



ALEX LAWRENCE

Director

714.316.2104
alawrence@rsgsolutions.com

PROFILE

"I am passionate about working with community leaders and residents to help solve the diverse and challenging problems that local governments face. I strive to facilitate growth and development that is fiscally responsible, sustainable, and equitable to help communities meet their goals."

OUT & ABOUT

Licensed California Real Estate Agent (#02244431)

Urban Land Institute (ULI)

California Association for Local Economic Development (CALED)

San Diego Housing Federation (SDHF)

Housing California

California Association of Local Agency Formation Commissions (CALAFCO)

Southern California Association of Non-Profit Housing (SCANPH)

ABOUT ALEX

Alex utilizes her experience in real estate, affordable housing, and economic development to facilitate growth in industries and communities and assist clients in reaching their goals. Alex is an expert in navigating the Surplus Land Act and her work includes real estate acquisition and disposition, residential and commercial market analyses and development feasibility studies, pro forma analyses, commercial and residential relocation, and affordable housing work.

EDUCATION

Alexandra holds a BA in Political Economy, *magna cum laude*, from the University of Southern California (USC) as well as a Master's Degree in Public Administration from USC.

RECENT ENGAGEMENTS

REAL ESTATE

Worked with the Cities of Benicia, Coalinga, El Monte, Laguna Beach, Murrieta, Redwood City, South Gate, Thousand Oaks, and Los Angeles County on disposition efforts for 13 surplus properties and 15 properties declared as exempt surplus.

Created a comprehensive inventory of real property owned or leased by Redwood City and compiled related documentation to ensure assets are being properly managed and maintained.

Quantified the potential community benefits generated from the proposed Willowbrook Joint Development project and West LA Civic Center Courthouse redevelopment projects for the County of Los Angeles.

Analyzed the impacts of prevailing wage and a project labor agreement on overall development feasibility for the proposed West LA Civic Center Courthouse redevelopment project.

Worked with the Los Angeles Economic and Workforce Development Department to provide a comprehensive pro forma analysis of the proposed Bethune mixed-use development in Los Angeles.





ALEX LAWRENCE

Director

714.316.2104
alawrence@rsgsolutions.com

Provided commercial relocation services for the Cities of South Gate and Santa Cruz by preparing an HCD-approved Relocation Plan (for Santa Cruz only), evaluating benefit eligibility, facilitating relocation meetings, conducting replacement business site research, and facilitating payment of relocation benefits.

Conducted market analyses for the City of Downey and Los Angeles County Development Authority to identify real estate trends and opportunities and align strategic planning goals with land use policies.

Prepared fair market rental valuations for a ground lease in Marina Del Rey for developer AMLI Residential.

Evaluated development proposals for the disposition and redevelopment of a mixed-use project at the West LA Courthouse and Civic Center site for the City and County of Los Angeles.

Conducted market research and evaluated the feasibility of repositioning or repurposing the Business Technology Center owned by the Los Angeles Community Development Authority.

Created an Offering Memorandum, managed negotiations, and coordinated the escrow process to dispose of two properties in the City of Murrieta in a coordinated manner in order to provide funds for a 200-unit multi-generational affordable housing development.

Managed acquisition and site assembly efforts to facilitate the development of an affordable ownership project in the City of South Gate.

Managed acquisition efforts of a blighted property intended to be redeveloped or used for public purposes on behalf of the City of Temple.

Analyzed developer qualifications, cash flows, and land use concepts for the joint development of a former elementary school site in Willowbrook in partnership with the County of Los Angeles and Compton Unified School District.

HOUSING

Prepared and distributed a Request for Proposals, analyzed developer responses, and drafted agreements for the City of Murrieta, resulting in a 200-unit multi-generational affordable housing development.

Managed preparation of a residential economic study for the City of Roseville which evaluated the opportunities and feasibility of affordable and market rate housing development in 2 of the City's specific plan areas.





ALEX LAWRENCE

Director

714.316.2104
alawrence@rsgsolutions.com

Prepared HCD-approved Relocation Plans for 2 nonprofit housing corporations to facilitate the temporary relocation of 42 mobilehome residents while necessary mobile home park infrastructure upgrades are completed.

