

Text

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capitol area development authority



strategic plan 2008 – 2013

Prepared by the Board and Staff of the
Capitol Area Development Authority
in public workshops facilitated by
Moore Iacofano Goltsman, Inc.

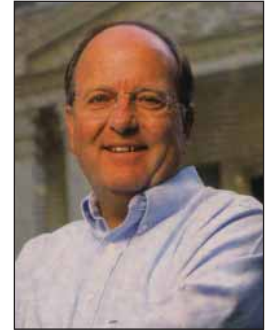


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board of directors

Ann Bailey, Chair
Charles Dalldorf, Vice Chair
Ron Alvarado
William Ishmael
Page Robbins

September 1, 2008

We are pleased to present our Strategic Plan for the period of 2008–2013. This Plan sets forth the goals and strategies CADA will use in the next five years to build a sustainable Capitol Park Neighborhood that captivates city dwellers and inspires the people of California.

The year 2008 marks not only the start of our next five year planning period, but CADA's 30th year of service to our stakeholders as well. Much has changed since 1978. The physical gap that existed in the urban fabric when the Capitol Area Plan was adopted in 1977 is filled. A strategic relationship now exists between the actions CADA and the State take in the Capitol Park Neighborhood and the actions the City and community effect in the central city. Energy conservation and smart growth, principles pioneered in the Capitol Area Plan, are now commonly accepted. Sustainable development is CADA's past, present and future.

We believe it's time for city life. City life provides time for making a living; time for friends and family; time for personal fulfillment; and time for civic engagement. City life is a viable path towards a sustainable future.

We look forward to meeting the challenges ahead.

Ann Bailey

Chair of the CADA Board of Directors

Executive Director

context

We are in a time of transition. Rapid changes in the economy, political conflicts and changing societal needs make it imperative that CADA maintain its ability to succinctly communicate how its activities address national, state and local priorities.

In addition to contextual changes that may occur, CADA must address the following two immutable trends in the period ahead:

- **The effect of global trends on American lifestyles**

The emergence of an international middle class, most clearly demonstrated by rapid growth and urbanization in China and India, will continue to strain the supply and increase the costs of non-renewable resources. Increasing petroleum and construction costs are likely to affect American lifestyles, making traditional suburban land use and transportation patterns increasingly expensive and inefficient. As reflected in such actions as the State Green Building Initiative, the Sacramento Area Council of Governments Blueprint Project and the City of Sacramento's Sustainable Master Plan, public decision-makers will be looking to maximize the use of existing infrastructure and explore sustainable development policies.

- **The aging of the baby boom generation and the advent of the millennial generation.**

As members of the baby boom generation enter retirement age, their needs and expectations for housing, transportation, health care and other amenities will change. This shift will impact the housing product CADA produces and also affect CADA as an organization. In addition, the advent of the technoliterate millennial generation into the workforce will influence the location, style and quality of housing and services that will be expected.

economy

When CADA's last strategic plan was prepared in 2002, Sacramento's economy was growing—the region led the nation in employment growth as new job sectors developed, creating a diverse and robust market. Today, the drain of the continuing Iraq War, the declining value of the dollar abroad, and the collapse of the sub-prime mortgage market are sliding the country towards recession and the economic health of the middle class has declined. In Sacramento, the people employed in the homebuilding industry affected by the collapse of the sub-prime market may offset the historic tempering effect of Sacramento's government employment base.

With specific regard to CADA, the slowdown in the economy may impact the ability of private developers to obtain adequate financing for projects and potentially reduce the demand for homeownership. In addition, the continuing State budget deficit will slow State job growth inhibiting expansion in the region and State office development downtown.

growth in the sacramento region

In 2002, the Sacramento Area Council of Governments (SACOG) commenced the Sacramento Blueprint Project and, in 2004, adopted a preferred smart growth development scenario. Since smart growth is the policy core of the Capitol Area Plan and CADA activity, the growth patterns espoused in the preferred development scenario are conducive to CADA's objectives.



The interdependent and mutually reinforcing pillars of sustainable development are economic development, social development and environmental protection.

2005 United Nations World Summit (content source).



In 2004, CADA was the first recipient of the SACOG Blueprint Excellence Award.

