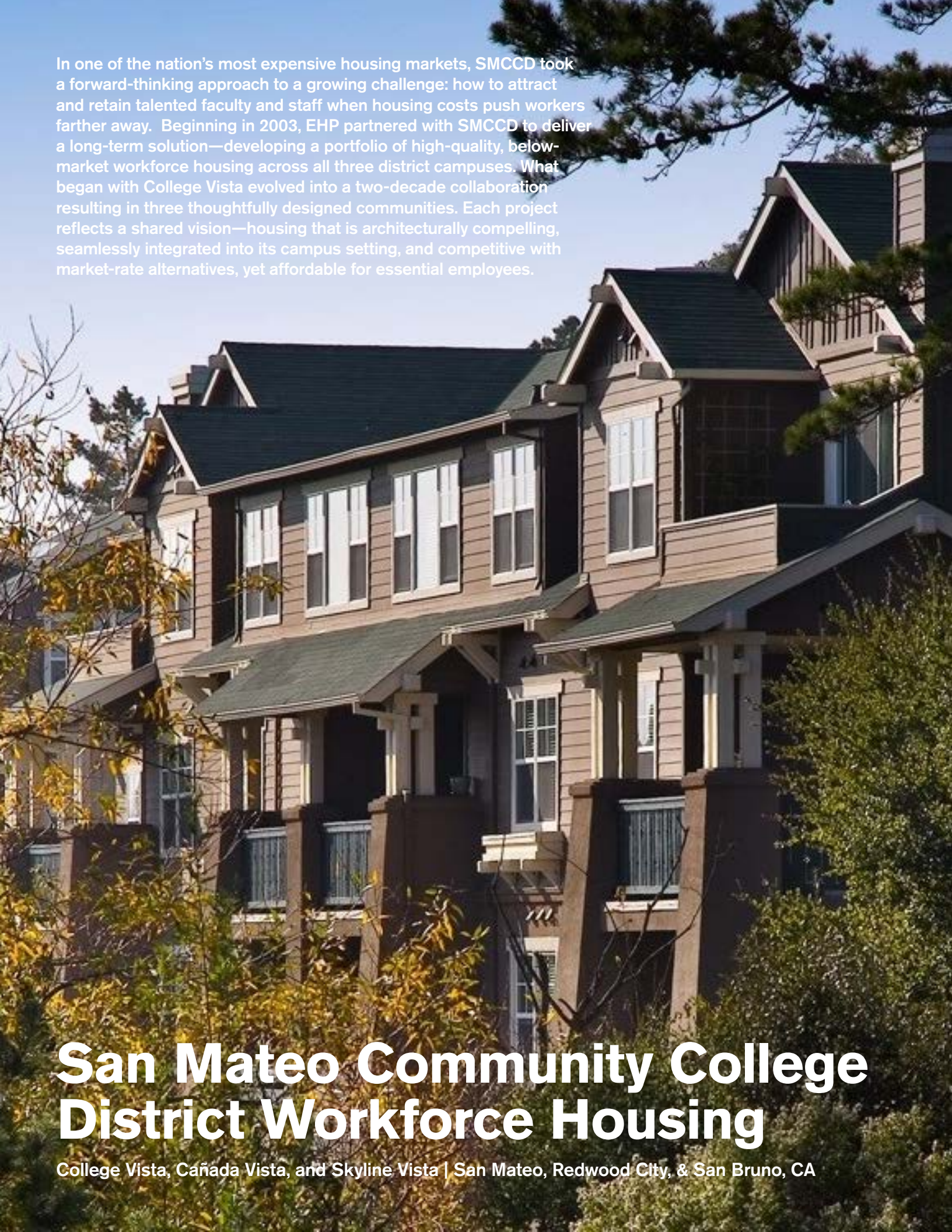


Developed as a public-private partnership with Los Angeles Metro and Little Tokyo Service Center, Santa Monica Vermont Apartments creates 187 affordable homes, neighborhood retail, and shared amenities in a dense, walkable environment. Standardized unit types and panelized construction support efficiency and sustainability, achieving energy use 30% below code. Chicano urbanist James Rojas and his partner John Kamp— who write about a disappearing informality and sense of place— inspired an exploration of design strategies that draw on Los Angeles' vernacular to promote a sense of ease, discovery, and delight. These include games of scale, landscape texture, vibrant detailing, shading devices, color, and shadow to create an unexpected and rich variety of spaces to experience.

