



Jamboree

September 21, 2009

To Whom It May Concern,

As a Project Manager at Jamboree Housing Corporation "Jamboree", I have had the distinct pleasure of working with Linda Mele of S.L. Leonard & Associates for almost three years. In their capacity as our Construction Manager on three developments ranging from a high density podium structure, to traditional garden style walk up developments, Linda Mele and S.L. Leonard & Associates have become an integral part our design team and have played a key role in bringing our projects to successful fruition. S.L. Leonard's construction management services in three particular areas of the design process that include: being an active participant in the design development phase, assisting in the selection of a General Contractor and construction contract negotiations, and lastly their role during the construction period are all strong assets that add to Jamboree's success in developing high quality, affordable housing for communities throughout California. I enthusiastically recommend S.L. Leonard & Associates and the services they offer to other developers and in particular to affordable housing developers.

In our past experiences with construction managers, their level of involvement during the design development and construction document phase of development was minimal to none, however, based on our initial conversations with S.L. Leonard & Associates, we chose to engage them earlier in the development process for our first joint project—Granite Court (a 71-unit podium structure) and were very pleased that we did. Granite Court was a particularly difficult podium project—the site had a high water table which necessitated additional design considerations, additionally, after we engaged a General Contractor the budget they proposed was not feasible given our development budget constraints. Linda played a key role in shepherding that project through these difficulties by taking the lead as a facilitator in our design development meetings to offer value engineering solutions. Linda also offered valuable information and technical expertise in analyzing the merits of value engineering proposals by our General Contractor. Additionally, Linda and the S.L. Leonard team provided key feedback on our proposed design through a series of Constructability Reviews of Construction Documents, where they literally went page by page and reviewed the design documents as a whole and their interactions with all design disciplines. The Constructability Reviews were extremely thorough and served to highlight needed coordination between different design trades. During the design process Linda provided key knowledge and expertise in the development of podium structures, drawn from her vast experience in overseeing the construction of these structures and also served as a resource in assisting us in engaging knowledgeable consultants that have dealt with this construction typology.

Linda provided assistance in helping us first select a General Contractor and also during the process of construction Agreement negotiations. Linda reviewed and provided key input on the Schedule of Values, key clauses in the Agreement relating to protections offered to the Owner to ensure timely completion of the project, the Specifications Manual exhibit, the priority and order contract documents, and the negotiation of final price and allowance items. Throughout the course of construction on all of our projects, Linda has established a great relationship with our Lender and Investor construction

inspectors, so much so that I have witnessed how they openly ask for her feedback during our draw meetings.

During the construction period, Linda's role as the Owner's representative has included reviewing Construction Schedules, monitoring Requests for Information (RFIs), Submittal processes, negotiating Change Orders, attending Weekly Progress Meetings, preparing and monitoring punch lists for project close out. Linda's background as an Engineer is a great asset to the development team as she is readily able to understand the design complexities associated in the mechanical, structural, and civil engineering aspects of designing multi-family structures. Linda has the keen ability to bring together a diverse set of people—Architect, Owner, General Contractor to work towards a common goal of the successful completion of a development. Given her role as a Construction Manager, she is very cognizant of the inherent tendency to create "us" vs "them" relationship with the General Contractor but works to create a rapport with all development team members while still fully representing the Owner's goals. She is an extremely intelligent individual who is able to key in to the major issues brought up during construction; often times having to interpret General Contractor's RFI's to boil them down to the real issue at hand and then facilitate the discussion between all parties. Additionally, in my personal experience with her, she has served as a great resource in assisting me in bridging the gap between "engineer" speak and how this translates to impact design and budget. I am most impressed with her commitment to ensuring that the Owner's needs and goals in developing affordable housing are translated and carried out in the construction site.

S.L. Leonard & Associates commitment to working with Jamboree is further evidenced by the variety of services they offer outside of the scope of focusing on the construction management of one single project. Linda played a key role in coordinating the creation of a Design Standards manual for use on all of Jamboree's projects. The Design Standards manual came about through a series of meetings Linda facilitated with development team members, asset management staff, property management staff, and design consultants. Linda is also currently working with another Project Manager and our attorney to review our various construction agreements with several General Contractors in an effort to assist us in putting together a standard form of construction agreement.

Again, I would strongly like to reiterate that Linda Mele and S.L. Leonard & Associates provide excellent assistance to developers in the realm of construction management. Moreover, their overall understanding of some of the timing constraints (readiness to start construction during a set time frame), and design requirements (TCAC design standards) associated with affordable housing developments are a valuable asset for affordable housing developers specifically. I would be happy to further discuss my experience in working with Linda Mele and S.L. Leonard & Associates, should have you have questions or need additional information please feel free to contact me at (949) 263-8676 Ext. 112 or vramirez@jamboreehousing.com.

Sincerely,


Victoria Ramirez
Project Manager