The mixed-use infill development projects envisioned in 2002 as being “on the horizon” have for the most part been realized. In 2002, there were limited townhomes available for sale. Today, there may be a surplus of such product because many aging baby boomers with the financial resources to purchase homes in today’s market may prefer single-level condominium flats. Additionally, recent slow sales and metropolitan foreclosures are adversely impacting the availability of financial resources for new downtown housing.

Significant cultural institutions are either in development or under construction. These include the the Crocker Art Museum expansion and the Unity Center which are in close proximity to CADA development sites. The City is also actively promoting theater and entertainment venues along K Street.

Over the last five years, progress in the development of close-in new growth areas has been mixed. Of all areas, West Sacramento and Natomas have progressed the most.

In addition to single family residential development, the intensity of office/mixed use development directly across the river from downtown Sacramento has intensified. While the City of Sacramento and West Sacramento are working cooperatively to connect development on both sides of the river, State office migration from downtown Sacramento is beginning to drive high-rise development in West Sacramento. Unless older state-owned buildings are replaced or rehabilitated in the Capitol Area, continuation of this migration may impact CADA development.

With regard to Natomas, the federal government’s announcement that it is considering placing the area in a flood hazard zone could create a de facto moratorium on the construction of close-in residential development. Should this occur, the demand for housing sites downtown may increase as the options for people who wish to reduce the time and costs of their commutes become more limited.

While significant actions have recently occurred in the Richards/Railyards Redevelopment Area, progress has been somewhat slower than anticipated and as a result may not impact CADA over the next five-year period. Some question whether the Central City has the demand to meet the supply of new residential development currently in the works, and have raised concerns about the coordination of the development of the Railyards with the Downtown Plaza and K Street revitalization efforts. Currently, it appears that the plan for the Railyards is to have retail/office development proceed first—if this is the case, it would increase the value and marketability of CADA residential sites in the short term.

The significant transit-oriented development occurring at the 65th Light Rail Station in East Sacramento is not anticipated to have a significant impact on CADA as the driver for continued growth in this area is related to Sacramento State University. The potential redevelopment of Cal Expo with the possible incorporation of a sports arena is in the early stages of discussion and speculation as to its impact on CADA’s activities, particularly in the next five years, appears premature.

state’s consolidation efforts in central city

Throughout the previous planning period, the State held community workshops to develop the West End Project in a manner that would be conducive to downtown revitalization. Unfortunately, construction cost increases stalled the project and the State may now be forced for economic reasons to consider leasing rather than constructing its facilities. Uncertainty as to how the State will proceed on the development of the West End and other sites in the Capitol Area designated for state offices may impact CADA.





transportation issues

The City of Sacramento has become increasingly pro-active on the management of city streets, both with regard to circulation and on-street parking opportunities. In the Capitol Area, the City has implemented diagonal parking on O Street, 12th, 13th, and 14th Streets and in the R Street Area, the City is re-asserting control of spaces that were previously unmonitored. The City has also assumed management of the East End parking garage during off-work hours, advancing the concept of time-sharing garages. CADA must continue to work with the City in such endeavors because the lack of adequate parking could impede higher density development.



The CADA Project Area is well served by light rail. However, street traffic is sometimes congested as cars back up at the 13th and 16th Street stations and; increased security is needed at these stations during times of insufficient pedestrian activity. Continued improvements in public transit service will help counter the decentralization of businesses to suburban nodes outside of the Central City.

the city of trees

A verdant, sheltering tree canopy along city streets provides residents and visitors alike with natural beauty and shade, contributing to the charm of the City and a higher quality of life. The importance of trees on the livability of Sacramento’s streets, their effect on the development potential of new sites, and the need to minimize liability issues arising from their impact on local sidewalks must be addressed. If city goals are not clearly established, tree preservation mandates may create a challenge for higher density development by requiring building setbacks that result in a lower profile for the Central Business District and the CADA Project Area. Clarity may be provided in the City’s forthcoming Urban Design Plan and General Plan in which the 16th Street Corridor is being considered as the demarcation between the higher density urban development in the Central Business District and tree-lined low rise development in Midtown.



sustainability

Issues related to climate change hold a prominent place in the public consciousness—increasingly, citizens are seeking to reduce their impact on the environment. Governments, too, are adopting programs and creating partnerships to mitigate the adverse effects of energy consumption and thus reduce their carbon footprint. This is especially true at the state and local levels. The current landscape of eco-awareness presents an opportunity for CADA to re-invigorate its tradition of incorporating energy conservation into its rehabilitation and construction projects.

affordable housing

Over the last five years, CADA's new developments and the older housing stock that it manages have increased and widened in their appeal. CADA now has a strong homeowner constituency and CADA apartments are attracting the younger technoliterate generation.