Cracking open the standard, closed-courtyard housing typology energizes the public space and optimizes quality of life for residents. The plaza serves as the housing's front door, and is further activated by 24,000 sf of retail space (including a food hall with local vendors) which rings the station and extends along the street to the west and south. Cascading, landscaped open space expands and strengthens the station plaza. Outdoor stairs and bridges connect residential spaces on five levels above. Together with a distributed approach to shared amenities, including play areas, laundries, picnic areas, and community rooms, the planning encourages social interaction while improving safety and visibility for all.



CLIENT Little Tokyo Service Center and LA Metro **PROGRAM** 187 affordable units, 7,000 sf supportive community space, 24,000 sf retail, parking **COMPLETE** 2025 **LOCATION** East Hollywood, CA **BUDGET** \$80M **TEAM** KoningEizenberg Architecture, RELM Studio



In one of the nation's most expensive housing markets, SMCCD took a forward-thinking approach to a growing challenge: how to attract and retain talented faculty and staff when housing costs push workers farther away. Beginning in 2003, EHP partnered with SMCCD to deliver a long-term solution—developing a portfolio of high-quality, below-market workforce housing across all three district campuses. What began with College Vista evolved into a two-decade collaboration resulting in three thoughtfully designed communities. Each project reflects a shared vision—housing that is architecturally compelling, seamlessly integrated into its campus setting, and competitive with market-rate alternatives, yet affordable for essential employees.

San Mateo Community College District Workforce Housing

College Vista, Cañada Vista, and Skyline Vista | San Mateo, Redwood City, & San Bruno, CA



Each community is architecturally compelling and integrated into its campus setting —College Vista with a craftsman-influenced “lodge” aesthetic; Cañada Vista oriented to maximize panoramic Bay views, with the majority of units in two- and three-bedroom layouts to serve families; and Skyline Vista, a Mediterranean-inspired community combining workforce apartments, for-sale homes, and open space.

Financing Concept, Economic Analysis, & Management

The first project, College Vista, was originally financed by Certificates of Participation. The project was ultimately refinanced through a facilities General Obligation bond, which also capitalized Cañada Vista and Skyline College as well as numerous facilities upgrades on SMCCD’s three campuses. Initial rents were set at the level necessary to cover operating expenses, reserves, and debt service while remaining substantially below market for comparable quality housing on the Peninsula — approximately 60% below market at College Vista and approximately 50% below market at Cañada Vista. Because the communities are District-owned and occupied by SMCCD employees, the projects benefit from materially lower operating costs than market-rate apartments, including limited on-site staffing, low turnover, and consistently high occupancy. At Skyline Vista, the addition of for-sale homes alongside workforce rentals expanded the concept to serve a broader range of employee household needs.

To provide a clear separation between landlord and employee, the communities are managed and operated by a third-party nonprofit entity, the San Mateo County Colleges Educational Housing Corporation.

Public Benefits

Together these communities demonstrate how public institutions can address workforce housing challenges with creativity, discipline, and long-term vision. By delivering attractive, affordable housing tailored to employee needs, SMCCD and EHP have created enduring assets that strengthen recruitment and retention, shorten commutes for essential employees, and serve as a model for public-private partnerships and small-scale, infill residential development in high-cost markets.



CLIENT San Mateo Community College District **PROGRAM** 132 workforce rental units across 13 ac; 40 for-sale homes (College: 44 units/2.25 ac; Cañada: 60 units/2.75 ac; Skyline: 28 units + 40 for-sale homes/8 ac) **COMPLETE** 2006 (College), 2010 (Cañada), 2022 (Skyline) **TEAM** Education Housing Partners Inc., KTG Architecture + Planning, The Guzzardo Partnership

D. Technical Approach and Methodology



typical feasibility process, EHP



*Arroyo Affordable Apartments,
KoningEizenberg*

Education Housing Partners (EHP) has helped California school districts evaluate surplus property for Employee Workforce Housing (“EWH”) for more than two decades. We would approach the Rancho Campana opportunity with the same discipline and rigor that we apply to our own market-rate developments—so the District receives a comprehensive analysis and go-forward strategy that it can act on with confidence. Our objective at every step is to advance the District’s stated goals: a **mission-driven, below-market rental program for certificated and classified employees that is cost-neutral to the District and preserves long-term District control of the sites.**