Assisted with deal structuring and drafting term sheets, Purchase and Sale Agreements, and Affordable Housing Loan Agreements for the disposition and development of two affordable ownership housing projects in the City of South Gate.

Prepared an affordable housing development programming and feasibility analysis and Request for Proposals soliciting affordable housing proposals for the City of Thousand Oaks. Subsequently evaluated development proposals and provided recommendations to the City, resulting in the selection of a 78-unit affordable homeownership project.

Evaluated a developer's request to refinance a conventional loan and amend controlling documents for an affordable housing project in the City of Murrieta, which resulted in the Murrieta Housing Authority receiving a lump sum payment, earning increased annual residual receipt payments, and ensuring the project units remained affordable.

Prepared a memorandum for the County of San Diego evaluating potential program structure options and key considerations for a Pilot Workforce Housing Program.

Evaluated responses to the County of San Diego Notice of Funding Availability and made recommendations as to whether the requested funding should be distributed based on the feasibility of the project.

Performed a relocation cost analysis and managed the relocation of 16 residential tenants at the future site of a Permanent Supportive Housing project in the City of San Clemente.

Performed relocation oversight for 3 motel conversions and 4 redevelopment projects utilizing State and/or Federal funding to ensure the affordable housing developer relocated the motel tenants, commercial businesses, and residential tenants in compliance with applicable relocation laws for the County of Orange.

Annually prepares the Housing Authority and Housing Successor Compliance Reports for the City of Murrieta, City of El Monte, City of South Gate, and City of Avalon and assists City staff in ensuring compliance with housing regulations.

Prepared a Relocation Policies and Procedures manual for the County of Orange.





ALEX LAWRENCE

Director

714.316.2104
alawrence@rsgsolutions.com

Created and distributed a Request for Qualifications to solicit offers from qualified parties to purchase and develop 4 noncontiguous properties located along the Lincoln Avenue Corridor in a coordinated manner in the unincorporated community of Altadena.

Analyze financial statements for two affordable housing developments in the City of Murrieta annually to ensure the developer is in compliance with controlling documents and the calculation of residual receipts accurately reflects the terms under the ground lease.

Prepared a Design, Feasibility, and Disposition Strategy for the historic Chinatown Lot 45 site in Los Angeles and TOD site in San Marcos evaluating community housing need, financial viability of potential development scenarios, and disposition options that best meet community goals while remaining in compliance with the Surplus Land Act.

Completed a Design and Feasibility Strategy for the City of Los Angeles, evaluating the marketability and financial viability of a mixed-use development at a USC-adjacent site with consideration of Surplus Land Act requirements.

ECONOMIC DEVELOPMENT

Provided analytical support to develop a Business Attraction and Retention Strategy for the City of Anaheim.

Performed research and analysis to develop a Local Economic Development Strategy in the City of South Gate and managed preparation of the City's Annual Economic Development Progress Report.

Conducted research, analysis, and interviews with community members to develop retail marketing materials for the City of Westminster.

Assisted in organizing a panel of economic development experts for the Local Economic Advisory Program for the City of South Gate, which provided the City recommendations and assistance to address economic development challenges within the community.

Performed analysis and facilitated stakeholder meetings to develop an Economic Revitalization and Development Strategy for the City of Carlsbad.





ALEX LAWRENCE

Director

714.316.2104

alawrence@rsgsolutions.com

FISCAL HEALTH

Analyzed the financial feasibility and projected the economic and fiscal impacts of a proposed hotel development to assist the City of Los Angeles in negotiating an incentive agreement with the developer.

Provide annual consulting services to 6 Successor Agencies. Assistance includes preparation of Recognized Obligation Payment Schedules and agenda materials, cash flow analyses, cash balance reconciliation analyses, and correspondence with the County Auditor-Controller and the State Department of Finance.

Prepared a Fiscal Consultants Report for a bond refunding in the City of Pico Rivera, which included analysis of financial trends and projected revenues to determine bond debt service coverage.

Prepared a continuing disclosure report for the City of Ridgecrest to substantiate available tax revenues to be generated from the respective Project Areas for bond debt service.