Because CADA's rent-assistance programs are structured to address the needs of very low income households, a continued rise in market rents and sales prices could result in there being housing at the high and the low end of the spectrum, with little in between. Without a mid-range of housing, the neighborhood will not be sustainable. CADA can address this challenge to neighborhood stability by making the provision of affordable workforce housing a key element of CADA's inclusionary housing efforts.

the influence of cada's successes

In the prior five year planning period, it was necessary for CADA to dedicate much of its energies to building public awareness of the merits of living downtown. During the next period, this will not be necessary as these merits are now generally accepted. Accordingly, in the next five years, CADA can dedicate more of its energies to:

- Caring for and managing the street experience that ties properties together and interweaves them with the State Capitol office campus;
- Keeping the neighborhood affordable for a broad income spectrum of Sacramento residents;
- Assisting the State in accomplishing its office campus goals in the Capitol Area;
- Reinvigorating CADA's tradition of incorporating energy conservation into its projects; and
- Facilitating intense transit-oriented development (TOD) on R Street.

In taking these actions, CADA can evolve from being a standard-setter in the development and management of quality urban infill mixed-use development to being a standard-setter in the creation of a neighborhood that is environmentally, socially and fiscally sustainable.



Within steps of light rail and State offices, the Fremont Mews offers a vibrant and urban place to live.



Public art commissioned by CADA

Artist: Michael Mikolon



vision, mission, values

vision

CADA's vision describes the ideal future that we are striving to create through our projects and work. Our vision is:

A sustainable Capitol Park Neighborhood that captivates city dwellers and inspires the people of California.

mission

CADA's mission outlines our main purpose and describes the roles we play to achieve our vision. Our five-fold mission is:



To implement... the residential and neighborhood components of the State of California's Capitol Area Plan and the City of Sacramento's R Street Corridor Master Plan;

To contribute... to the on-going vibrancy and diversity of Sacramento's urban core by creating a neighborhood at its center that is environmentally, socially and fiscally sustainable;

To provide... professional management services for CADA residential and neighborhood commercial properties;

To support... the State's efforts to meet its office needs in a manner that addresses the evolving dynamics of the Sacramento Metropolitan region; and

To inspire... the people of California by creating an engaging environment about the State Capitol.

values

CADA's values are the principles and beliefs that guide us. Our values are:



Leadership: We provide direction and guidance by staying at the field forefront.

Collaboration: We work together as a team and seek partnership opportunities.

Creativity: We take an innovative approach to our work.

Commitment: We make good on our promises.

Stewardship: We conserve and utilize resources effectively and efficiently.

Effectiveness: We pursue tangible, measurable objectives.

goals and strategies

1. Connect the State Capitol Campus to the surrounding city fabric

In the next five years, it will be CADA's goal to integrate State facility needs with City objectives. CADA will:

- Stay aware of and be responsive to changing local and state priorities.
- Be a pro-active liaison between the City and the State.
- Support achievement of the State Capitol Area Plan goals and objectives.
- Ensure that State and CADA objectives in the Capitol Area and the R Street Area are reflected in the City General Plan with regard to state office and urban infill residential developments.
- Encourage building design that enlivens the state office structures at the ground level including retail tenants, street events, bikeways, etc.
- Improve and enhance the public right-of-way in the Capitol Area and the R Street Area with particular emphasis on the streetscape development of O Street, R Street, 11th Street, 13th Street, 14th Street and 16th Street.
- Develop an effective parking and transportation (both vehicular and pedestrian) strategy in the Capitol Area and the R Street Area.
- Capitalize on cultural events programming to enhance the area's attractiveness as a destination.
- Work with state employees, neighborhood organizations and other groups to build and maintain consensus with regard to the development of the Capitol Area and the R Street Area.



The challenge...

stay responsive to the State's assessment of its land use needs.



The challenge...

establish a dedicated funding stream for infrastructure and streetscape.