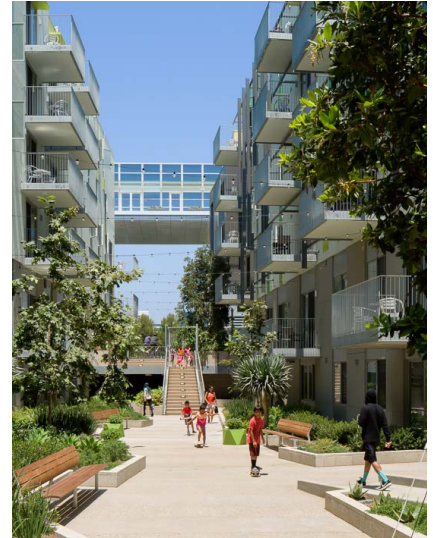
We typically organize our methodology around the four tasks that are defined in the Scope of Services. We propose to deliver them through a two-phase structure: a **Phase I Alignment and Planning Effort (30–60 days)** that confirms program parameters and completes initial due diligence, followed by a **Phase II Feasibility Effort (60–90 days)** that produces the complete due-diligence findings, development scenarios, financial analysis, delivery schedule, and strategic recommendations. Phase II may overlap with Phase I as the work allows.

We will surface the central complexity of this development opportunity early: the sites together span two jurisdictions—the active 28-acre Rancho Campana High School campus within the City of Camarillo and the adjacent 23-acre agricultural parcel in unincorporated Ventura County, subject to SOAR protections—which introduces a number of considerations for the entitlement process, political environment, and stakeholder engagement. Throughout this engagement, our team’s objective is to be strategic and optimize the District’s resources in determining the site selection, site layout, and program that is most appropriate for creating the desired housing and achieving District goals.

Methodology for Successfully Achieving Project Entitlements

Our methodology is designed to maximize the probability of approval while preserving the District's timeline and overall program objectives.

- **Leverage Streamlining Legislation.** AB 2295 makes housing an allowable use on school district-owned property, subject to qualifying criteria, and provides a streamlined pathway by negating the need to update the zoning or General Plan designation of the site, among other benefits. We will test the extent to which each scenario can qualify under AB 2295 and other streamlining legislation and prioritize the pathway that reduces overall approval risk while still meeting the District's objectives.
- **Opportunities to De-Risk.** We will evaluate the implication of developing on each of the two parcels so the District understands the lowest-risk path and associated trade-offs (e.g. in terms of unit count, development cost, and other factors).
- **Evaluate SOAR.** For any scenario using the agricultural parcel, we will analyze the SOAR implications, agricultural-conversion and LAFCO/annexation considerations, and the realistic timeline and political path.
- **Engage Agencies Early.** If agreeable to the District, we will coordinate pre-application meetings with City of Camarillo and Ventura County staff during Phase II to confirm process, identify issues, and receive early feedback.
- **Define the CEQA Path.** We will identify the preferred CEQA pathway for the recommended scenario and pursue applicable exemptions and streamlined review wherever supported.



*Belmar Affordable Apartments,
KoningEizenberg*

Strategy for Maintaining School Operations During Development

EHP understands that Rancho Campana High School will remain a fully operating campus throughout any development. Consequently, protecting student and staff safety, avoiding disruptions to students' learning environment, and maintaining access is a design and sequencing requirement to be addressed from the outset. EHP will provide phasing strategy recommendations including:

- **Separation of Uses.** Conceptual designs will locate housing on vacant or under-utilized portions of the site and establish independent residential access, circulation, and staging separated from student pick-up/drop-off and heavily-used facilities.
- **Relocation Planning.** Where development would affect playing fields or parking, we will conceptually identify temporary or replacement locations so that athletics, parking capacity, and campus function are maintained without interruption.

TIMELINE & WORKPLAN

Timeline for Completion of Each Project Phase

EHP proposed to complete the feasibility study and associated deliverables approximately four to six months from project kick-off. Phase II tasks overlap where the work allows, and we will provide regular progress updates and briefings throughout.

Phase/Task	Key Activities	Deliverable	Duration *
Phase I Task 1	Project kickoff; District goals and program parameters; employee-needs review and supplemental-survey recommendation (if needed); Entitlement framework; screening of potential funding sources	Preliminary Findings Memorandum and confirmed program parameters	30–60 days
Phase II Task 2	Title and environmental review; infrastructure, access and utility assessment; dual-jurisdiction regulatory pathway and CEQA analysis; preliminary geotechnical and SOAR review	Due Diligence & Constraints Report	60-90 days
Phase II Task 3	Conceptual site concepts and scenarios; market and affordability analysis; cost benchmarking; preliminary development budget and operating pro forma; projected rents by unit type; phasing and school facilities considerations	Development Scenarios (with Architectural Diagrams) & Financial Feasibility Analysis	
Phase II Task 4	Preferred-strategy recommendations; risk assessment and mitigation; community-engagement strategy; implementation roadmap	Strategic Recommendations, Project Roadmap, Board Presentation	
TOTAL		Feasibility Package & Project Implementation Roadmap	<5 months

* Durations begin at notice to proceed and assume timely access to District-held due-diligence materials and prompt review of interim deliverables.



Woodlawn Social Affordable Apartments + Townhomes, KoningEizenberg

PHASE I ALIGNMENT AND PLANNING EFFORT

TASK 1: Project Alignment and Strategic Planning

Phase I begins with a project kickoff and working sessions with District staff to confirm objectives, schedule, constraints, and decision-making criteria before any analysis proceeds. This task converts the District's policy direction into measurable program parameters that will guide the balance of the study.

- **District Goals Assessment.** Confirm District priorities, desired housing program (unit count, unit mix, and desired building typology), target affordability levels, and fiscal constraints.
- **Employee Needs Analysis.** Use the District's late-2023 housing survey (nearly 600 respondents; 79.1% of renters interested in EWH) as the starting point, then recommend a targeted supplemental survey, if needed, to refine the data most critical to a reliable program—employee income bands and eligibility, unit-type and household-size preferences, commute patterns, and rent tolerance. We will scope this supplemental outreach so the program is sized to genuine demand.
- **Regulatory Framework Analysis.** Assess AB 2295 (as modified by AB 1021) and other workforce or housing streamlining legislation to outline potential entitlement pathways for this site, to be evaluated further in Task 2.
- **Funding Strategy Development.** Screen the full range of funding mechanisms—bond capacity (including the limited use of Measure E funds for predevelopment entitlement and permitting related activities), State, County and philanthropic grants, low-income housing and other tax-credit structures, ground-lease, and public-private-partnership models.

PHASE I DELIVERABLES

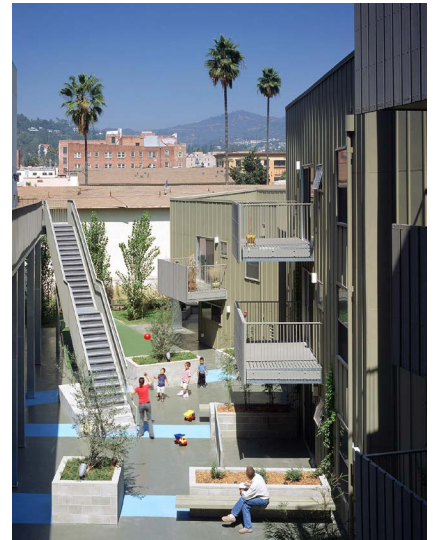
- **Preliminary Findings Memorandum:** documenting findings, including confirmed program parameters, outline of legislative and regulatory framework, and preliminary funding strategies, that frames the Phase II effort.

PHASE II FEASIBILITY EFFORT

TASK 2: SITE FEASIBILITY AND DUE DILIGENCE

With parameters confirmed, EHP manages a coordinated due-diligence effort across both parcels. We retain and direct the necessary technical consultants, review their findings, and translate them into development implications.

- **Property Analysis.** Review both parcels for development capacity, including title review to confirm easements and exceptions, coordination of environmental review, and preparation of architectural development-capacity diagrams that illustrate realistic yield on each parcel.
- **Infrastructure Assessment.** Analyze existing utilities, site access, circulation, and emergency access; identify any utility capacity issues and estimate the cost of new infrastructure. EHP will evaluate access, circulation, neighborhood impacts, school



*Harold Way Affordable Apartments,
KoningEizenberg*



*Waterloo Affordable Housing,
KoningEizenberg*

operations, and City coordination as part of this work.