2. Create a sustainable urban neighborhood

In the next five years, it will be CADA's goal to make significant progress towards creating an environmentally, socially and fiscally sustainable neighborhood. CADA will:

- Be a leader in sustainability practices with the goal of the Capitol Park Neighborhood becoming a LEED-certified neighborhood.
- Improve the streetscape, taking into particular attention the importance of maintaining the tree-shade canopy and building profiles that enhance the pedestrian walking experience.
- Maximize transit-oriented-development opportunities.
- Encourage builders of developments coming on line in this period to provide groundfloor amenities attractive to sub-markets including but not limited to millennials, Generation X, and baby boomer adult populations.
- Promote retail that contributes to neighborhood vitality.
- Continue to emphasize high quality design for buildings and public spaces.
- Create a vibrant community with a distinct and appealing sense of place.
- Support neighborhood programs including marketing and special events.
- Prepare for the future opportunity of having families with grammar school children reside in the neighborhood.



3. **Maintain momentum by maximizing housing production**

In the next five years, it will be CADA's goal to keep the momentum of urban infill residential construction at the maximum achievable densities and pace that the market and economy will support. CADA will:

- Identify housing opportunity sites and advocate for higher density projects, including high rises in appropriate locations.
- Stay flexible and responsive to changing economic and market conditions.
- Streamline the development process.
- Execute and enforce realistic development agreements.
- Make progress on projects with active development agreements the highest priority.
- Provide neighborhood amenities and streetscape improvements to attract private development.

4. **Provide housing that is affordable and attractive to a diverse population**

In the next five years, it will be CADA's goal to produce housing affordable to a range of households consistent with Central City demographic goals. CADA will:

- Maintain an inventory of housing in the Capitol Area and the R Street Area including type, cost, configuration and people served.
- Maintain an accurate, thorough and ongoing knowledge of the housing available in the Central City during this period.
- Define the sub-markets (i.e. baby boomers, millennials, families etc.) and the housing types that attract them (i.e. condominium flats – living units that are on a single level serviced by an elevator, rental units small in footprint, but 'big' in quality, units that have access to private outdoor space).
- Search out the most cost-effective ways of meeting inclusionary housing needs in the Capitol Area and in the R Street Area
- Secure funding to construct new affordable housing in the Capitol Area and the R Street Area.
- Structure CADA Rent-assisted Programs to include units affordable to extremely low, very low and low income households.
- Maximize opportunities for home ownership.
- Make the provision of housing for workforce population, seniors and students a top priority.

The challenge...

achieve desired building momentum & production.



The challenge...

meet inclusionary housing mandates.



The challenge...

keep portfolio of classic and contemporary apartments current and competitive.



The challenge...

preserve institutional knowledge.



5. Be a leader in urban properties management

In the next five years, it will be CADA's goal to provide leadership in effective urban properties management. CADA will:

- Set high standards of quality and customer service, particularly in the areas of maintenance, operations, and historic preservation.
- Strengthen links with tenants and provide technical assistance to retail tenants to enable their success.
- Establish connections with a network of service providers (local churches, non-profit service and volunteer organizations) who can assist in providing special needs populations the support they need to live independently.
- Improve the energy conservation potential of CADA-managed buildings.
- Demonstrate how older buildings may be maintained as viable housing resources.
- Share best practices with other urban properties management professionals.

6. Maintain organizational excellence

In the next five years, it will be CADA's goal to lay the groundwork to assure the CADA vision endures. CADA will:

- Forecast impacts of economic trends and government programs on resource availability.
- Develop accelerated acquisition strategies for state-owned property in order to implement the Capitol Area Plan.
- Assess project impacts on CADA operations and its ability to meet its mandates.
- Maintain good relations with the business community, including small and emerging businesses.
- Continue practice of preparing five year strategic plans and annual business plans to assure consensus and accountability.
- Develop and implement thoughtful succession planning strategies to retain institutional knowledge and assure the continuation of the CADA vision.
- Ensure best practices and promote employee development (e.g. LEED certification for applicable positions) through participation in training programs, continuing education courses and pertinent conferences.
- Maintain the CADA culture of openness, inclusiveness, creativity and forward thinking.
- Communicate plans and accomplishments to all constituents.

measuring success

criteria for excellence

In order to effectively gauge CADA's success in meeting its goals, CADA will continue to monitor and report on its achievements.