- **Preliminary Geotechnical Review.** Given that no site-specific soil testing has been completed, we will identify the preliminary geotechnical or other review necessary to support feasibility-level findings and flag any conditions that may materially affect cost or feasibility.
- **Regulatory Pathway Analysis.** Because the site straddles two jurisdictions with very different land-use frameworks, the regulatory analysis is a key part of the study. We will:
 - **Analyze current zoning and General Plan** designations for the City of Camarillo campus parcel and for the unincorporated County agricultural parcel, and map the entitlement process and timeline for each
 - **Conduct a preliminary urban growth boundary (SOAR)** / land-use constraints review for the agricultural parcel—identifying feasibility impacts, approval issues, conversion and annexation considerations, timing risk, and next steps.
 - **Evaluate CEQA requirements and documentation needs for each scenario**, and explore streamlined and by-right approval pathways available under AB 2295, SB 330, SB 35, State Density Bonus Law and other state legislation to minimize entitlement risk and of CEQA challenges.

Task 2 Deliverables

- **Due Diligence & Constraints Report** consolidating title, environmental, infrastructure, geotechnical, and regulatory findings with recommended next steps to address open issues.

TASK 3: Development Strategy and Financial Analysis

EHP will develop and tests multiple development scenarios so the District can compare options on an informed basis. Consistent with the District's direction, this effort assumes a below-market rental program that is cost-neutral to the District.

- **Conceptual Design.** Prepare preliminary site concepts showing optimal housing placement, density, unit mix, and integration with continuing school operations, and create and evaluate multiple development scenarios across the two parcels.
- **Market Analysis.** Survey rental comparables and quantify the affordability gap for District employees, establishing the below-market rent targets the program is designed to achieve (EHP typically targets setting rents not more than ~70% of comparable market rents).
- **Financial Modeling.** Consistent with the District's direction for high-level feasibility budgeting, prepare preliminary construction-cost estimates, a development budget (soft costs, permits, and contingencies), an operating expense and reserve budget, debt-service-capacity analysis, projected monthly rents for each unit floor plan, and scenario analysis across funding approaches and affordability levels.
- **Phasing Strategy.** Develop phasing recommendations and identify potential temporary relocation of school facilities (playing fields, parking) required to enable development, if needed.

Task 3 Deliverables

- **A Development Scenarios & Financial Feasibility Analysis**
comparing options on program, cost, rents, schedule, funding, and risk.

TASK 4: Strategic Recommendations and Implementation Planning

The study concludes with clear, actionable guidance positioning the District for an informed decision and clear next steps.

- **Optimal Development Strategy.** A clear recommendation for the preferred approach—parcel(s), program, structure, and funding—based on the full body of analysis.
- **Risk Assessment.** Identification of the principal entitlement, market, cost, and schedule risks, each paired with a concrete mitigation strategy.
- **Community Engagement Strategy.** Recommended approaches for stakeholder outreach and community-support building, including early and targeted outreach to neighbors and community groups, and coordination with the City of Camarillo and Ventura County.

PHASE II DELIVERABLES

- **Full Feasibility Report,** incorporating Task 1-3 deliverables and full strategy recommendations, presentation to the Board of Trustees, briefings to District leadership, decision-support materials, and an implementation roadmap with defined next steps to position the District for funding and project advancement.



*Santa Monica-Malibu USD: Malibu High School
KoningEizenberg Architecture*

F. Fee Proposal

Scope	Low Budget	High Budget
Project Management Services	\$40,000	\$60,000
Architectural	\$40,000	\$60,000
Civil	\$20,000	\$35,000
boundary survey	NIC *	NIC *
civil design	\$20,000	\$35,000
Geotechnical	\$5,000	\$5,000
design recommendations	\$5,000	\$5,000
testing	NIC	NIC
Other Consultants	\$30,000	\$55,000
traffic	\$5,000	\$10,000
biological	\$5,000	\$10,000
cultural resources	\$5,000	\$10,000
arborist	\$5,000	\$10,000
phase 1	\$5,000	\$10,000
title	\$5,000	\$5,000
Legal	\$25,000	\$25,000
contracts	\$5,000	\$5,000
land use/CEQA	\$20,000	\$20,000
Allowance for Reimbursables	\$10,000	\$15,000
Contingency	\$15,000	\$25,000
TOTAL	\$185,000	\$280,000

* NIC - not in contract

NOTES

EHP has found that providing a budget range is more informative for our clients until the project scope, specific requirements, and the extent of available due diligence information from the District have been determined. Phase I - Task 1 will clarify this scope. Based on our experience, actual costs have consistently remained below the upper end of the proposed budget range.

All third party costs will be billed on a "Not-to-Exceed Basis". Any budget not spent by consultants will not be invoiced. EHP can contract with all consultants and the District can reimburse EHP, or the District can contract directly with consultants. If EHP contracts directly with consultants, a 10% administrative fee is charged on all third-party costs.

If the District has already procured any of these services (i.e. geotechnical analysis, arborist's report), budget item may be removed.

Payment Schedule

It should be noted that EHP typically works with public agencies on a fixed-fee basis to encourage communication and provide certainty of budget to our clients. These engagements are typically arranged to provide payment at the following milestones:

- 25% of the EHP Project Management Services fee on the effective date of the agreement;
- 20% at the beginning of the second month following the effective date;
- 20% at the beginning of the third month following the effective date; and
- 35% upon completion.

We would be happy to explore this or other payment options that would work best for the District.

NOTES

1. The client will pay or reimburse EHP for all reasonable, actual and documented out-of-pocket costs, and for third-party consultants retained by EHP with client's approval in accordance with a mutually agreed upon budget.
2. EHP can contract with all consultants and the District can reimburse EHP or the District can contract directly with consultants. If EHP contracts directly with consultants, a 10% administrative fee is charged on all-related third party costs.

EDUCATION HOUSING PARTNERS

A THOMPSON | DORFMAN COMPANY

July 1, 2026 – June 30, 2027 Professional services rate schedule:

CLASS LEVEL

HOURLY RATE

Principal	\$625
Senior Program Director	\$350
Senior Project Manager	\$250
Project Manager	\$175
Senior Analyst	\$125
Analyst	\$105
Administrative Staff	\$90

G. Insurance, Legal and Professional Standing

INSURANCE

Education Housing Partners, Inc. acknowledges that we will provide the required insurance as referenced in Exhibit A Services Agreement

DISCLOSURES

Neither Education Housing Partners, Inc. nor Koning Eizenberg Architecture, Inc. have been involved in any litigation, arbitration, or disciplinary actions within the past seven (7) years.



*Malibu High School
KoningEizenberg Architecture*

H. References

PASADENA UNIFIED SCHOOL DISTRICT WORKFORCE HOUSING

Education Housing Partners

Dr. Elizabeth J. Blanco

Superintendent
Pasadena Unified School District
626 396 3600 | blanco.elizabeth@pusd.us

OAK HILL APARTMENTS

Education Housing Partners

Matthew Hymel

Executive Director
Marin County Public Financing Authority
415 307 7877 | mhhymel@gmail.com

Ken Lippi

Senior Deputy Superintendent
Marin County Office of Education
415 499 5803 | klippi@marinschools.org

SAN JOSE UNIFIED SCHOOL DISTRICT

Education Housing Partners

Seth Reddy

Chief Business Officer
San Jose Unified School District
408 535 600 x17044 | sreddy@sjusd.org

SANTA MONICA VERMONT APARTMENTS

KoningEizenberg Architecture

Takao Suzuki

Co-Executive Director
Little Tokyo Service Center
213 473 3030 | tsuzuki@ltsc.org

SAN MATEO COMMUNITY COLLEGE DISTRICT HOUSING

Education Housing Partners

Bob Talbott

CEO / BLVD Residential
4080 Campbell Ave.
Menlo Park, CA 94025
650 328 5050 | btalbott@blvdresidential.com



Pasadena Unified School District

Superintendent's Office

May 27, 2026

Deanna Rantz
Director of Purchasing
Oxnard Union High School District
1800 Solar Drive
Oxnard, CA 93030

Re: Letter of Reference for Education Housing Partners, Inc.

Dear Ms. Rantz:

I am pleased to offer this reference in support of Education Housing Partners, Inc. (EHP) and its response to the Oxnard Union High School District's request for workforce housing development feasibility and advisory services. Pasadena Unified School District (PUSD) has worked with EHP since early 2023 on our first employee workforce housing initiative, and I can speak directly to the firm's capabilities, professionalism, and command of the issues that a project of this kind presents.

PUSD engaged EHP to evaluate the development of below-market employee housing on the site of the former Roosevelt Elementary School. That work has since advanced into a proposed community of 110 apartment and townhome residences for our teachers and staff, with half of the units reserved for low-income employees and their families. From the initial feasibility analysis onward, EHP has helped us shape a project that responds to our District's acute need for affordable staff housing and that is financially sound in its design and planned operations.