This CADA scorecard consists of a number of measurable criteria, including:

- Units of new housing production at a range of price points (both for sale and for rent).
- Units of rehabilitated housing stock
- Acres of state-owned land disposed of either through fee-simple sale or long-term ground lease.
- Progress in meeting Capitol Area Inclusionary Housing Mandates.
- Progress in meeting R Street Area Inclusionary Housing Mandates.
- Progress in meeting the energy reduction goals set forth in the State Green Building Initiative.
- Tangible physical improvements to key corridors, including O, R, 11th, 13th, 14th and 16th Streets.
- Frequency of community events in the Capitol Park Neighborhood.



mandates, stakeholders, organization

mandates

CADA is a joint powers authority between the State of California and the City of Sacramento created to implement the plans and objectives of the State Capitol Area Plan, as directed by the State of California and the City of Sacramento. The Capitol Area Plan is a mixed-use plan for the management, development and disposition of state-owned property located directly south and east of the State Capitol and Capitol Park in the City of Sacramento.

CADA has been specifically designated to implement the housing and support retail goals of the Capitol Area Plan. The Capitol Area Plan legislation sets a population goal of 3,500 residents living in housing built for a variety of incomes. Additional legislation enacted in 1978 requires that CADA maintain 25 percent of its units at affordable levels for low-income households and provides CADA the powers of a redevelopment agency for the Capitol Area Redevelopment Project Area.

In 2002, legislation was passed that expanded CADA's redevelopment project boundaries to include a key section of the R Street Corridor, a former warehouse and industrial district. The purpose of this expansion was to address blight and accelerate the pace of investment and redevelopment along the southern border of the Capitol Area between 10th and 19th Streets. Redevelopment of this blighted area will enhance the Capitol Park Neighborhood and serve as an opportunity for transit-oriented development in proximity to the 13th and 16th Street Light Rail Stations.



The R Street Area Implementation Plan adopted by CADA in 2007 sets forth the strategies and programs that CADA will pursue with tax increment and other public funds to develop and redevelop the CADA portion of the R Street Corridor, generally from 9th Street to 19th Street.

CADA's success in developing and redeveloping the Implementation Plan area will depend on its ability to address the many development obstacles that exist. These development challenges include; inadequate infrastructure, Brownfield clean-up, escalating market prices for land and construction, and funding of public improvements.

The R Street Area Implementation Plan also identifies the strategies and programs CADA will utilize to attain the affordable housing mandates of the R Street Area enabling legislation. In the R Street Area, at least fifteen percent of all units developed by public or private entities other than CADA by build-out must be affordable for low or moderate income households. Of these units at least forty percent must be affordable to very low income households. Thirty percent of any housing units developed by CADA in the R Street Area by build-out must be affordable to low or moderate income households. Of these units at least fifty percent must be affordable to very low income households.



stakeholders

CADA has a broad range of stakeholders: the people of the State of California who deserve a capital city of quality and distinction, the citizens of the City of Sacramento who should know the area as a vibrant part of their community, the public and private employees who work there, the residents who live there, the businesses that support it and the visitors who frequent the Capitol Area.

CADA's internal stakeholders are its Board and staff, the State Legislature, the State Department of General Services, the Capitol Area Committee, the Sacramento City Council and the Sacramento Housing and Redevelopment Agency.

organization

CADA's policy is directed by a five member board of directors. Two are appointed by the State of California, two are appointed by the City of Sacramento and the fifth member is selected by the Board. CADA employees are at-will employees. They serve at the discretion of the Executive Director who is hired by the Board. To maximize effectiveness and accountability, CADA's staff are assigned to one of four service units: Property Management, Asset Management, Development or Administrative Services.

Property Management Services staff maximize property management revenue through effective customer service. Asset Management Services staff focus on the maintenance, care and long-term investment CADA makes in its properties. Development Services staff identify new projects and attract private development partners to create them. Administrative Services staff support the other service units and the Board of Directors.

CADA currently has 18 staff members based in its administrative office, an eight-member maintenance crew and 12 resident services representatives. Legal counsel for CADA is provided under contract with a private law firm.

CADA is responsible for developing and managing its own budget. While it is a joint powers authority created by the State of California and the City of Sacramento, it does not receive operational financial support from either. CADA's revenue streams are the rents generated by properties it manages and the tax revenue generated by properties within its redevelopment project area.

The contributions the State makes to CADA are ground leases of State land until the land can be developed by CADA and/or the private sector. At that point, the State land is purchased by CADA at fair market value and sold or leased for development. The City of Sacramento contributes investment/financial services and planning/funding assistance for new projects.



development opportunity sites & key corridors

projects: 2008 – 2013

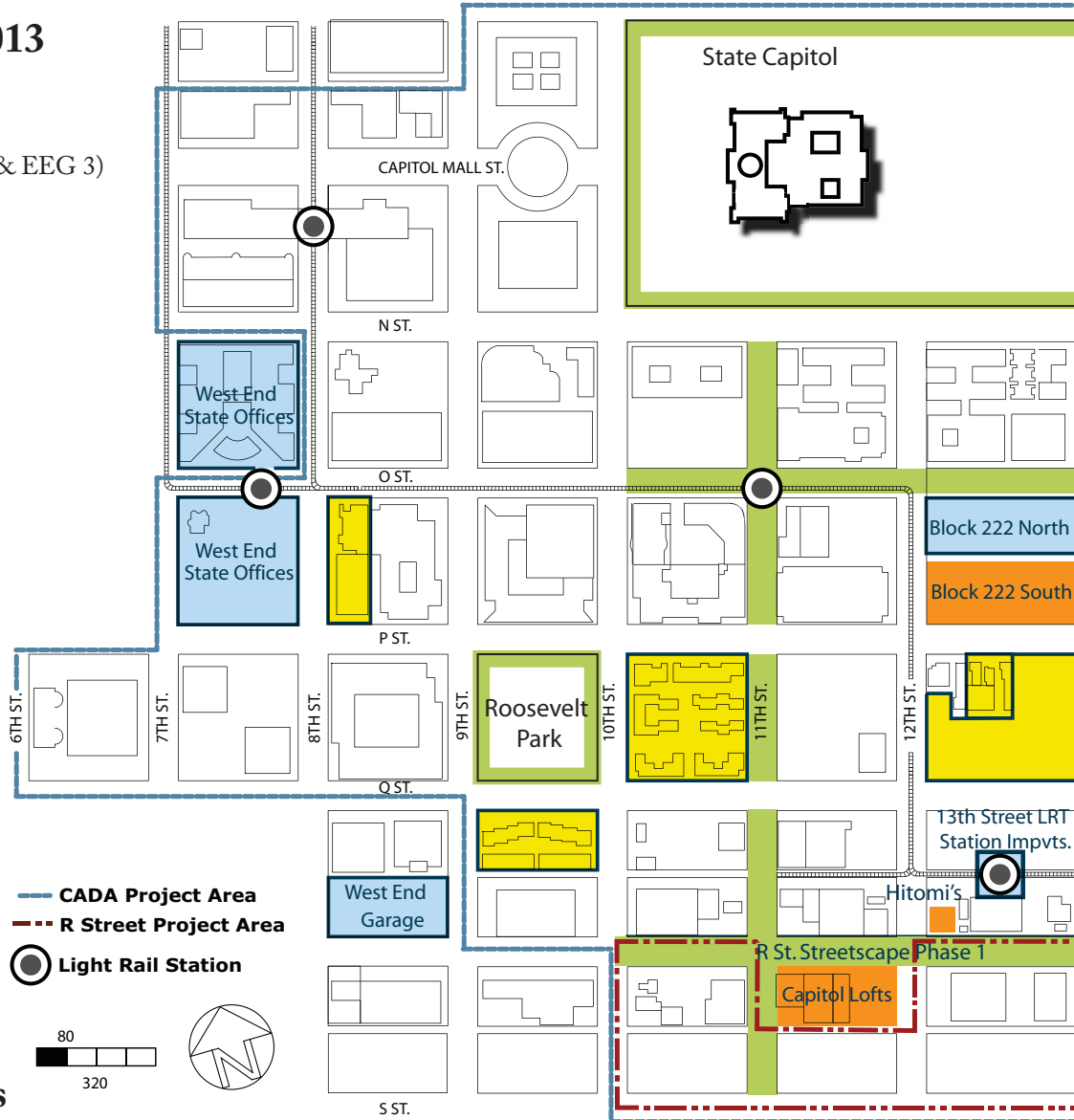
- Site 9B
- East End Gateway 2 and 3 (EEG 2 & EEG 3)
- Capitol Lofts
- East End Gateway 1 (EEG 1)
- East End Gateway 4 (EEG 4)
- East End Gateway 5 (EEG 5)
- 15th and Q Temporary Parking Lot
- Block 222 South
- Site 21
- 1409 R Infrastructure
- Hitomi's Improvements