EHP has been especially effective in guiding PUSD through the complex regulatory and environmental questions presented by our project, including historic-resource evaluation and utility-easement issues, that had to be resolved before the project could move forward. Critically, EHP identified and helped us pursue State streamlining tools created specifically for educator housing under Assembly Bill 2295, which has allowed the project to proceed without a rezoning or General Plan amendment, and has been an important partner in navigating local entitlement complexities. Their counsel has consistently been clear, well-supported, and grounded in their experience with other California school districts.

Throughout the process, the EHP team has communicated openly and been readily available in person to meet with our Board, our staff, City officials, and the surrounding community, and has kept the work moving through challenging circumstances. I have found them to be knowledgeable, responsive, and trustworthy partners, and I recommend them to Oxnard Union High School District without reservation.

Please feel free to contact me if I can provide any further information.

Sincerely,

Elizabeth J. Blanco, Ed. D
Superintendent
Pasadena Unified School District

351 S. Hudson Ave., Room 222 • Pasadena, California 91109 • (626) 396-3619
Elizabeth J. Blanco, Superintendent
blanco.elizabeth@pusd.us

California State Senate

SENATOR MIKE McGUIRE

PRESIDENT PRO TEMPORE EMERITUS

NORTHERN CALIFORNIA'S SECOND SENATE DISTRICT



June 4, 2026

Board of Trustees
Oxnard Union High School District
1800 Solar Dr.
Oxnard, CA 93030

RE: Support for Education Housing Partners

Dear Oxnard Union Board of Trustees:

I am writing in strong support of Education Housing Partners (EHP), and their response to Union High School District's RFP to provide feasibility and advisory services to the District to evaluate the development of employee workforce housing at the Rancho Campana High School campus and adjacent site.

Since launching their first employee housing project for the Santa Clara Unified School District in 2002, EHP has established a proven track record of developing housing solutions in partnership with public school districts across California.

In 2021, EHP was selected by the State of California to develop workforce and affordable housing on a surplus site in Marin County, within my Senate district. The project will create 135 units of rental housing affordable to residents with incomes between 50% and 120% of Area Median Income, a pioneering approach that promises to serve as a model for addressing California's housing crisis by creating housing for the "missing middle."

Throughout that process, EHP has demonstrated strong capacity to navigate complex site, community, and governmental challenges, working collaboratively with State and local agencies to form a Joint Powers Authority and properly apply Fair Housing legislation.

I respectfully request your full and fair consideration of their proposal. If our office can be of any assistance, please do not hesitate to call us at 415-479-6612.

Warm regards,

A handwritten signature in dark ink, appearing to be "Mike McGuire".

MIKE McGUIRE

Senator

ATTACHMENT 1

PROPOSAL FORM

This Proposal Form must be duly executed and submitted with any proposal to OUHSD.

The Offeror hereby agrees that its proposal is subject to all **RFP #728 WORKFORCE HOUSING DEVELOPMENT – FEASIBILITY STUDY & ADVISORY SERVICES** provisions, terms and conditions, attachments, exhibits, amendments and other applicable materials which are attached or incorporated by reference. Proposer hereby agrees to promptly enter into an agreement in substantial accordance with such RFP provisions, terms and conditions.

The Offeror hereby agrees that its attached proposal of which this is part, is a firm irrevocable offer and valid for acceptance by OUHSD for the period through and including 6/30/2027. The Offeror hereby agrees that if its proposal is accepted by OUHSD that it shall provide the requested services in accordance with the RFP, as it may be amended. The term of this contract shall be for a period of one (1) year. Services requested must be completed within this term.

Services Fee \$ \$280,000
(not to exceed) for Fiscal Year 2026-2027 ending June 30, 2027

Name of Person Duly Authorized to Execute this Proposal/Offer:

Duly Authorized Signature:  _____

Title: CEO Date: 6/3/26

Offeror Name: Bruce Dorfman

Offeror Address: 39 Forrest Street, Suite 202, Mill Valley, CA 94941

Offeror Telephone: (415) 823-3001

Offeror Email: bd@thompsondorfman.com



Rancho Campana campus & adjacent Agricultural Land preliminary considerations
KoningEizenberg Architecture, CSBA Education Workforce Housing Academy 2024