post 2013 projects

- Site 16 D
- East End Gateway 6 (EEG 6)
- East End Gateway 7 (EEG 7)

completed projects

- Saratoga Townhomes:** 36 townhomes with attached garages and passive solar system. 9th/Q Sts.
- Somerset Parkside:** 75 condominiums with groundfloor retail in 4-story structure and townhomes on interior of block. 26 affordable apartments in separate structure. 10th/P Sts.
- 1619 Q Street:** 16 unit rooming house with shared community kitchens and bathrooms.
- 17th Street Commons:** 29 apartment rentals housed in two rehabilitated structures and townhomes on interior of block. 12 of 29 apartments are rent-assisted. 17th/O Sts.
- Delta Victorians:** Four structures relocated to site housing 8 market rate apartments. 14th/Q Sts.
- Admail Express Building:** Three-story apartment structure over groundfloor offices. 3 of 7 apartments are rent-assisted. 14th/O Sts.



Palm Mansion: Victorian vacated after suffering severe fire damage renovated into 4 apartments. 14th/P Sts.

Delta Townhomes: Three new townhomes constructed to match Victorian style of Palm Mansions. 14th/P Sts.

Biele Place: 35 unit rent-assisted seniors units. Facility includes courtyard, garden and recreation room. 15th/O Sts.

Brannan Court: 40-unit apartment structure. 8 of the 40 units are rent-assisted. Public art feature. 15th/N Sts.

The Terraces: 60 studio efficiency apartments constructed as an alternative to Single Room Occupancy structures in Central Business District. 16th/O Sts.

Capital Athletic Club: Pre-eminent athletic club in downtown Sacramento constructed adjacent to state offices at west end of the Capitol Area. 8th/O Sts.

institutional partner projects: 2008 – 2013

13th & 16th St Light Rail Station Improvements

Westminster Infill

West End State Offices

West End Garage

key corridor development 2008 - beyond

O Street

R Street Infrastructure

R Street Streetscape

11th Street

13th Street

14th Street

16th Street



see www.cadanet.org for additional project information

State Office of Buildings and Grounds: Three-story state office structure constructed on quarter block infill site. Financed by CADA lease revenue bonds. 13th/O Sts.

Stanford Park Townhomes: 50 townhomes with common secured garages. 15th/P Sts.

Greentree Commons: 17 townhomes with groundfloor restaurant. 14th/O Sts.

Governors Terrace: 44 apartments above secured groundfloor parking. 14th/P Sts.

17th and N Streets: 18 apartments in Art Moderne structure relocated to site and new annex building.

Fremont Building: 69 apartments housed in 4-story structure above groundfloor retail. 11 of 69 apartments have rents set at below market rates. 16th/P Sts.

Capitol Park Homes: 64 single family homes with affordable requirements set by the Sacramento Housing and Redevelopment Agency. 12th, 14th/P Sts.

The Inn off Capitol Park: 38-unit boutique hotel featuring interior atrium and enclosed parking. 16th/N Sts.

Fremont Mews: 119-loft apartments above secured parking. 49 of 119 apartments have rents set at below market rents. 14th/P Sts.

Fremont and Southside Community Gardens: Two community garden sites purchased, remediated and donated to City of Sacramento Parks Department. 14th/Q Sts., 5th/W Sts.

CADA Apartment Inventory: On-going capital improvements to structures built from 1910 through 1988. Multiple locations.

Capitol Area Streetlights: Area-wide installation funded by establishment of assessment district.

biographies



Ann Bailey, Chair

Appointed by the State of California

Ann Bailey has been Counsel to the bipartisan California Senate Committee on Legislative Ethics since 1990. Ms. Bailey began her career at the H.E.W. Office for Civil Rights and has been an employee of the State of California for 30 years, at the Agricultural Labor Relations Board, the Public Employment Relations Board, and the California Senate.

Ms. Bailey served a three-year term on the Board of the Council of Governmental Ethics Laws, an organization of ethics agencies in the United States and Canada, and has consulted to the City and County of Honolulu, the Guam Legislature and the government of Mongolia regarding governmental ethics. She served for many years as the faculty advisor to the Senate Fellow program through CSU, Sacramento. She is a member of Phi Beta Kappa and a graduate of Southern Methodist University, with a J.D. and an M.A. in History from Stanford University.

Charles Dalldorf, Vice Chair

Appointed by the City of Sacramento

Charles Dalldorf is the Special Assistant to the Mayor of Sacramento. Having worked under three City of Sacramento Mayors, he has extensive experience in working with committees and city councils. He served on the staff of former State Assembly Speaker Willie L. Brown, Jr., former U.S. Congressman Vic Fazio and State Senator Patrick Johnston. He has also served in media and government relations capacities for Kaiser Permanente, Packard Bell NEC, Inc., and is a former Vice President of Public Sector Search at Wilcox Miller & Nelson. He is an active member of the League of California Cities, serving as a member of the Board of Directors in 2000. He is currently a part-time lecturer at Sacramento State University in the Government Department.

Mr. Dalldorf is a graduate of St. Mary's College of California with a BA in Business Management and has attended Sacramento City College and California State University. He is also a graduate of Norwich University with a Masters degree in International Diplomacy.

Ronald Alvarado

Appointed by the State of California

Ronald Alvarado is a principal in SBM Site Services, LLC, a national facilities services company, and owner of Pilatus Properties, LLC, managing and overseeing the entitlement and development of real estate. Mr. Alvarado's career has spanned both the public and private sectors. He has headed the Sacramento regional office of a national real estate development company, served as Special Assistant to the President for Intergovernmental Affairs at the White House, been undersecretary of the California State and Consumer Services Agency, State Health and Welfare Agency and chief of staff at the Sacramento County Board of Supervisors. He was the Executive Director of CADA from 1996 through 2000.

Mr. Alvarado served ten years on the California State Personnel Board and also served on the CalPERS Board of Administration. He is a member of the Urban Land Institute and of Lambda Alpha International, an honorary real estate economics society. He received his BA degree from Seattle University and his Masters in International Studies and Economics from the Monterey Institute.

William Ishmael

Appointed by the City of Sacramento

William Ishmael recently retired as senior vice president and managing principal of Nolte Associates, Incorporated. He continues to serve Nolte on a part-time basis as Director of Marketing. In addition to his career as an exhibiting artist of abstract paintings, he serves on the boards of a variety of community organizations including Valley Vision, the Tree Foundation, and the Urban Land Institute.

Mr. Ishmael holds an MS in Urban Planning from the University of Michigan and a BS in Civil Engineering from Duke University. Mr. Ishmael is a LEED accredited professional as well as a registered professional engineer.

Page Robbins

Appointed by the CADA Board of Directors

Page Robbins is a housing development specialist. She has worked within the housing development, finance, economics and redevelopment arenas since 1985, holding positions with the Sacramento Housing and Redevelopment Agency, EAH Inc., and Lynn Sedway and Associates. She is the senior member of the CADA Board and has served as Chair of the Development and Construction Committee throughout her tenure.

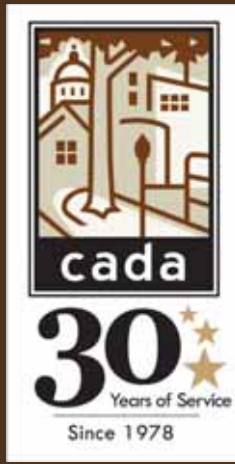
Ms. Robbins has served on the Board of Directors of Lambda Alpha International, Sacramento Chapter, Transitional Living and Community Support, and Youth Action Homes, Inc. in New York City. A member of Phi Beta Kappa, she holds an MBA from Columbia University Graduate School of Business and a BA from the University of California at Berkeley.

Paul Schmidt

Executive Director

An architect and planner, Paul Schmidt was appointed CADA Executive Director in 2005. He has over 30 years experience with CADA and served as a staff planner for the State on the 1977 Capitol Area Plan. As CADA Development Director from 1978 to 1995, he was responsible for Somerset Parkside, Stanford Park Townhomes, the Capital Athletic Club, Saratoga Townhomes and numerous other projects. From 1995 to 2005, he was Director of Asset Management for CADA overseeing the acquisition and sale of properties as well as capital improvements and maintenance management. From 2002 - 2005, Mr. Schmidt was also responsible for CADA's R Street activities.

Mr. Schmidt is a past President of the American Institute of Architects Central Valley Chapter and former Chair of Sacramento Heritage. In 2001 he was named Corporate Architect of the year in California by the AIA California Council. He holds a Bachelor of Science degree from Santa Clara University and a Master of Architecture degree from the University of California at Berkeley.



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